

**MASTER IN SOCIAL
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GREEN EXPERIENCE VALUE

- AN INVESTIGATION WHETHER THOUROHLY GREEN SERVICE PROVIDERS ENHANCE THE VALUE FOR THE CUSTOMER EXPERIENCE

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Executive summary:

In an environment that increasingly focuses on the significance of memorable experiences and solutions for more pro-environmental behaviour is needed, it is investigated whether a thoroughly green service experience may have an enhanced value for the consumer. Consumers' environmental values have been connected with the experience of green service providers (such as a hotel) to see if it offers any added value for the customer. This investigation is also detecting how this can be an attractive outcome for businesses; for them to establish a green experience environment.

Previous literature on environmentalism and experience literature have been used as a base for understanding. Three theories are used to recognize why an environmental friendly experience may be important for the customer: 1) The self-determination theory 2) The value- belief- norm theory and 3) The transformational experience, developed into a theory. It all starts off with the values of the (critical) consumers; it must contain of certain beliefs and convictions of what the right thing to do is, when it comes to the environment. Second there is the acknowledgement that the actions that the individual do, will lead somewhere, that it will support the purpose. At this same stage there is also the intrinsic motivation and need for identity in actions. So the experience must be an identification of values as well as a belief that it has a real purpose or meaning to act on it - if this is believed the individual will act. The action will give the individual an experience and if that experience is strong it may change the perspectives and be a transformational experience. In the end if the experience was a good one, it will reinforce the values to the consumers. The consumers are also increasingly after more meaningful experiences, which a green experience may be for the ones that have aligned values and lifestyle.

The main findings lean heavily if the internal motivations and moral values are aligned with the pro-environmental experience, the costumer will enjoy the green experience-attributes to a much higher degree than if the values are not aligned. The degree of commitment will increase this feeling of wellness and happiness in the experience. It is also discussed how an experience may give meaning and even change perception, a transformational experience. The experience stimulates the individual in a cognitive, affective, behavioural or sensorial way. A survey was conducted which identified the environmental consumers, or in other words the more critical customers. They are also the target market for Hotel Guldsmeden, which has been used as the main case example. Guldsmeden is thoroughly sustainable hotels which especially cater for consumers appreciating a green experience. Guldsmeden has been found to stimulate their customers in such ways, that it can be backed up by saying that the experience is stronger for the guest because it is green.

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1. Introduction

“In order to really succeed, the concept of sustainability needs to be integrated in the consumers’ experience” (Alain Dupeyres, 2012).

Alain Dupeyres is talking about faster integration of sustainable solutions in businesses.

This mind set reflects the purpose of this thesis, in which **the focus will be on the consumers’ experience of green service providers and whether this offers an actual added dimension to their experience.** Many of the greater degradations of the environment are manmade, consciously or not; there are many wrong decisions made. What we need are solutions so it is easier to make right choices. The idea is to find solutions that are valuable, attractive and straight forward to integrate for businesses, and motivating, attractive and available to choose for individuals. One interesting ‘meeting arena’ is the concept of the experience economy, a term to explain our times hunt for meaningful experiences. This thesis will therefore investigate whether green experiences somehow can be more attractive, motivate us to act better or just feel better. The experience economy happens where **the business are setting the stage for the experience to happen with the consumers to co-creating their experience (Pine, 2008).**

“The world is on a perfect road to 6 degrees heating, the consideration of the environment is not really emphasized at all from business point of view” urges Jan Erling Haugeland, a Norwegian polar explorer who has seen the ice melting in Antarctica and the North Pole. United Nations climate panel (IPCC) agrees and are trying to reinforce stronger controls and restrictions on industries and encouraging everybody to contribute (IPCC Fourth Assessment Report, 2007).

This consideration must be taken seriously from the business point of view, and understood how they may benefit from adopting sustainable solutions with a holistic perspective.

While Corporate Social Responsibility (CSR) have become an important agenda in the business world, integrating environmental sustainable solutions into the core business, that services or products are as environmental friendly as possible, are harder to make businesses incorporate.

The industry of concern in this paper is the hotel (and tourism) industry which is dependent on the availability of a clean environment to succeed. The case example is Hotel Guldsmøden, because they are a good example of a thoroughly green service provider with this to be integrated into the customer experience.

Most hotels are embracing the environmental issues, much due to market demand and competitive advantage, however struggling to incorporate it into their core business.

These concerns are also shared by the businesses themselves, reflected by recent events in the industry like the conference in Copenhagen in 2012: Green Business Model Innovation in the Tourism and Experience Economy. Results from a study showed that tourism companies want to be sustainable but are having difficulties aligning it to other parts of the business strategy. Only 15 % had a green strategy while half of that again classified as an innovative green strategy. However it indicates a change in their values, although more conscious work is needed to act on these values and integrate them into the core processes of business. The value change may be due to the growing consumer demand for greener solutions. It should on the other hand be important for hotels to say that a stay at their hotel is also good for the environment. There is a term called Nudging, to nudge is to gently push the consumer to act in appropriate ways (GreeNudge, 2012). However its intention is that it is to be so easy to integrate it that the customer will not even notice it, and then also excluding customer participation. Therefore it is not a conscious part of the experience, and not that interesting to discuss in this context.

Although there is not a mainstream shift in consumer behaviour required to encompass as a low carbon lifestyle, there is an increased knowledge in the general population due to extensive and available research. Many scholars within the consumer behaviour and social science field have studied the processes of how to change or motivate certain behaviour. There seems to be less problem with the general environmental values of population, however the value-action gap is very much alive and kicking. The gap represents the obstacles of aligning behaviour with values. It is a complex area of research; it is not done in one night to change behaviour. Human beings are creatures of habits and convenience, some successful initiatives are proof of this: recycling newspapers have become a habit for most Norwegians, and the convenience of sidewalk trash cans with recycling options are making it easy to throw garbage where it should be thrown (Bomberg and Schmit, 2002). Other factors which

determine how we act are the quality issues on products or services and price sensitivity, price matters to most of us (GreeNudge, 2012). It should on the other hand also be emphasized that the values are also an area of concern and several researchers think that it needs a deeper; more profoundly change in the value set to initiate behaviour. Never the less there has been established an understanding that change in behaviour on the individual level is also needed.

As we can see, both the industry and individuals are aware of the need to change but are not putting much effort to make the change. It is a complex problem and we all need to realise our responsibility, however it takes time for this responsibility to be taken seriously.

One solution to help both businesses and consumers in the aim of incorporating green solutions is therefore to see if there is a common meeting ground for sustainable and green experience making.

The green experience making is about finding solutions for more natural and authentic experiences, as it is a primary need for humans to surround ourselves with natural environments.

A need that may be satisfied with the garden outside the house, the sea view or the ‘obligational’ recreational walks on Sundays.

However, why should not the service experiences we chose to participate in also be enhanced when it is a natural one, when it is taking care of the environment we also want to comprise for the next generations?

This investigation will concentrate green experiences offered by service providers, and how this adds value to the customer experience. This added value will again add value to the business.

A stay at a hotel is an example of such an experience:

Experience: Immediate, relatively isolated occurrence with a complex of emotions that make an impression and represent a certain value for the individual within the context of a specific situation.

(Source: Bosjiwijk, 2007)

In other words this is an investigation on whether a pro-environmental service provider can give the additional ‘feel good feeling to the customer’ or other positive correlations, and in this sense additional value of the experience.

A pro –environmental service provider is one that takes the environmental and social issues into the core of their business, this means that the business have a triple bottom line focus; profit, people and plant.

“The triple bottom line ... aims to measure and focus on the financial, social and environmental performance of the corporation over a period of time” (The Economist, 2009). However for it to be an enhanced experience for the customer it has to be a comprehensively executed and consciously be a part of the overall experience, by communication and bringing the customer to feel a part of this.

To find out whether there is enhanced value for the consumers we first of all need to make clear what an added value for the consumer is. What matters and give meaning to them?

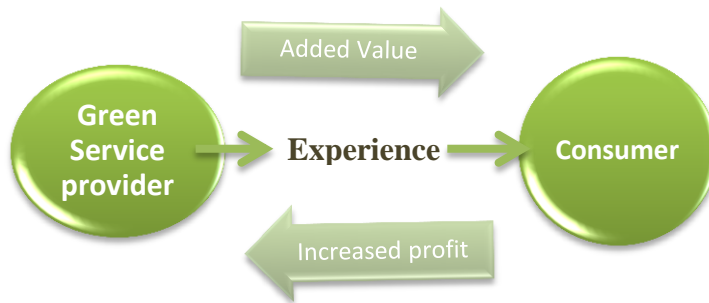
First of all the consumers values need to be understood.

The **internal (and external) motivations and values** are used in order to understand why consumers choose green service providers/ green experiences. These motives are interpreted from the conducted survey and based on theories and secondary literature. The case example in this thesis is Hotel Guldsmeden, and the conclusions from the survey will be compared with the green experience at Guldsmeden Hotel. With the analysis of these results we may be able to conclude whether it may be beneficial and profitable for hotels and other service providers in the tourism industry to add or increase the greenness level and then their green experience level in their business.

Model 1: Explanation of research area



Model 2: *The anticipated increased value for Green service experience making*



As well as having a theoretical background and framework, empirical findings from environmental sustainable hotel experiences is chosen to be the empirical support for a validated result, Guldsmiden. This hotel chain is chosen as the empirical example because hotels are one of the first actors in the service industry complying and changing with consumer demands, as this is necessary for them in order to survive.

The power of consumer demand is great when it comes to hotels, it is easy to opt out lesser attributed hotels as it is usually many to pick from. Hotels are also more see-through than many other service providers. Customers are staying on the actual ground where the experience is unfolding, and may quickly determine whether they live up to the expectations or not. They are the worst offenders in terms of food waste, everyday cleaning and energy inefficiency; however this has a natural relation to the core of their business of renting out rooms and feeding a number of guests on a daily basis. Hotels are highly depended on the satisfaction of their customers for loyalty and word of mouth; they usually have Return on Investment (ROI) level according to this. Hotels usually have higher investment ability than most companies and they need to stay innovative to have competitive advantage in a highly competitive market, and are expected to be up to date on market trends and demands. It is happening a lot in this industry in regards to embracing the environmental issues, and that is the reason why it is chosen as the main focus service provider in this paper.

To sum it up in with the words of a customer of innovative hotel experiences:

Environment and Locally Sourced Food: If you're staying at upscale or boutique hotels, expect to enjoy the next phase of the local food trend. Going beyond just buying locally sourced food, some chefs at these hotels are growing their own vegetables and herbs or even raising bees to get their own honey. One New York City hotel has a farmer's market next door that attracts lots of guests, who not only get to enjoy healthy food but also feel part of the neighbourhood. And isn't feeling welcome what hotels are all about?" (Networksolutions.com, 2011).

Out of the hotel chains in Norway, which is the geographical area of concern, it seems like Guldsmeden is the hotel with the highest level of pro-environmental solutions into the core of their business. Guldsmeden is a family owned franchise business established in Aarhus, Denmark, which is now located in 4 countries; Norway, Denmark, France and Bali. The experience of staying at Guldsmeden is influenced heavily of their organic and 360 degrees sustainability focus (360 degree – means no matter where you turn, it will be environmental friendly). They have incorporated pro-environmental solutions into all of their processes such as 100% sustainable energy from renewable sources, water restrictions, 90 % or more organic food and drinks, minimized food waste, other waste and recycling actions as well as presenting guests with healthy options as organic spas, bath room products and external experiences such as bike rental. Two of their Copenhagen hotels are certified with Green Globe¹, all the Danish hotels is a part of GoGreen – a network in Denmark profiling green alternatives to products and services, they are also certified with the Golden Ø, which guarantees an above 90% organic food offering.

The last check it was above 95 according to their Sustainability Management Plan 2012. These certifications are important for customers to rank and compare hotels to each other.

¹ Green Globe is a 360 degree sustainable certificate based in Los Angeles, California, operating in 83 countries. For more information go to GreenGlobe.com.

1.2 Situation today

What is some of the main happening in the society today in terms of environmental initiatives in the hotel industry and how important is this for the government, the industry and the people?

“The Environmental values of Northern Europeans and especially Scandinavians appear to be deeply rooted in their culture” (Anne Goodman 2009).

Goodman stated the quote above in her report on Scandic’s implementation of sustainability in their service operations. Environmental solutions were incorporated as a way of differentiating and win customers with years of losing market shares.

Tourism and the hotel industry is a highly competitive industry and being environmental may give some competitive advantages (Ramaslaw, 2011). One way of showing this dedication to potential customers is through meeting the requirements of strict certificates as a way of branding themselves.

Surprisingly in Norway we have been particularly slow with developing satisfying eco-certificates, especially in comparison with our neighbours Sweden. They aimed to reach the level United Nations set up in the climate year of 2002, the official year of eco-tourism. Sweden now has 383 members within the tourism sector with eco-certificates, 77 of them are members of the highest certification; Natures Best (Naturens Beste, 2013).

Norway is one of the last countries with proper qualified certification standardization; however we now have a certification called Norwegian certified ecotourism (NGØ), which now have 20 certified members in Norway.

Norwegian Eco-tourism certifies enterprises that have a thoroughly strong environmental profile and offers experiences that enrich body and mind without damaging nature or local society. The natural, authentic experience aspect of it is strongly in focus. (Dagsavisen, 2008).

The certificate includes an assurance that the enterprise not only take care of the environment but also the local society, the employees and most important their guests. As they state themselves on their web page (www.ecotourismnorway.no); it is not enough to offer less towel changes, el-efficient electricity to be qualified for the certificate. It promises to assure high quality on the experiences as well.

Therefore it is necessary with good service, hosts, guides, storytelling, costumer communication and

marketing in addition to the preservation of the environment, local community and culture. It is all a part of a more meaningful and authentic experience. This focus underlines the importance of combining a good experience with the preservation of the environment.

The certification in Norway was developed by GRIP (Green in Practice). The certification aims to help the respective enterprises to market themselves, and clarify who is actually an environmental enterprise. This is the strictest certificate where pure dedication is needed to meet the guidelines. When the certificate is earned, it will be easier to front globally and show the differences between healthy and destructive tourism (Dagsavisen, 2008).

There has been an on-going increase in numbers of eco- certified tourism enterprises on Visit Norway's web page. The increase might be due to Innovation Norway's financial contribution, but none the less it is a reflection of the market, as the companies has to show real dedication and change many of their business processes.

There is consistent work from governmental institutions, like the aforementioned conference in Copenhagen, led by the OECD countries and Nordic Innovation working under the Nordic Council of Ministers. The research included 28 companies from ten countries, including the Nordic countries and other OECD countries.

Findings from The Business Model Innovation Program presented at the conference, illustrates how tourism and experience companies work strategically on their value creation and green business model innovation.

The main findings revealed only 15 % of the companies do have a green strategy, while only 7 % have a green innovation strategy. Regarding interest in green partnerships, 33 % were distinctly positive to this. Nordic Innovation has developed a scale indicating the degree of sustainable initiative. It is starting at the bottom with the companies only following the regulations, up to the 'game changers' on the top of the ladder.

The 'game changers' have sustainability as an integrated part of the business strategy. Their conclusion was that businesses must aim to be the 'game changers' in order to gain competitive advantage, as the consumer demand on these issues are rapidly growing (Nordic Innovation, 2012).

Consumer demands and values are of great importance, which can be supported by WWF, which in 2009 did a survey on responsible consumption and concluded: “aligning brand values with relevant consumer values (...) increases the brands relevance to consumers, differentiate it from competition, provides focus for communication campaigns and reduces the risk for reputational damage.”

The situation today draws a picture of a strong focus and engagement from governmental organisations, costumer demands and the businesses themselves. However as it has become clear there need to be more innovation and more attractive to consume and offer such environmental friendly solutions.

The focus on the experience for the consumer must achieve greater attention. A natural, more authentic experience may seem to be attractive.

1.3 Market Trends

Is there something emerging in the market in relation to green experiences or similar initiatives? What are the trends, who are the trend setters?

Green shopping experiences:

To start off with, it is natural to look at our food shops to see if there is more pro-environmentally supply in the market for fast moving consumer goods. An example of the prosperity is the case of Coop supermarket chain in Norway, which experienced an increase of customers and in the sales of organic food after reducing price on the organic- labelled products, fruits and vegetables to the same as conventional food (okologisk.no, 2013). However, we are behind our neighbour countries in Scandinavia on availability of daily organic food (wwf.no, 2013).

One larger initiative that has emerged in Oslo is the newly opened food hall - *Mathallen*, where the food shopping experience is put to a higher level in delicate surroundings with bars, restaurants and gourmet shops. All the 29 present actors serve short travelled and hand crafted food or drinks, and 10 of the 29 actors are also offering organic food/drinks. Mathallen is inspired by the many food halls in Europe, where the main aim is to serve high quality, short travelled and preferably organic food to the costumers. The visiting numbers are so far good and there is a great emphasis on the shopping experience for the customer, the point is to have time to shop and taste some on the way (Mathallen, 2013).

Green restaurant and food experiences

The greener awareness in the market should be dedicated to some of the top restaurants in Scandinavia, such as Noma in Copenhagen, voted the best restaurant in the world several years, Maaemo in Oslo and Fäviken in Øresund. They all have received a lot of media attention as well as Michelin stars for their culinary servings of local and organic food, says Christopher Sjuve, the food writer for Klikk.no, one of the most visited web sites for food recipes and information in Norway. He is sure that food found in close nature is appealing for many and that the trend with Nordic food has only just started; whit organic and short travelled food as the cornerstones (Klikk.no, 2013).

There has also been a growth of concept and experience based companies in combination with natural and organic food. One example is Food Studio located in Oslo, a company that focuses on natural food in a creative way. They are telling a story and selling their story, for invited people they organize dinners in unexpected surroundings, food courses and other evenings with food enthusiasts. They have worked several times with Maaemo, Norway's only two- Michelin-star restaurant, with main focus on organic and short travelled local quality food. This summer Food story are working with Maaemo at the Øya music festival in Oslo, which only serves organic food. Maaemo will serve a 6- course brunch accompanied by one of Norway's biggest electronica DJs Lindstrøm, while Foodstudio will decorate, invite, document and be the supervisors of it, an experience they charge 1500 NOK for. This event had over 1000 people applying, however only selling 30 seats (Foodstudio.no, 2013).

The green hotel and travel experience

The hotel industry is a part of the tourism industry, and the eco-tourism growth has been strong. Eco-tourism experiences are now offering in a wide variety of locations all over Scandinavia and by a wide variety of operators who have seen their customer base increase rapidly (Gössling, 2006). There is also a trend towards the professionalism of eco-tourism's organisational structures, including strategic marketing and political lobbying. Within Eco-tourism lodging seems to be the most important factor for many travellers, and hotels and restaurants serving organic food have increased.

Debio a Norwegian inspection and certification body of organic production counted 33 organic restaurants in 2007 to 118 today (2009). Debio have become a brand of proof for organic quality. The CEO of Debio, Gjermund Stormoen believes the big hotel chains like Choice and Scandic are front runners in the environmental development. In 2008 all the Choice hotels were approved for serving organic food to their guests. Further Stormoen states that organic food is used as a competitive advantage to attract guests which increases demand and contributes in enhancing the production and the revenue. (Debio, 2013)

In the hotel industry in USA, which long has been global front runners on the organic and sustainable incorporations, there is a term called LOHAS: Lifestyle Of Health And Sustainability. It is a term explaining the choice of living in a more harmonic way with nature. Recently it has been adopted by

their hotel industry as a holistic way of running the hotel. Hotels engaged with LOHAS means a stronger focus on healthy eating, fitness and wellness, in a sustainable way. “Technically this is a return of the term LOHAS and not the market, which has always been there and growing. But now we’re getting to them as an industry” says the trend analyst Erik Ricaurte at www.hotelnewsnow.com (Ricaurte, 2013).

Another way of showing that the hotel is environmentally conscious is to measure their carbon footprint, and use this in the marketing. An initiative led by the International Tourism Partnership and the World Travel & Tourism Council is The Hotel Carbon Measurement Initiative, which soon will have guidance on how to calculate this uniformly across the industry. This will lead to an increased understanding of the relationship of what we consume and the effect on the environment. There is much work on how to measure the actual carbon footprint of a hotel or the amount of waste, it is all a part of how the market and industries are heading towards a more pro-environmentally future.

Also in Norway we see more hotels being innovative on the behalf of their green profile. Often it is the more local hotels that have to be highly competitive in this game to attract customers.

Geir Lian, the CEO of Vetre Hotel in Asker in Norway, is making every effort to build their conferences green. Not just are they acting pro-environmental, but they are integrating it into their guest experience. Guests are strongly encouraged not to drive a car by themselves to the hotel but rather take public transport or car-sharing. The food they are serving is short travelled, organic and they offer only non-pollution activities and encourage the use of nature around the hotel. Lian argues that we are responsible for the development of the society, especially firms who are actively fronting their CSR guidelines.

There are many more trends revolving around the incorporation of greenness into the market. However the demand is clearly there, for more organic available food and products at super markets to more experience based offerings such as food story and eco-tourism.

What we see is people demanding and starting up initiatives with the environment in mind.

1.4 Purpose of thesis

The hunt for natural and authentic experiences and environmental behaviour is necessary not the same, but can it be combined? How can we best measure the value of the consumer experiences of sustainable, pro-environmental service providers? The reason behind this investigation is to somehow show the outcome of this combination as it can be interesting for other service providers to follow.

This thesis main focus is to investigate whether this **green** experience platform exists, with Guldsmiden as the main example. Our economy is constantly changing and the term experience economy is no longer a novelty. Services and products are being sold as experiences. An experience is something that becomes a memory and as Pine & Gilmore explains it; the business is a stage... where you show what you are good for. There are many ways to satisfy a consumer, one way is to focus on the ones that deliver a green experience to detect whether this enhances the customer satisfaction.

It has become important and trendy to be perceived as a green hotel and many hotels are far ahead in the process of integrating pro-environmental actions into their business. The question is how this contributes to the overall experience. Does it become a more meaningful experience?

To find out how much of an impact these experiences may be for the consumer, is vital to investigate **what** is important for them. Therefore main theoretical focus is put on the value set that drives motivation and contributes to a meaningful behaviour for the consumer. The value theory on environmentalism and the empirical evidences underpinning it is becoming more comprehensive in the social science literature and is used in order to understand their psychology. Value in relation to experiences remains relatively unexplored and needs further research and investigation as it is somehow limiting an understanding, however this is an attempt in that direction.

The service industry is an intangible industry making it hard to document the effect of ones actions. That is also the reason why it is so important to do more research on it, and try to establish comprehensible and measurable results. Due to the characteristics of the 'service industry' in comparison to manufacturing industry, that services are performed not produced, it is essential to concretise the developments, implementations and the competitive factors that emerge. Services cannot be stored; they must be consumed when offered. The quality of the services varies due to who provides

them; the variability trait, which includes where, when and how they are performed, and they cannot be separated from their providers.

All of these features apply in the hotel and tourism context, they are important to have in mind as the experience of the customers happen from the moment they start using your service till the moment they stop using it, e.g. when leaving the hotel. When hotels interpret their service as a whole, as an experience that cannot be separated from the provider, it is vital to be aware what kind of impression they want to give all of their guests on all of their experiences.

There are many more tendencies and reasons for service providers to go green.

Foster (2000) points out the main factors driving the Hospitality and Tourism industry to become more environmental conscious:

1) Pressure from consumer demands.

As Carsten Pedersen is mentioning in his article: *Non-branding- branding*, (freely translated from Danish), it has arisen a demand from the critical consumers that services, products and businesses must, in a much higher degree, be based on real values. The resistance against marketing manipulation, consumer capitalism and the propaganda of the profit has grown too big to be ignored by the businesses, branding must therefore be reconsidered. Although Carsten is talking about non-branding as a branding strategy, his reflection upon the critical consumer seems to fit here as well (Pedersen, 2013).

2) Increasing environmental regulations: Every year the United Nations climate Panel has a meeting, where the participating countries are trying to agree upon the decrease of CO₂ and other actions towards a better climate. Highly relevant are the regulations towards main industries, including the hotel and lodging industry.

3) Managerial concerns with ethics: This is of great importance for a hotel, as the management are the main drivers of incorporating such processes into the hotel.

4) Marketing benefits: As discussed, there is an increase in consumer demands for industries taking their full responsibility for their impact on the environment. When they do they may be able to get different certifications or other ways of portraying them as green and therefore more attractive.

- 5) Customer satisfaction: Customers may appreciate that the hotels they stay at are concerned, not only doing what is expected of them but trying to harder to minimize their carbon footprint. Word of mouth is essential in this industry, and a happy content customer is more likely to recommend your hotel to others.
- 6) Maintenance issues related to the physical plant: Using environmentally acknowledged material will also benefit the maintenance costs in the long run (Kampschroer, 2010).
- 7) The needs for aesthetics: Wood looks usually better than plastic...

These are 7 reasons to shift to a pro-environmental hotel, but it is necessary to also believe that this shift will affect the whole guest experience. If environmental consideration has an impact on the overall experience, this should also be on Foster's list of the factors driving the hospitality industry to increase their greenness level.

Another important purpose of this investigation is the lack of tangible tools to measure the assets and value of green service. If we can measure the value consumers obtain from the environmental service experience, we can use this to evaluate the social worth of the service as a more objective tool of measurement. It may then be easier to replicate or convince others to focus on environmental focused service.

If we see a positive link this is a win/win situation from three points of view;

1. For the **consumer** – Convenience; easier to choose right, feel good and have better, more meaningful experiences
2. For the **environment** - The incorporation of green solutions will reduce carbon emissions
3. For the **business** - increase their customer base and in the long run it will be cost effective because they run on renewable resources

Other areas which also should be emphasized is the unique customer interaction this industry has, they are face to face with costumers while serving them their product/service which makes them great influencer of theirs guests. They may provide guests with a knowledge based environment incorporated

in the whole experience.

Management of environmental development needs an approach that supports collective action and reflection directed towards improving the administration of human and environmental interactions. In other words a social learning approach which includes a positive outcome for the guests: the (unforgettable) experience (Keen, Brown& Dyball, 2005).

To sum it up with Peter Drucker words; “innovation, purposeful and focused changes are required in order to reach the social or economic potential of an enterprise” (2002).

2. About Guldsmeden

In this paper the hotel industry is chosen to be the “example service industry”. Hotel Guldsmeden is chosen to be the main example of such a service provider that may deliver an enhanced experience to the consumer. This section describes the concept of Hotel Guldsmeden.

Guldsmeden consists of 7 hotels today, four of them in Denmark, one in Norway, one in south of France and one in Bali. It is a private ownership chain and new branches are franchised.

Their goal is to develop Guldsmeden internationally, so whoever may start a branch, of course ensuring of their ecological dedication and guidelines, which is their brand recognition.

Their four focus areas are sustainability, ecology, hostmanship and interior. It was started by Sandra and Marc Weinert in Aarhus, Denmark, in 1999. Two of their hotels in Copenhagen are awarded with the Green Globe certificate and soon the one in Oslo also meets the requirements of the strict demands. Green Globe is a 360 degree sustainability management system ensuring the very best effort in every aspect of the daily operations of the hotels. Green Globe audits its members once a year, demanding a 5 % improvement on a given area, to make sure for further commitment to keeping it green.

All suppliers must be on the official government list of organic and sustainable suppliers in order to qualify. This includes everything from energy suppliers, food and beverage, bathroom providers to the interior and small details such as candles.

Why Hotel Guldsmeden was chosen as the main example:

The experience they provide may be perceived differently but they are trying to deliver sustainable solutions all over; offer only electric vehicles for transportation, bike rent in which the turnover goes to charity, they do not use air conditioning at the moment, only fans in the awaiting of a more ecological air condition alternative, they only serve 20 % meat in their restaurants, food and drinks are all organic even the wine, and the key cards are made of wood. They encourage their guests to leave their already read books for others to enjoy and borrow, they have tranquil areas for relaxation and reading, as well as organic spas in some of their hotels.

Kirsten Aggerborg, Guldsmeden’s PR and communication Manager emphasizes sustainability and an always organic presence as their main strategy. This is one of their four corner stones as well. She talked about how all their guests disappeared in Copenhagen hotels when the financial crisis hit the

continent. They had to ask themselves how they could survive this, how to get their customers back. They had low Return on Investment (ROI) and took a look into where they spent and where they actually earned money. The investigation showed that they paid a lot to other hotel search and booking pages, in which they terminated, and started to promote themselves and focused on establishing an attractive booking page on their own web site as well as increasing visibility on Google search.

However these were just the first step in getting their customers back, she explains. Interestingly Copenhagen held the climate conference in 2009 and this affected the hotel and tourism industry and “everybody was going green”. Also Guldsmiden understood that this was one of their real passions so they needed to follow that path, and have never let go of the sustainability concept.

The most important lesson was that it had to be a honest approach, as all the green washing and buying climate quotas to portray greenness was quickly revealed.

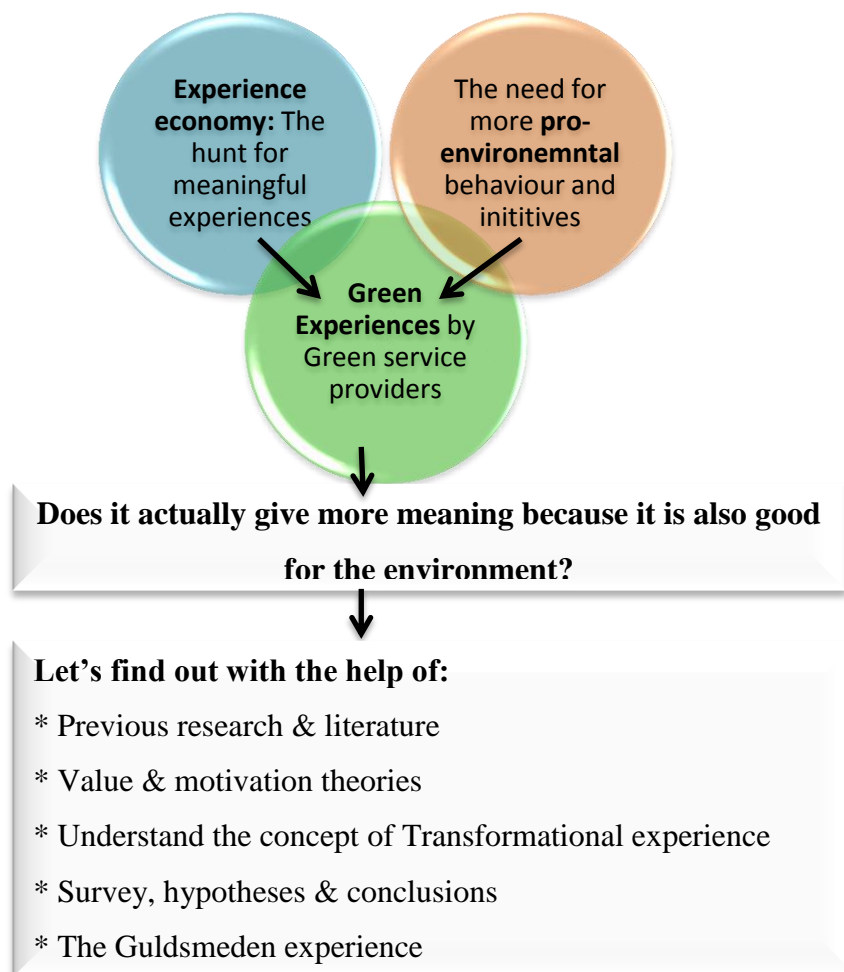
Guldsmiden believed in internal dedication and sustainability was a part of their core business. They needed to tell their story through dedication, and wanted to aim for the most serious certifications, Green Globe and the respected Golden Ø in Denmark were chosen to tell their story. Golden Ø is regulated by the Ministry of food and agriculture, which every third month is checking up to make sure they obey the regulations of the certificate, which shows the degree of organic food served in a place (Organic Denmark, 2013).

Guldsmiden’s aim is to have guests coming in mainly for their 100 % sustainability dedication, as Kirsten say; in Copenhagen we have 250 rooms, we just need to find those 250 people who share the same values as we: values that are reflected in an authentic and environmental friendly environment. The relatively successful operation of the hotel is telling her that that group does exist. The hotel sustainable communication message is on their napkins, papers in the room, in the bath room, in their organic dining room, and in activities internally and externally to show their dedication.

3. Method

This thesis is following the logical positivism, which means that something is true if it is verifiable. It can be verifiable either if it is empirical tested, through scientific theories which are verified through experiments and evident, and analytical truths, sentences which are true or false per definition and therefore also meaningful.

This paper starts off with a rather long part of introduction and background literature before the research question is formerly stated. This is done consciously as it was needed to lead the reader into a thoroughly explanation of the area of interest, which easily may be an area of confusion, before the research question was defined. It is many intangible terms in an intangible industry of concern, which may be more difficult to define, as the perception of it various from person to person. Below is an overview of how the investigation is carried out:



The background material is the literature from previous academic findings and recognized empirical theories are explaining what the research question is based on, and will be used in the analysis of the data gathering (survey).

A quantitative and qualitative research methodology has been used, a survey was sent out online through three 'gathering points': Facebook, emails and one web link that were put out on the authors respective network sites: twitter and linked in. 152 respondents answered the survey giving a decent representation of the population, as it was also sent out consciously to different age groups.

The same survey, with two more questions were gathered at Guldsmiden, getting the guests to fill out the survey on an Ipad, in order to compare the general population with the ones that had chosen to stay at the pro-environmental hotel and see if they had some general common traits. The survey is conducted through Syrveymonkey.com (online survey tool) and statistically analysed with the help of the statistical tool Microsoft Excel.

The main idea of this survey was to find some common findings of what the consumers look for when consuming a hotel experience, and what it would take to attract them to a pro-environmental hotel.

The analysis was made into a factor analysis to find the factor that was pulling the result in one direction or the other, before six hypotheses were tested to the result. A factor analysis is a statistical analytical method for finding as few factors as possible that satisfactory will explain the results from the survey. Based on the results it tries to reveal the basic dimensions that the individual results are based on.

Kirsten Aggeborg, Guldsmidens' PR and communication manager has also been interviewed as well as giving the author a presentation of their history, values, and guest relationship. It is taken into consideration that her point of view is biased, and therefore the importance of the theoretical part needs to be emphasized.

Guldsmidens main competitive are Scandic, Rica and Choice, all of them also emphasizing their green efforts. The environmental chiefs at Scandic, Rica and Choice are interviewed to find out what differentiate them in the market, and what they perceive as important.

In today's interactive and digital age, it seemed relevant to also include online comments from

TripAdvisor, an interactive web page where travellers have the opportunity to share their honest opinion of various experiences. It is chosen to focus on their experiences from Guldsmiden, as they are trying to give their guests an absolute green experience, and then see if this is really any emphasis on TripAdvisor, whether this gave any value to the experience.

It is discussed whether this is a beneficial way of encouraging a more pro-environmental solutions and whether it is applicable for others to follow. A small conclusion rounds off the thesis with suggestions for further research.

4. Background

4.1 Literature and previous findings

This section will start off with explaining the environmental context that this thesis is based on, the experience economy. The contextual understanding is important in order to see the relevance of this investigation, the development of experiences and the relation with the greenness focus in today's society.

4.1.1 Experience economy

The experience economy may be defined as the tendencies in the market of consumption and supplying of experiences, rather than “just” as products or services.

It demonstrates how the economy is becoming more dematerialized and the point is it to be a mental journey, it also demonstrates how we can treat scarce commodities.

“The experience economy (exponomy) is more than just feed me, entertain me and give meaning to my life. Businesses and organisations can play a meaningful role in helping the individual find his or her way of experiencing” (Boswijk, 2009).

The concept of delivering an experience in the hotel and tourism industry has been there as long as there ever have been people travelling, however consumers' role have evolved from the passive to the core object of the experience. In the hotel and tourism industry there is a general shift towards the use of powerful attributes focusing on experiences (Gössling, 2006). Gössling talks about how experiences are becoming the selling pitch of tourism and not so much the actual place or activity. This is agreed upon by Pine & Gilmore, the famous duo known to have established the term *experience economy*. They describe a shift from merely being service minded, to the awareness of delivering a memorable experience for the purchaser, especially in the hotel and tourism industry. Even if your services are excelling the customers will not remember this as it is more or less taken for granted, but the ones who work to stage new experiences will take the lead in creating new value. **They emphasize the memory the experience generates, and points this out as the core of the “economy”** (Pine & Gilmore, 2000).

Experience Economy:

Tendency in the market for purchasing and delivering memorable experiences

Pine & Gilmore (2002) argue that to avoid the commoditizing trap hotels need to be seen as experience venues, and to deliberately use the various services as a stage and the products as props. They expect “innovative experience design will become an increasingly critical component of any hotel management core competencies”. In order to generate value the importance is to understand that the customers purchase an economic experience whenever they spend time in a particular place. They emphasize over and over again the importance of knowing what an experience is, and what it means to the customer: Again here is the definition:

Experience:

Immediate, relatively isolated occurrence with a complex of emotions that make an impression and represent a certain value for the individual within the context of a specific situation.

(Source: Boswik, A., 2007)

The experience starts off with a sensory perception which may lead to an emotion and then the start of an experience, if it is a meaningful experience this will in the end be giving meaning and become a memory for the experienter.

The process of experiencing:

Sensory perception -> emotion -> experience -> meaningful experience -> memory

Interests and motives underlie emotions. Therefore it is so important to appeal to these motives and interests in order to have a meaningful experience. A meaningful experience may be the optimal aim for the service provider because it is feeding the searching individuals in their hunt for meaning (in life). A meaningful experience may be defined as “the sum of all interactions that people have with their environment and with others” (Dewey 1938), and it “often comprises of a complex of emotions that occurs simultaneously.”

There are several researchers that have focused more on the individuals' motives.

Albert Boswijk, the founder and managing Director at the European Centre for Experience Economy, states the market has dematerialized and there is other needs emerging.

He is looking at innovation for the individuals own sake, not the technology per se.

Also Jensen (1999) wrote about a market in changes, from materialism to a more “meaningful” society in his “The dream society”.

He distinguishes the markets in 5 groups: 1.adventure, 2. love and friendship, 3. care, 4. self –identity, 5. peace of mind, beliefs and convictions or in other words the real motivation behind doing something. Almost the same as Piet, 2004, who wrote the “De emotiemarkt” (The market of emotion); which also described 5 new markets: security, romance, identity, meaning and authenticity.

Further Albert Bosjiwik (et.al.) developed the process of experience a bit further and wrote about the process of creating meaning, which is outlined below:

The process of creating Meaning

Perception -> Emotions -> Erlebniss -> Erfahrung -> Meaning

‘Erlebniss’ means being critical of the situation, ‘Erfahrung’ means learning or changing perspective. It is of course very subjective what makes up an experience as it consists of our behaviour and feelings. It is essential though if you want to “give meaningful experiences” that the business starts to detect the interests of customers, which makes the process interactive between the costumer and the business. The process must also include innovative and meaningful –experience setting, which includes the physical setting and the overall communication of the business to be in line with the experience.

Bosjiwik et.al. (2007) discusses the principles which make up a meaningful experience:

1. Theme
2. Harmony
3. Eliminate Negative Cues
4. Memorabilia
5. Engage all five senses
6. Naturalness: one whole

These six points may be related to the hotel experience. Pine & Gilmore have talked about the differentiating factor of a theme based hotel, because it automatically will convert the service into an experience. Harmony and eliminating stress are of course important as the most of hotel guests want tranquillity and privacy. Memorabilia will happen when the guests are having an experience a bit out of the ordinary, such as a thoroughly pro-environmental hotel which has made the fact that they are into their theme, like Guldsmiden. Aesthetics, food, smell, customized service and others sense-enabling factors are all part of a memorable service. To sum it up, it needs to be a naturalness of it, which will happen when a hotel has found its true identity.

This might contribute to a meaningful experience, and it might contribute to the changing of perspective, or in other words a transformational experience:

A transformational experience:

An occurrence that changes your perception or values, which further have so strong effect on the individual that even some part of the behaviour may change accordingly.

In relation to environment, the transformational experience is highly interesting. Why have some people become environmentalists? It is often only one exceptional experience that it takes to transform your mind set about something. Pine, Gilmore & Tina Mermeri, the research team behind a report for the London based company Arts & Business (matching art with business), wrote an interesting paper

on transformational economy. As a result of overwhelming choices of products and services consumers have to choose from, it is now an increase in niche markets and original, customized offerings. People want to identify with their purchases. **Lifestyle choices are becoming a proof of who we are. Consumers are seeking for authenticity and meaning, in a more secularised society. These are the main elements in the transformation economy; experiences that are so strong that they transform our perspective. The transformation is challenging the passive role of the consumer** (Mermiri, 2009). Below is her description the development of the various economies we have been through:

Successive imperatives and sensibilities – the transformation economy					
Economy	Commodity	Goods	Service	Experience	Transformation/ contribution
Business imperative	Supply	Control	Improve	Render	Provide/ encourage
Consumer Sensibility	Availability	Cost	Quality	Authenticity	Meaning/ interaction

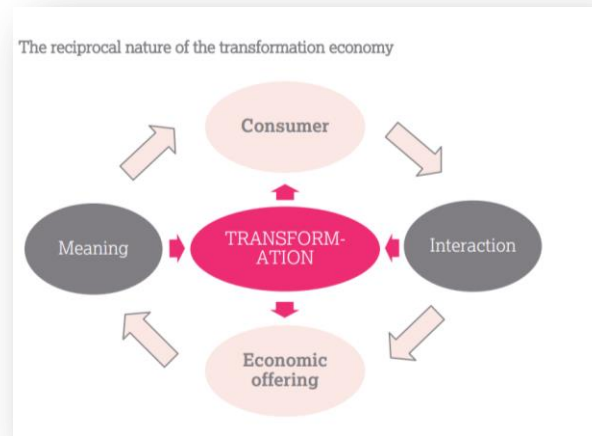
Source: Mermeri, Pine & Gilmore, 2009, Arts & Business Report

Especially have these terms such as the transformational economy become more popular after the financial crisis, which is huge in larger part of Europe at the moment. People want more authenticity and are re-evaluating their consumption priorities. Authenticity appeals to the senses and perception, and is closely related to values and meaning (Pine & Gilmore, 2007). Relating it to the topic here the focus need to be more on the environment and let that influence the experience with the physical and mental appearance. In relation to a hotel experience, they need to be emphasizing on these two elements, the authenticity and meaning in their communication, values and appearance.

“The experience itself must feel authentic by conforming to the self-image” (Mermeri, 2009).

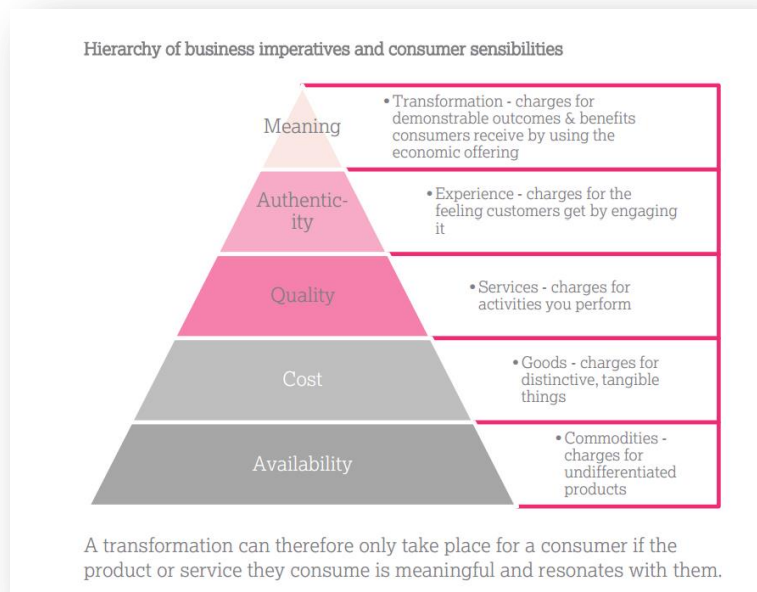
Pine and Gilmore points out another change in the way we consume, the basis of price, availability and quality are no longer the most important of the service. Our consumption is being evaluated on the

experience it offers. “We are moving towards an era where designer products and logos count for less than exclusive services and memorable experiences (Pine& Gilmore, 2007).”



Source: Pine, Gilmore & Mermeri 2007, *Beyond experience: Culture, consumer and brand* .

The transformation experience must have different aspects within it, such as appeal to personal aspiration, promoting a cause or give meaning. Meaning plays a big part in the transformational experience. “Maslow’s hierarchy of needs exemplifies people’s quest for meaning and self-actualisation (...) Business should now tap into these needs to provide an outlet for them to be materialised through their economic offerings (...) A transformation can therefore only take place for the consumer of the service they consume is meaningful and resonates with them” (Pine, Gilmore & Mermeri, 2009).



Source: Pine, Gilmore & Mermeri, Arts & Business report, 2007.

A transformation is much like reaching one's own maximum potential and the needs for self-actualisation, we are seeking powerful experiences, full of meaning, which may be transformative, although it is important that the lower needs are fulfilled. The recession have changed the security in people life, geographic location, job security and social status are no longer a certain identity. Rather people are in stronger degree defining themselves in terms of their moral values and consumption. Of course a decrease in income may change some of your consumption pattern; however the willingness to pay differs among people. Some would like to pay more because they are searching for such an authentic experience or transformation.

“In a world that is seemingly ruled by globalisation, mass production and ‘cheapest of the cheapest’ a **growing number of consumers are seeking out the local and thereby the authentic**, and hence prioritize the value of the economic offering over its price” (Mermeri, 2009).

Further Mermeri, Pine and Gilmore's **research relates this to the increasing awareness and trend of organic food, fair trade, local sourcing and sustainable living, which for many have become a lifestyle choice rather than a fad or now-and-then purchases**. It seems like in the recession moral values become stronger, the transformational economy reflects this need for morality and problem solving to create a meaningful internal change for the consumer.

Emotional and intangible factors are becoming increasingly important for consumers, Pine & Gilmore (2009) suggest there is further reason for marketing managers, directors and CEO's to start considering in more depth who they are catering to, and what and how they can deliver to them as a meaningful transformation. Though the world might be in the grip of financial crisis, Iwona Blazwick, the leading director of the Whitechapel Gallery, observes that in America "gallery attendance is up by 20 per cent... people are exhausted with consumption. There are only so many shopping malls you can take. Then you want something more profound, something spiritual perhaps." Marketers will use this to their advantage and make their products more appealing by also arranging a profound and a more spiritual experience brought about by a natural focus and surrounding. The transformation economy which is the provision of meaning and the request for interaction through an economic offering, must also be the market's response to consumers' changing needs and demands, as they are becoming increasingly knowledgeable and moving away from materialization.

What is a Green Experience and why do people choose it?

"Environmental performance is part of the secondary benefits of a hotel", first the service must cover the core needs argues Manaktola and Jauhari (2007).

Guldsmeden is arguing against this, and states that their differentiation strategy is based on their sustainable focus. They believe it is so incorporated into the overall experience to the consumer that it will be perceived as the theme of the hotel, which according to Pine & Gilmore is one recipe to a successful differentiation strategy.

Taking a look at the search site BioLodging-Hotels.com, where all represented hotels and B&B must be highly ecological and obtain certifications from Green Globe and other qualified certificates, the site emphasizes ecology as the top treat for their customers, included are activities like spas, natural landscape, tranquillity, near nature experiences, hiking and so on. Their ambition is "To make your stay (...) a rare experience that will not leave you indifferent", which is meant that you will embrace what these natural surroundings are giving you.

Stefan Gössling is also anticipating that experience-based eco-tourism will see a continuing strong growth. Eco-tourism has had a rapid growth in recent years, much due to the shift towards the strongly attributed experiences, rather than the uniqueness of the locations or the environmental care level.

The definition of Eco-tourism is “responsible travel to natural areas that conserves the environment and improves the wellbeing of local people” (The International Ecotourism Society, 1990). Something is Environmental friendly if it aim at reducing a product/ service’s negative environmental impact, and to be sure it provides measurable improvements throughout the entire product life cycle. It should at least include the following:

- Encompass pollution and contamination of land, air and water
- Following legal and regulatory compliance
- Eco-efficiency - “doing more with less resources”
- Managing waste management
- Natural resource scarcity

The Green experience can only be a green experience because the one who is experiencing it is also taking the environmental friendly aspect into the whole experience.

Green Experience:

An experience which gives meaning primarily or moderately due to its environmental friendly aspect

The focus on green and sustainable solutions has become universally available knowledge. Peter Ducker (2009) states that competitive advantage tends to depend more and more on the ability to organize and capitalize on universally available knowledge in order to please their strategic target group. The knowledge level of the critical consumers and their demands of more sustainable businesses may indicate that delivering a green experience should satisfy some in the pool of knowledgeable consumers.

Stefan Gössling and Johan Hultman have written the book Ecotourism in Scandinavia, 2006, where they have one analysis done on the Swedish ecotourism tour operators’ advertisement campaigns. This analysis revealed that rather than focusing on the eco-aspect and fulfilling the criteria of eco-tourism, the marketing focused on selling unique experiences. They discuss: “It seemed that also the majority of the eco-tourists are interested in consuming experiences rather than sustainable journeys and that this

might be the main factor for purchasing eco-journeys”.

Further they suggest that there is a gap between the motives of eco-tourists and what has been portrayed from an earlier academic understanding; “...environmentally aware tourists striving for nature conservation”.

This brings in the motivations behind customers’ actions, which is essential for understanding what contribute to an efficient incorporation of more sustainable solutions for change in consumer behaviour. Proon (1993) is describing the “new tourist”. In which she also includes experiences and self-fulfilment as the motives of travelling.

Pigram and Jenkin also concluded (1999) that there is an increasing number of tourists expecting physical and mental rewards from leisure activities, and self-fulfilment and re-affirmation of identity are increasingly part of the tourist experience (Craik, 1997).

On a research done on values, motivations behind low carbon lifestyles done by Rachel Howell, an environmental social scientist from UK, the main motives were not the environmental challenges. Concerns about the environment per se is not the primary motivation for most of her interviewees’ action but rather social justice, community, frugality and personal integrity were common themes that emerged as motives. Participants’ narratives tell the story of how they became engaged with climate actions, which reveals links to human rights issues as much as environmental organisations and positive experiences in nature. Interestingly some of the respondents also offered very positive descriptions of how much their lifestyle meant to them. Howell suggests that, due to this findings and the fact that “climate change” is not necessarily the reason why people engage, an encouragement to do more holistic mitigation campaigns to encourage a lower carbon future, rather than just a to-do-list. She also includes the mentioned value-action gap in her report: “There is frequently a mismatch between the attitudes and values that people affirm and their actual behaviour.” Again this gap is emphasized; the behaviour is dependent on many more factors than values, such as psychological and situational factors, also our everyday behaviour are often routines which is hard to change (Bomberg & Schmit, 2003). The general tendencies of the respondents were that they wanted to be ‘responsible citizens’, as this seemed more right and gave them more peace of mind, which again meant to live low carbon lifestyles. In other words it gave them meaning in life.

Measuring green initiatives

If being a 'responsible citizen' also means choosing the responsible service providers it is essential to know whether they really are green or not. Triple bottom line, is a common term that stands for people, planet and profit. There are several more tried out methods of actually quantifying how green the organisation is.

As mentioned in the purpose-section the need for measuring these initiatives is essential for it to give meaning in a tangible or quantifiable way.

Out of the need for measuring greenness the terms ESG has come up as a more and more trendy acronym, it stands for Environmental, Social and Governance.

ESG is a gathering of non-financial information that is often related to sustainability, addressed at the organizational level.

Terms that fall under the ESG include: carbon footprints, building and product certifications, local and organic foods, human rights screening, stakeholder engagement, corporate board governance and accountability for environmental and social risks, and top-level strategy for addressing climate change. There is, however, one twist to ESG that you generally won't find in other assessments and frameworks for corporate responsibility and sustainability: ties to financial metrics.

That all of this relate, quantifiably, to the bottom line, is a key driver for the user of the ESG information.

Metrics such as carbon emissions per earnings before interest, taxes, depreciation and payback, or corporate contributions per employee can be found in this discussion. Another aspect of this type of measurement is how it relates to risk. Climate risks, energy risks, risks of water availability, etc., all fit into this methodical approach and find their place in the analysis of investments.

The main advantage of ESG is that it is comprehensible for professionals in the financial world. The same way that environmentalists don't like talking about return on investment, the word sustainability is commonly misused from the financial world who doesn't want to sound like environmentalists or speak in terms that may be debatable or complex. However, ESG are being used with dollar metrics and therefore understood by most.

SROI (Social return on Investment) is another more common term. It was developed as a methodology to calculate the social return on investments, first and foremost in social enterprises.

The approach has developed because a greater focus on the CSR reporting must be done in a comprehensible way. There have been recognized a need to also incorporate metrics on outcomes rather than only on outputs.

SROI builds upon the reasoning of cost-benefit analysis, it is also designed to inform the practical decision-making of managers and investors focused on enhancing their social and environmental impacts.

There are seven principles of SROI:

1. Involve stakeholders (i.e. everyone who has a 'stake' or an interest in the subject of the SROI)
2. Understand what changes (for those stakeholders)
3. Value what matters (also known as the 'monetisation principle' - see below)
4. Only include what is material
5. Do not over-claim
6. Be transparent
7. Verify the result

Although these calculations methods are not emphasized or investigated in this report, it is essential that enterprises (service providers) have a valid way of measuring the actions of these green businesses. It is essential to be believable in share- and stakeholders eyes, most important funders and consumers. This contributes to a more precise measurement of telling whether or not a business is really trying to improve its effect on the environment.

4.1.2 Consumer behaviour, values, beliefs, and norms:

“Consumer behaviour is the key impact society has on environment” (Jackson, 2005). The same professor Jackson wrote the book *Motivating sustainable consumption*.

With the term sustainable consumption he is referring to the choices consumers take when purchasing products or services, which he means has direct and indirect impacts on the environment as well as personal and collective wellbeing.

Conceptual models may help us understanding the psychological and social effects on pro-environmental as well as mainstream pro-environmental consumer behaviour.

Social psychology also reveals that behaviour does not always have to stem from attitudes or intention, but rather the other way around. That behaviour might mediate attitude. One example is the recycle system that the municipality has set up, which makes it very easy to participate. The literature suggests that when recycle becomes an everyday routine this will sometimes transform into an attitude that you are a “green” person of beliefs as well. These changes may be valuable in order to change peoples’ attitudes more generally.

Especially Stern et.al. (2000) are known to be behind one of the most significant attempts on trying to distinguish the external and the internal motives through their Attitude-Behaviour-Context model with the integration of environmental significantly behaviour. The model assumes that “behaviour (B) is an interactive product of personal sphere attitudinal variables (A) and contextual factors (C)” (Stern, 2000). The attitudinal factors stem from beliefs, norms and values, as well as pre-dispositional variables. The contextual factors stem from the external environment, such as monetary incentives, social norms or legal factors.

Their result showed that when the contextual factors were deeply negative or positive it did not correlate at all with attitude. Translating it into environmental ABC, when it is very easy access of recycling most will do it, when it is not at all easy most will not do it. The greatest correlation with a pro-environmental attitude and recycle behaviour was when it was possible but not necessarily to do it. This indicates that internal (attitude) has a greater impact than the external motivation for environmental sustainable behaviour.

Values have shown to be one of the factors that may influence pro-environmental behaviour, which there has been empirical work on linking the personal values to environmental values (Dietz et.al., 2005). Karp (1996) did a survey in the United States on students and found that altruism, both biospheric and humanistic influence the level of environmentalism. There is of course a link between values and identity and there are findings that an environmental identity has a very positive effect on pro-environmental behaviour (Stets & Biga, 2003). It is interesting to measure influences coming from values, as they tend to stay pretty stable over time. They are not easy to manipulate either. As Dietz et al. argues in their research on environmental values that there is an agreement across extensive literature that values are a rational way of theorizing how we choose to act in regards to the environment. They conclude that “values are an important influence on environmental concern” (Dietz et.al. 2005), which is also reflected in the following theory section.

4.2 Theories

The theories reflect what have been emphasized in the literature part, values, authenticity, meaningful and transformative experiences.

The need for changing our values:

There is an understanding that science and environmental policy play a huge role in increasing our understanding of the complex problem and regulating human social behaviour. However they alone do not make the environmental crisis go away. We all have a personal responsibility as we act in ways that contributes to the crisis.

“Our actions, both individually and collectively, depend largely upon what we believe to be good, what is right and what is permissible” (Pierce & Van De Veer 1995).

For a pro-environmental behaviour our values need to agree with the responsibility and acknowledge that our (individual) actions contribute to the environmental crisis and therefore that we are accountable for our actions.

“This places our value system at the heart of the environmental crisis. Clearly then, placing the burden of responsibility on either science or government policy will do little to correct the situation as long as the values informing our actions remain unchanged.”

Therefore we need to ask fundamental questions about what we as human beings value, why we value the things we do, the way we should live our lives, our place in nature, and the kind of world we want to leave behind for others (Des Jardins 1997).

We will alter our attitudes and actions through questioning and changing our values, and in such a way we can begin to address the problems of the environment.

In no way should this suggest that ethical theories can solve the environmental crisis on their own, for "ethical and philosophical analysis done in the abstract, ignorant of science, technology, and other relevant disciplines, will not have much to contribute to the resolution of environmental problems" (Des Jardins 1997). Science, legislation, and ethics need to combine forces in order to address the crisis at hand. We have moved towards a more conceptual consumption, experiences with meaning, and the

concept of consuming experiences might be a self-reinforcing and self-fulfilment process. It is a stronger focus of supporting natural capitalism, which in simple terms are better use of scarce resources and businesses, which offer real and authentic experiences we may align to our values. Many people are tired of the over-consumption and massive price competition. In addition to higher awareness of the state of the environment this leads to a different consumption focus, one that is aligned with our values, so it will be more meaningful experiences.

To link values and morals to the environmental behaviour have been important for many.

"The environmental crisis is fundamentally a crisis of values" said Iranian-

American philosopher Seyyed Hossein Nasr. While the Norwegian author Janne S. Drangholt questioned the same with her article "Why are we not saving the world?" in the Norwegian newspaper Aftenposten Innsikt (2013). She wondered why we are not more engaged, when the climate crisis engages us on a profoundly humanistic level. Al Gore has several times travelled all over the world, won prizes for his engagement for teaching people what is the cold facts of the crisis. He also emphasizes that the environmental battle is not a political one, it is a moral question.

It has also been demonstrated in literature that individuals with pro-environmental attitude and values are more disposable to act pro-environmental, and the assumption here is that they will also seek experiences aligned with their values, as this is a sign of who they are and what gives meaning to them.

Assumption:

People are experiences stronger experiences when their values and motivation are aligned with the experience.

It is assumed that moral norms and values direct human behaviour.

The theories will be used to examine and clarify what these moral norms are, to whom they apply and what the involving responsibilities may be, and provide a rationalization for those responsibilities (Des Jardins 1997). The theories are an attempt to formulate a comprehensive account of living with reasoned and justified values, giving a basis to guide meaningful behaviour and choose meaningful green experiences (Des Jardins 1997).

Value & Motivational theories

Theories regarding values and motivations behind behaviour and actions will be discussed and determined as the foundation for the analysis of the data collection in relation to stronger more valuable experiences. The concept of the transformational experiences is included here because this is part of the aim of an experience.

Many environmental challenges are directly a reason of human actions, and as such may require behavioural solutions (Oskamp, 2000, & Sanders, 2003).

In recognition of this many researchers have investigated the social and psychological factors that influence environmental attitudes and behaviours. John Hirsh, 2010, has focused his research on the role of specific values, beliefs and norms as predictors of environmental concern.

To assure a sustainable future, changes in values, attitudes and behaviour must follow (McKenzi-Mohr and Oskamp, 1995). These changes mean that people must satisfy their needs without compromising the ability of future generations meeting theirs (Pelletier & Sharp, 2008).

In other words it is becoming clear that the challenge lies in adopting new environmentally sustainable behaviour (ESB) and be able to maintain and integrate that behaviour into the lifestyle.

Although individuals know and have concerns about the environmental issues, they do not necessarily know what to do, or they may believe they cannot do anything to change the current situation. They are unlikely to act pro-environmental.

Therefore DeYoung (2000) advises that we should stimulate the internal motivations for encouraging environmental sustainable behaviour (ESB); like the pleasure or satisfaction from our actions, rather than external motivations like rewards or others telling us what to do. This he argues is because intrinsic motivation leads to more dedicated and persistent engagement in comparison to when action is due to extrinsic motives. In other words responsibility built on personal morals rather than a response towards external incitements (Jaegers & Matti, 2010)

Based on these findings the proper theory seems to be the Self-determination theory.

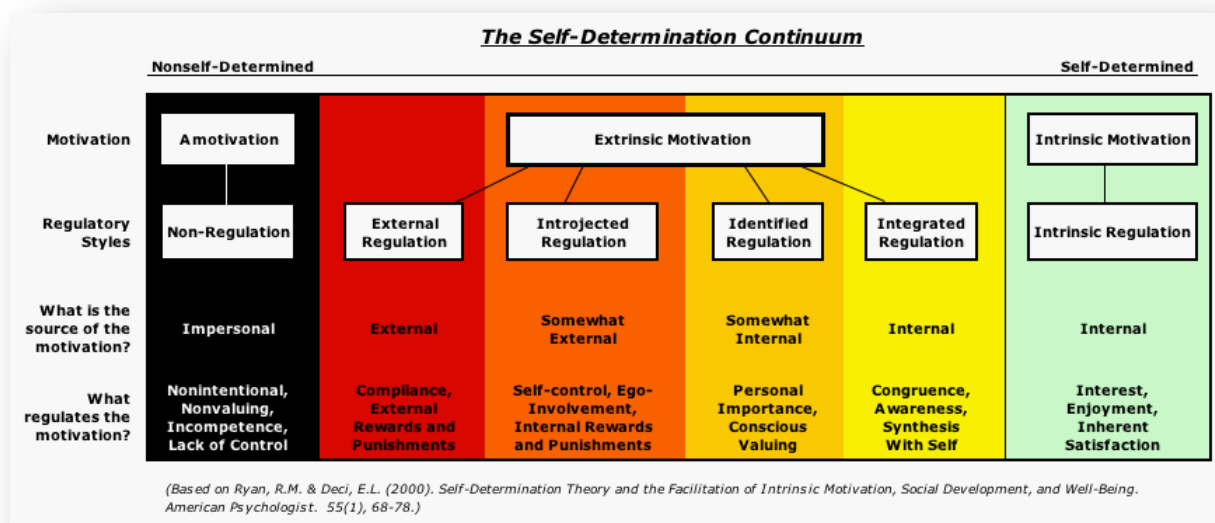
Luc Pelletier and Elisabeth Sharp, two researchers profoundly focused on the self-determination theory (SDT) presented some results from a research (2008) that focused on the application of SDT to

environmentally behaviour. The results indicated that messages tailored to enhance the intrinsic goals, such as health and well-being, rather than extrinsic goals, such as making or saving money or comfort, were more efficient because it raised the level of self-determination in the targeted population.

4.2.1 SELF DETERMINATION THEORY

SDT is a theory on motivations and personality; it deals with the internal motivation in peoples' choices without significantly consideration for the external influences.

It focuses on the degree to which an individual's behaviour is self-motivated and self-determined, which primarily comes from intrinsic motivation: when one is doing an activity for its own sake, because it is interesting and satisfying in itself. Below is an overview of Ryan and Deci's theory:



Source: Ryan & Deci, 2000.

Comparison between people whose motivation is authentic (internally self-authored) or those who are just externally controlled for an action, usually reveal that the former rather than the latter, have more interest, excitement and confidence in what they do. This is further apparent in enhanced performance, persistence and creativity as well as heightened vitality, self-esteem, and general wellbeing. (Deci & Ryan, 1991, Sheldon, Ryan, Rawsthorne, & Hardi 1997)

Further the self-determination theory highlights the importance of human inner resources for personality development and self-regulation of the behaviour. It investigates peoples' growth tendencies and innate psychological needs. These needs are the basis for their self-motivation to behave in such ways, that it fosters wellbeing and health. Using the empirical processes Edward Deci and Ricard Ryan, the two main developers behind the SDT, have identified three such psychological needs: competence, relatedness and autonomy.

Competence is the ability of doing something the individual know properly.

Relatedness is the need to identify with what the individual choose to do or act.

Autonomy is the universal urge to determine your own fate and act in harmony with one self, but does not have to be independent of others. One example of this positive link was found by Yasmin Van Kasteren (2012), she wrote in her PhD about the role of values and identity of ESB. As a suggestion for solution to the complexity of the environmental issues she presents an adaptive and inclusive response based on the SDT. She compared a group with low environmental impact with a group with high environmental impact to highlight the differences in identity, values and motivations for ESB. With the low eco footprint group autonomous forms of motivation were found, whereas more controlled forms of motivation were associated with the high eco footprint group.

How this theory will be incorporated in this thesis:

The Self-determination theory will be used in the survey to detect whether or not it is the internal motivation, or if it is external motivation that will influence the consumers of acting pro-environmental. It is the intrinsic motivation that is emphasized as the desirable motivation for increasing the feeling of wellbeing, and this motivation also brings about itself a stronger dedication. The ones who had a stronger pro-environmental behaviour were also led by own will rather than external influences. The assumption is therefore:

Assumption:

Intrinsic motivation to act pro-environmental enforces the Relatedness/competence/autonomy need which brings Greater wellbeing and a Greater experience

Example of intrinsic and external motivation:

<i>SELF DETERMINATION THEORY IN RELATION TO GREEN SERVICE EXPERIENCES</i>		
Motivation:	Intrinsic Motivation	External Motivation
Type of action:	Green service experience	Green service experience
What regulates the motivation:	Interest, Enjoyment, Inherent Satisfaction	External rewards, self-control, punishment etc.
Outcome:	Greater wellbeing and health	External rewards (money etc.)

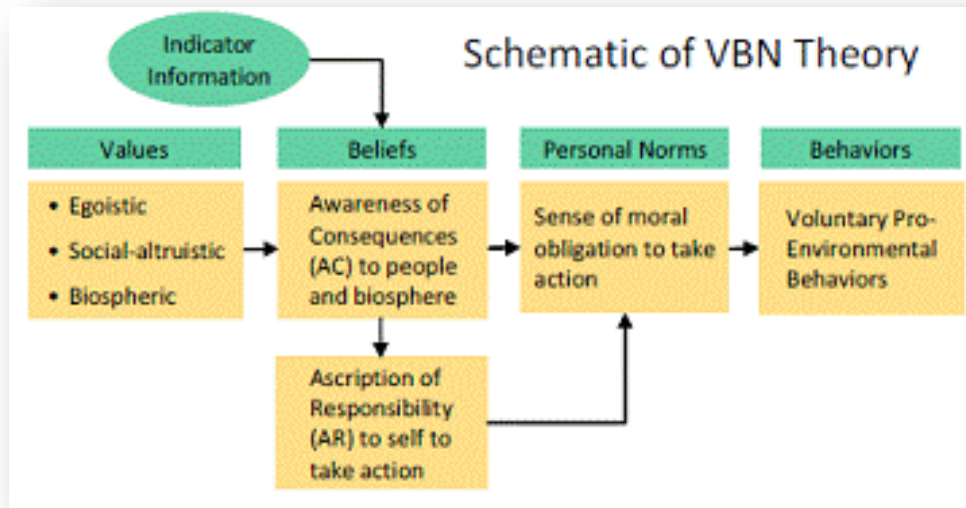
This theory alone is probably not enough to determine whether a green experience will give a greater meaning than a non-green experience. However it reflects back on the motivations to the individual. The assumption is that when the individual choose to act and behave pro-environmental due to its intrinsic motivation, it creates a greater wellbeing than the ones who have chosen the green service provider due to external motivation, such as others imposing the individual to act green, as the example below shows:

4.2.2 Value-Beliefs-Norm Theory:

The values-beliefs-norms (VBN) theory has been put in the context of environment concern and has become one of the most suitable explanations of (voluntary) pro-environmental behaviour developed from social scientific research.

This theory first detects the moral motivations; the personal values, beliefs and norms. These moral motivations influence how we perceive the environment and encourage many of our environmental actions (Dietz et.al, 2005; Turaga et.al, 2010). The theory first detects the individual's values towards the environment which then influences our beliefs on what should be done, which again influences our set of norms and the ability to take action. The main thought behind the theory is that pro-environmental behaviour is motivated by altruistic norms. These norms are however only motivated if the person believes his or her action has consequences for the wellbeing of valued issues. Further the person needs to feel a sense of personal responsibility for that action's consequences. In such

situations, the person then feels a sense of moral obligation, which generates pro-environmental behaviour.



Source: <http://engineering.dartmouth.edu/sedg/mercury.html>

This theory suggests that egoistic (self-interest), social altruistic or biospheric value set are the main determinants of environmental concern (Dietz et al., 2005)

How this theory will be incorporated in this thesis:

This theory fits well to be used in the discussion of whether green service providers add some sort of extra value to the end-user's experience.

The voluntary pro-environmental behaviour includes consumer choice, in this context the choice to stay at hotels that are genuinely engaged in environmental sustainability. It is then assumed that when following these values, beliefs and then eventually norms, aligned with one's own values, and therefore the guests' identity is aligned with the choice of hotel, which may be a greater experience for the consumer than to stay at a non-green service provider.

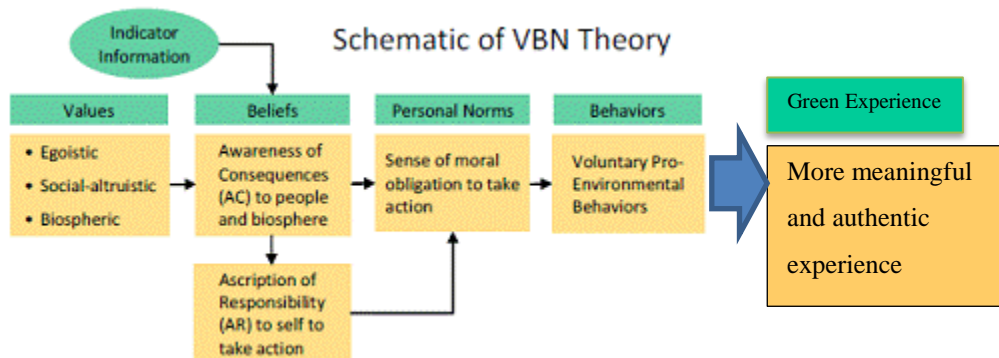
In order to use this theory in this relation, we first identify the environmental awareness level of the respondent group.

VBN theory hypothesizes that norms are activated by

1: the awareness of consequences of environmental change on the valued object

2: the ascription of personal responsibility toward decrease those consequences

This investigation is building further on the model of VBN and assumes that the awareness of the consequences of the environmental change has on the valued object and makes you act in a pro-environmental way which again inclines for the individual to have an increased experience of meaningful experience when the action is self-determined.

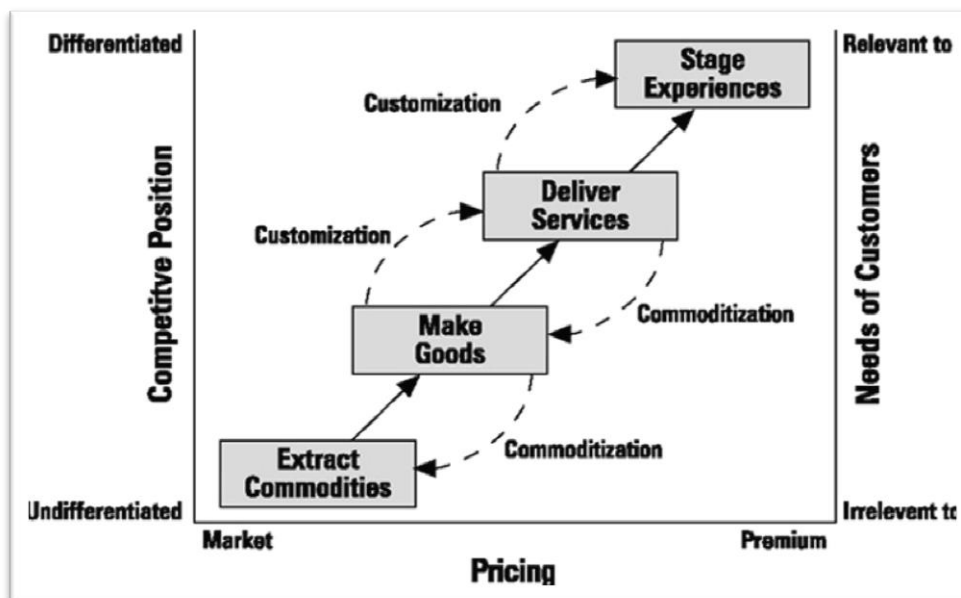


This theory also builds on the self determination of choices, and picking because the individuals may identify with them. This will be emphasized when analysing the survey results.

4.2.3 Transformation “theory”:

Theory is put in exclamation mark, because it is not really a theory. However it is much literature supporting transformational experiences, and it will be used in the analysis of the data set from the survey. Transformational experience may be defined as an experience which transforms the individual’s perspective. Something a green service experience may manage to do, as the transformation not has to mean actions, but a transformation of spiritual, perceptual, and moral attitude (Sivill, 1999).

Experience value through the experience economy:



Source: Joe Pine

On this model the next economic value is the transformation. “A transformation is a customized experience. Companies that help them achieve their aspirations are those who will thrive and have competitive advantage” (Pine, 2010). As described in the literature part Transformational experiences include a high level of meaning for the customer. It may be anticipated when the hotel or service provider emphasises their values and stages it for the guests, in the room, the food they offer, in the small details, like a way of living, that the guest might see this as an transformational experience.

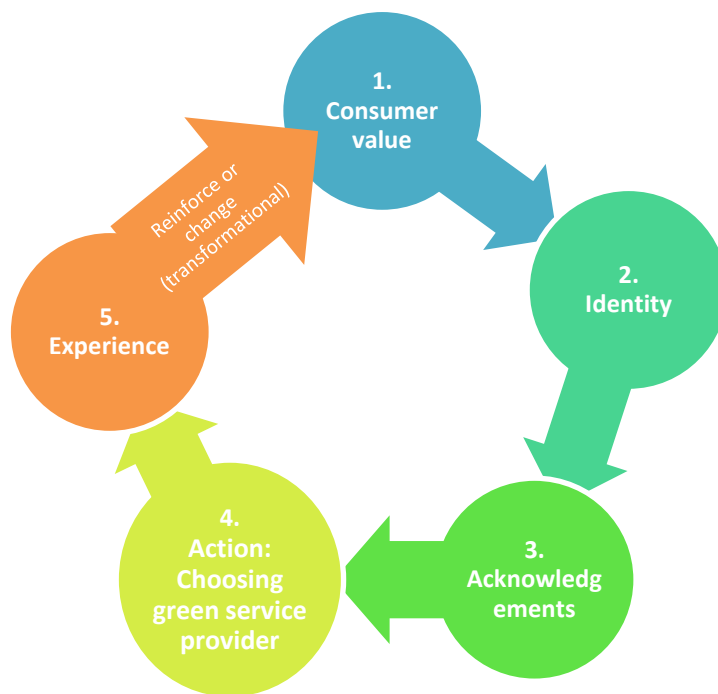
How the theories will be incorporated into this thesis:

The transformation economy is brought in here to be used as a way of incorporating of the meaning and authenticity of experiences.

To sum it up and integrate all the theories into one model that will depict when we are integrating these theories into one suitable model:

It all starts off with the values of the (critical) consumers, it need to contain of certain beliefs and convictions of what is the right thing to do when it come to the environment.

Second there is the acknowledgement that the actions that the individual do will lead somewhere, it will support the purpose. At this same stage there is also the need for identity in actions. So you have to have some sort of identification of your values as well as a belief that it has a real purpose in addition to aligning the identity. Then if this is believed the individual will act on these. The action will give the individual an experience and if that experience is strong it may change the perspectives and be a transformational experience. In the end if the experience was a good one, it will reinforce the values to the consumers. And so it goes.



5. Research question

This section will define and clarify the area of concern, as well as setting relevant hypotheses that will be tested to the survey data.

Preliminary research findings suggest that there are many reasons for the low level of implementation of environmental tools in the hotel sector; one is the inadequate conceptual understanding of business sustainability and responsibility of hotel managers (Fernandez et.al. 2006). It is so that the values, knowledge and perceptions in the organisation influence what green actions the management will implement, e.g. best environmental practices, communication of eco-labels, organizational and formal structures of EMSs, data compilation etc.

What needs to be understood is that this should also be affected by the values, knowledge and perceptions of the customers, who will choose to stay at their hotels.

The consumer behaviour literature is over and over again explaining the lack of actions due to the well-known value-action gap, although there is an increase in the group of knowledgeable and critical consumers.

So what is needed is a joint experience producing platform to prove the benefits of a joint platform for an environmental experience production; that both customers and businesses will benefit from a thoroughly sustainable business which will meet the expectations to an environmentally conscious international market (Innovative Experiences, 2011).

There has been decided that the term “Green Experience Value” will be the term that explain the effect of the added environmental factor has on the customer experience and how this generates value for the customer and the service company.

The overall research question/ area of investigation are:

**CAN A GREEN EXPERIENCE ADD VALUE TO THE CUSTOMER EXPERIENCE?
= GREEN EXPERIENCE VALUE?**

6. Data

6. 1 Survey

The survey was made with the intention of gathering as many respondents as possible with the help of the most efficient tool, in which Survey Monkey was chosen. It has been used several times by the author in relation to more comprehensive data gathering with fellow co-students at CBS. It also offers a wide range of attributes. The link to the survey was posted on the author's Facebook, twitter page and LinkedIn profile, as well as sent in emails.

One additional survey was made with two more questions for the guests at Guldsmiden hotel, the gathering tool was an Ipad. They were allowed to sit with it for as long as they wanted, to make them have the ability to reflect and feel the anonymous aspect of it.

The survey is a research of the market. And the main point was to detect some general tendencies in the market towards the meaning of a green hotel experience. The population group is 152 people, who answered the survey form an online link, either on facebook, twitter, linked in, skype or email.

The survey consists of ten questions (see appendix for whole survey):

1. Age
2. Gender
3. Geographic location
4. Determine their level of environmental engagement
5. How important the green aspect is when choosing hotel The sixth question has
6. **Multiple answer - tries to detect what would make the consumers choose a green hotel**
7. Willingness to pay
8. **Multiple answer question - the reason for choosing a green hotel or other eco-experiences**
9. Knowledge of the state of green hotel standard in Norway
10. Open question asking for other comments regarding eco-experiences.

It is a relatively short survey however the main questions for further research were included. It is also limited how many questions respondents want to answer in order to have a decent level of reflection. A factor analysis was then applied on the result of the survey.

6.2 THE FACTOR ANALYSIS:

An exploratory factor analysis is a common technique in social science for explaining the variance between several measured variables, it is often used to gather the survey data by reveal the factors that underlie individual questions. The main aim is to find as few factors as possible that may be able to explain as much of the variance as possible.

The result from the survey was first made into a correlation matrix to see which variables where correlated to each other and be able to superficially interpret some of the result. Due to the number of variables, it became a large correlation matrix, and it was decided to do a factor analysis. A factor analysis is usually used when there is many variables of possible interest in order to do a data reduction, as to interpret all the variables would be highly inefficient.

The factor analysis assumes that correlation between pairs of measured variables can be explained by the small number of non –measurable or latent variables, which are meaningful in the interpretation, these are then labelled factors. The Kaiser (1960) rule, which is one of the most common rules used especially for larger correlation matrix, where used on the correlation matrix. The rule only keeps eigenvalues of at least equal to one. “One is the average size of the eigenvalues in a full decomposition”. The Kaiser test found 4 factors that were identified which is shown in the table below (Quick, 2011)

The table is a cleaned up version, meaning the factors had more variables in them, but it was decided to exclude values below 0.2, as it is rather insignificant values.

These four factors explain 50 % of the data set, which says something about the quality of the analysis. If it was to account for a higher percentage it would have been many factors in the end, it had to be as many as 12 factors to account for only 70%, therefore it seemed irrelevant and only the 4 significant factors were kept. It is however not an uncommon result in the literature.

Factor Analysis:

CLEANED UP				
Cut at 0.2				
Factors	GEXPV	TRADV	EXPV	ECV
1.				
BETTER CONSCIENTS	0,00	0	0	0,65
GREEN HOTEL	0,00	0	0	0,64
LOCATION	0,00	0,85	0	0
PRICE	0,00	0,72	0	0
BREAKFAST	0,00	0,32	0,21	0
ORGANIC BREAKFAST	0,40	0	0	0,31
TRIPADVISOR RANKING	0,00	0,7	0	0
ECO-RECCOMENDED	0,46	0	0,22	0,25
OFFER EXTERNAL EXPERIENCES	0,00	0	0,87	0
OFFERS OT. ECO-EXPERIENCES (BIKE...)	0,00	0	0,77	0
BETTER FEELING	0,88	0	0	0
BETTER CONSCIENCE	0,79	0	0	0
POWER OF CONSUMER DEMAND	0,44	0,34	0	0
FEAR OF JUDGEMENT	0,44	0	0	0
TRIPAVISOR -2	0,00	0,54	0	-0,28
STAY BY CHANCE	0,00	0	0	-0,48
AUTHENTIC FEELING	0,53	0	0	0
ORGANIC -BREAKFAST 2	0,22	-0,28	0,2	0,23
Explanation:				
GEXPV	Green Experience Value			
TRADV	Traditional Hotel Value			
EXPV	Experience Value			
	Environmental Conscious			
ECV	Value			

1. What we see on the left side are the variables from question 6 and question 8 that have been weighted. Then we see the four factors that where the variables are most weighted.

The main aim of the factor analysis:

- 1) “Identify the numbers of factors”: 4
- 2) “Define the factors as functions of the measured variables”: See below.
- 3) “Study the factors that have been defined”: In this example there are hypothesis tested to the factors (Quick, 2011)

The four factors were identified and named after the main variables in each factor group:

Group 1: Green Experience Value – named so because it is focus on the green experiences: Organic breakfast, recommended as green (which builds up the expectations), makes them feel better, have a better conscience and gives them a greater authentic feeling.

Group 2: Traditional Hotel Value – named so because of the higher variables of the more traditional values; location, price, breakfast, believes in the power of consumer demands to build a market, they look at trip advisor, and organic breakfast is not at all important for them, rather the opposite.

Group 3: Experience Value – named so because this group is into the experiences, but it doesn't have to be green. They score very high on the variables that say: ‘because it offers other experiences’, and ‘because it offers other eco-experiences’.

Group 4: Environmental conscious value – named so because they are highly into the environment, but not so much how their actions or the actual experience make them feel about themselves. They are highly conscious, and when choosing a hotel it is crucial that it is a green one. They want to have organic food and they appreciate hotels that are recommended for their greenness.

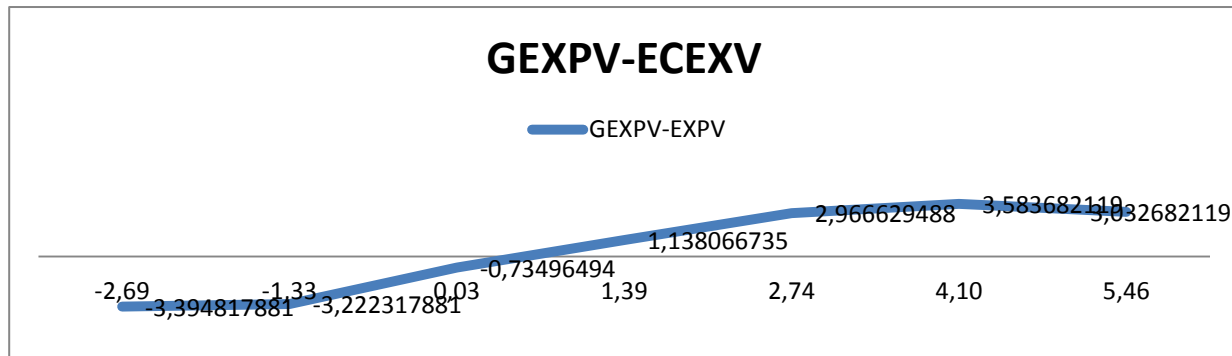
After these four groups were identified, the next step is to test statistical hypothesis. To make a clear picture of our groups there are 6 hypotheses that are tested on the data gathered.

A statistical hypothesis is one which claims that some people in a population have some ore one common trait(s).

6.3 HYPOTHESES

H1: Higher Environmental Conscious Value (ECV) implies Higher Green Experience Value (GEXPV)

The correlation is 0,64, therefore **H1 = SUPPORTED**

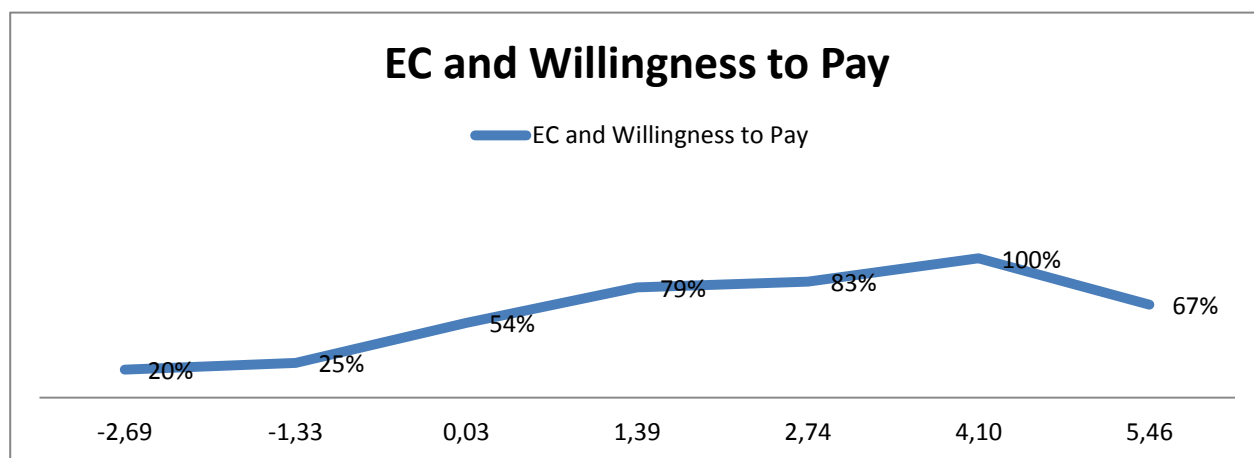
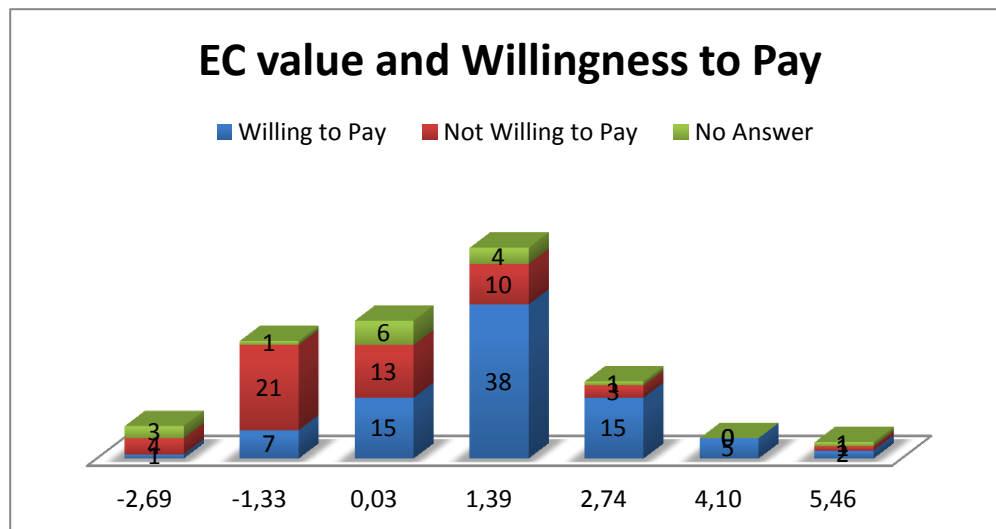


As this diagram is telling us, the correlation between the two factors is pretty indicating. The straight line is the Environmental conscious level; the higher the number is the more environmental conscious you are. The blue line is the indication of how the Green experience value relates to the ones on the straight line. The ones with a low score of Environmental consciousness also get a low score of green experience value, meaning that it is in little interest for them. While on the other hand, the ones who have scored higher on the environmental conscious value also score higher on the green experience value, signifying that the hypothesis can be supported. It is though interesting to see that the GEXPV is slightly falling in the end of the diagram. It is two -three individuals that have the highest score on ECV but very low on GEXPV. It can be translated into individuals that don't get any additional value of staying in green hotels because it is the normal for them, it doesn't give them a better feeling or conscience. For them this is maybe how it should be – the status quo. It is however interesting to see, as it gives more reflection on the value of an experience. For some the green aspect, such as organic breakfast or sustainable material use, is a novelty which may give additional feel to an experience.

What does this imply: This shows us that the ones that have high environmental values in general terms appreciate the experience that can be experienced at a green experience provider, such as making them feel better, they appreciate the organic breakfast and the feeling is more authentic.

Hypothesis 2: Higher ECV (Environmental conscious value) implies higher willingness to pay

The correlation is 0.41, therefore: **H2 = SUPPORTED**



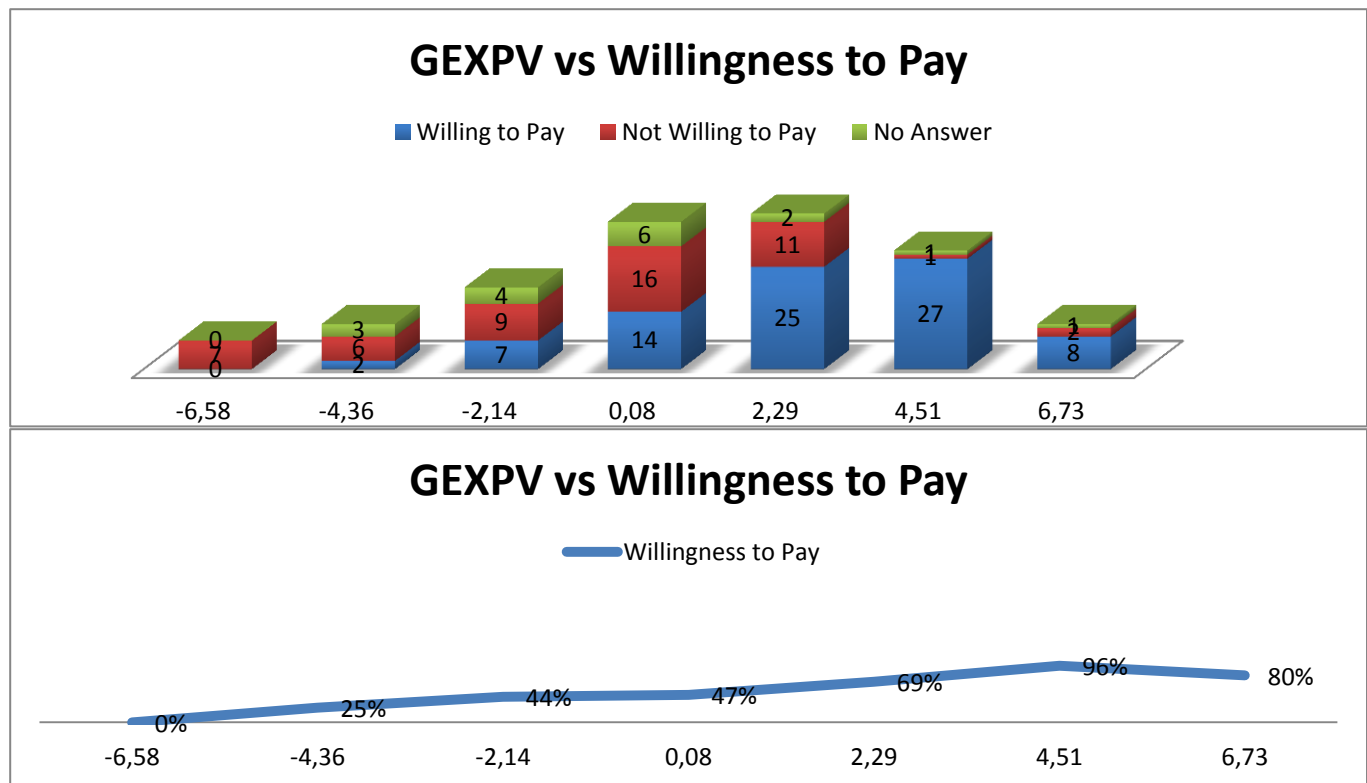
The diagram is showing us that the higher Environmental conscious value you have the higher is the possibility you are willing to pay for green services, however this is up to a certain point.

There are some people that do have the highest score of environmental conscious value, but they are not willing to pay. This might be due to several reasons. One that is also stated in the survey is that **they expect it to be costing the same or even less if subsidized by the government. However it may very well be that their economic situation does not allow for paying more for such experiences.**

These individuals that have the highest score of environmental conscious value are not willing to pay or have not answered are the same that do not appreciate the experience value in H1.

H3: Higher GEXPV (Green experience value) implies higher willingness to pay

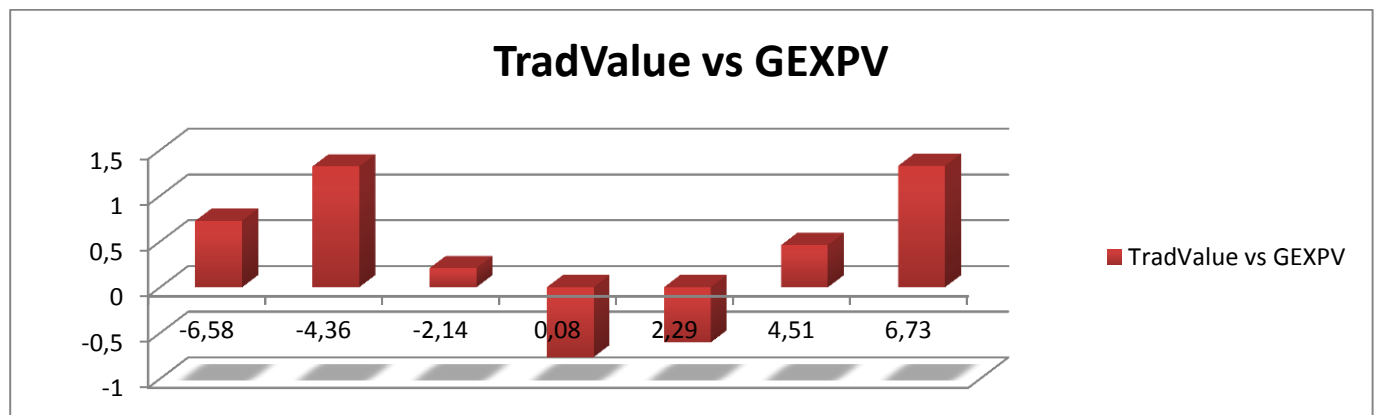
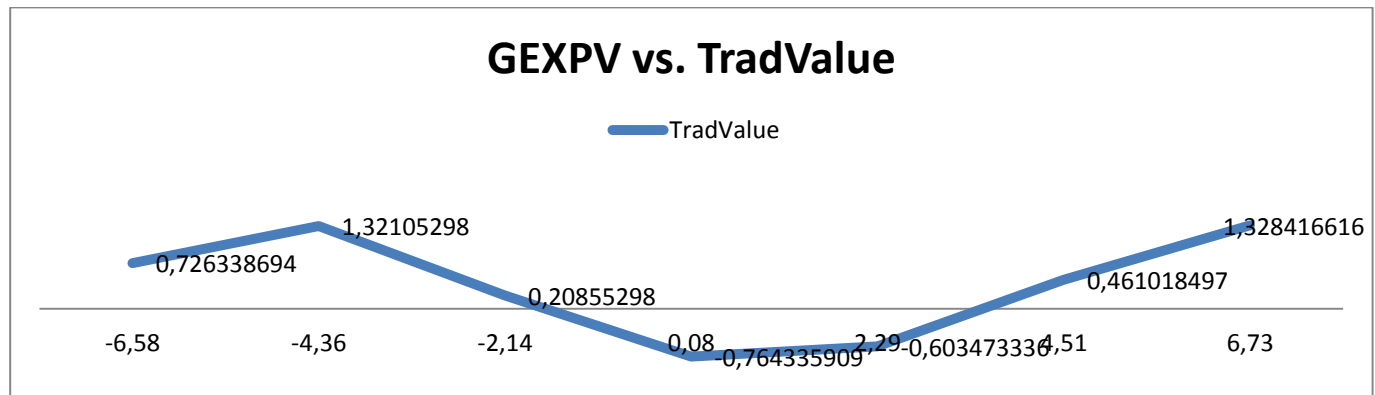
The correlation is 0,48, therefore **H3 = SUPPORTED**



Here again we see almost the same result as for the environmental conscious value (H2). **The willingness to pay is aligned with the green experienced value and increasing all the way up to a certain point, where it slightly drops.** This is due to few individuals that are not willing to pay for greener services or they haven't answered. They have the highest value when it comes to green experience value. This means they are feeling better, and they want their experiences to be good for the environment, but they are not willing to pay more for it. There is a larger group with a higher score of Green Experience value compared to the environmental conscious value group. However it is three individuals which appreciate the green experience, but not willing to pay for it. This might be due to the expectancy that it should not cost more if it is good for the environment. This is also explained in some of the written answers under the question willingness to pay for a green experience. Again the economic situation to many people does not allow to for more, as it is maybe already costly enough from before.

H4: Higher GEXPV implies higher TRADV (Traditional value)

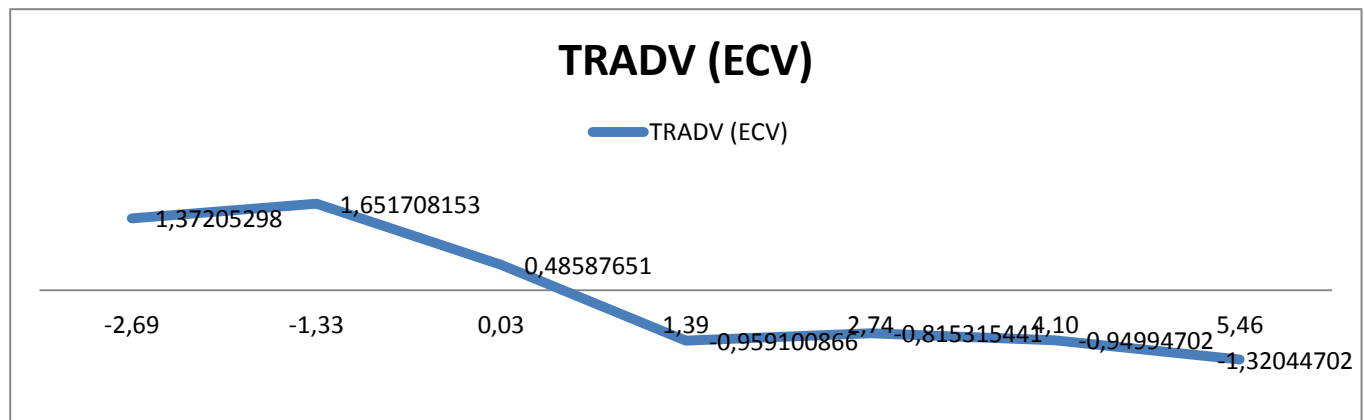
There is no correlation, therefore **H4 = UNSUPPORTED**



This hypothesis was tested to see if there was any relation between the ones that score high on Green experience value, and the ones who score high on traditional value. What we see is that the ones with relatively high traditional value score either have really low or no score, or in other words there is no correlation between the two. **These results are interesting; it means that the ones that have a high Green experience value do not have a high Traditional value. They care more about the experience of organic breakfast, authentic experience, have a better feeling or conscious, rather than price, location or reviews on trip advisor.** Although price and location do matter to many of them, there is still no correlation between these two groups.

Hypothesis 5: Higher ECV implies lower TRADV

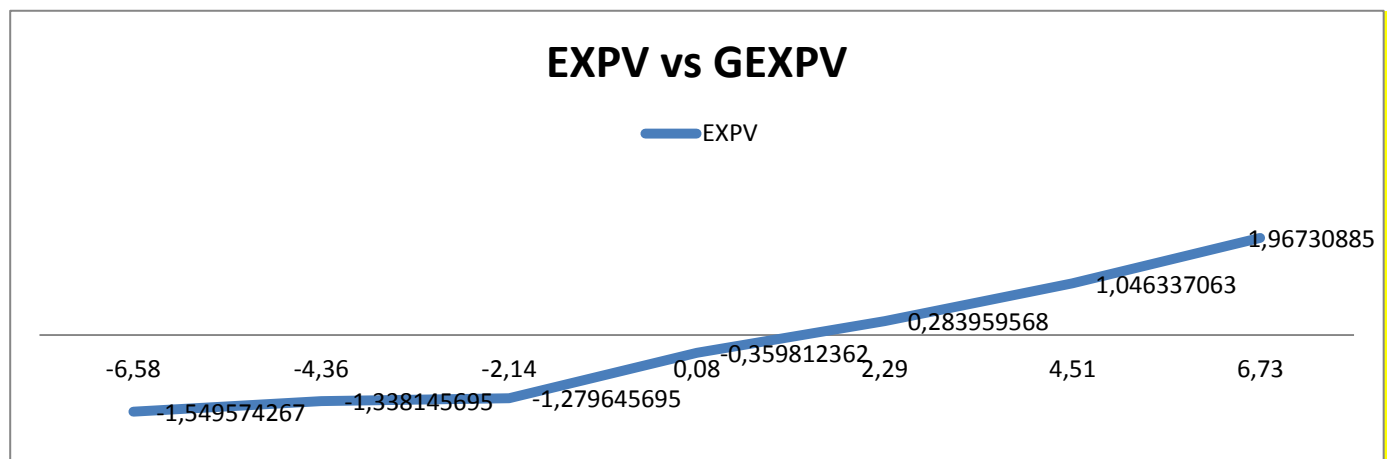
The correlation is -0,34, therefore **H5 = SUPPORTED (not a strong relation)**



Yet another interesting finding, it implies that the higher Environmental conscious value you have the lower are the traditional values. **This indicates that for the ones who think it's very important to choose a green service provider, price, location and regular breakfast is less important.**

Hypothesis 6: Higher GEXPV implies higher EXPV

The correlation is 0,34, therefore **H6 = SUPPORTED**



Higher Green Experience value implies higher Experience Value which means that the ones who appreciate Green Experiences also have scored high on the variables such as offering other experiences; however these are two groups slightly moving into each other. The EXPV factor seems only interested in experiences, while the GEXPV factor is for the green aspects and how the green experience makes them feel.

Summary of the tested hypotheses:

It is assumed after testing the hypotheses that the higher environmental conscious values that an individual has the more the individual will appreciate a green experience.

This is also based on the theories that aligning the values of individuals with their choices may be of increased value. However there are detected some individuals with very strong environmental conscious value, that does not seem to have a greater experience when they are choosing a green service provider. This might be due to that the individuals don't feel that it is an extraordinary experience, or maybe that they don't trust them as some of the written answers imply (see textbox on next page).

As a conclusion of the hypotheses it does show to some extent that individuals have answered consistently on the survey. This is first of all evident in the factor analysis where the four factors are showing correlation with each other, namely Factor 1, 2 and 3: Green Experience Value, Experience Value and the Environmental conscious value. The traditional values did not correlate with any of them.

This correlation indicates that the ones who are after experiences, and green experiences do not care that much of the traditional values such as price and location. However there are some few individuals with high ECV that do care about the price as they are not willing to pay more for a sustainable service provider. This might be due to their economic situation; that they are not able to choose hotels that are more expensive than the average. It might also be that they have had bad experiences with the check in, the mood of the staff, or that the expectations somehow weren't met.

What this also reveals is that the last hypothesis; the ones showing the correlation between experiences and green experience does not have a clear separation – which again could have separated them in terms of pure experiences, and whether the experiences were green, but the factors in the Experience value are also influenced by green experiences.

Other important findings from the factor analysis:

- Women are more positive, and especially for the green experiences. They should therefore be targeted strategically
- Age does not have any matter in this case
- Economic situation seems to be an indicator for how important the green experiences are, however this is more an assumption

Limitations of survey:

- Education was not included, in which are regularly used in order to test the environmental awareness in a population
- A survey does not always induce for the reflection level a more personal in depth interview will encourage
- The population group might be a bit biased in the age group of 26 – 40, as the main population of data gathering was the authors social network
- Income was not included, this would have been interesting in relation to e.g. “willingness to pay” result
- The factor analysis only explained 50 % of the values, however this was as good as it got, the factor analysis was not weighted – making the findings interesting none the less

As stated in the hypotheses the willingness to pay factor is an important one, and some individuals showed strong environmental consciousness, however they were not interested in paying more for a green alternative. It is then interesting to look at findings in the question where the respondents were allowed to freely comment, look below:

Q: “Do you think it is worth to pay extra for environmental sustainable solutions?”

(Some of the answers were as following rest is in the appendix):

A: Yes:

“Because it is worth it for me personally, to know that my travel and stay cause minimum amount of damage to the environment

“As travelling in itself affects the environment substantially, minimizing the footprint on via the hotel choice seems to be only right.”

“I like to pay a little more for sustainable alternative”

A: No:

“I think some eco-alternatives should reduce cost for both hotel and customers(energy saving, less cleaning)”

“It really comes down to how that sustainability includes the guest, I’m not going to care if the towels are made from hemp. I need to feel involved as a guest. It’ll will create buzz as well.”

“No, in my view environment-friendly hotels aren’t really that environmental-friendly. The difference between the one that call themselves friendly and the ones that do are small.”

Q: What is your perception of the eco-environmental state of the hotel industry in Norway? (Are some hotels better than others?)

A:

“The choice of being eco-friendly also makes the hotel management seem more caring and interested in staff, guests and the local community. So yes hotel would to me be more value for money. Otherwise hotels in Norway are of same standard than rest of Scandinavia.”

“...eco friendly hotels tend to be different in more ways... I believe in business with an idealistic platform whatever that may be. Things running only for money are only good for money.”

“... It has to be the real deal...not the -we want wash your towel unless you want us to –bullshit. If paying extra means a nice vegan/ vegetarian breakfast option that’s important”.

6.4 Main findings from the Guldsmøden survey:

The survey was conducted at Guldsmøden hotel in Oslo. 10 of the guests took time to fill out the questionnaire on an Ipad. Two additional questions were added to the survey, namely why the respondent chose to stay at Guldsmøden, and how aware they are on the eco-certificates in the hotel they stay at.

The ones, who choose the hotel due to its green profile, are also saying that they think it is difficult to know for certain whether hotels are green or not. This indicates that the ones who want to go for green alternatives, and presumably the ones looking for proof of green level/certifications, are also the ones who doubt them the most.

They all (highly) agree **“the feeling is more close to nature/authentic”** when choosing an eco-friendly hotel” since this is only the group from Guldsmøden, it is assumed they mean this specific hotel. All of the respondents, who answered (7/10), said Yes on the question: “Do you think it’s worth paying extra for environmentally sustainable alternatives?”

This indicates that they appreciate what they are getting at Guldsmøden.

Limitations of the survey:

- May be the low number of participants, and therefore this survey is not really emphasised. This was because it was very time consuming; spending
- The reflection level upon survey respondents, this reflection does not necessary occurs when (random) people answer a survey.

6.5 The Guldsmeden experience

In 2009 Guldsmeden did a survey on their guests checking why they were staying at their hotel. Location, price, sustainability came up as reasons. Although a hotel is basically something to give you a room for the night, Guldsmeden wanted people to choose them primarily because they shared or admired the passion of Guldsmeden, namely their thoroughly sustainability focus. They do not need to satisfy distant stakeholders, as they are a family owned hotel, which believe in sustainability on the bottom line, rather than just pure profit.

Kirsten Aggeborg is underlining the importance of their loyal customers and says it is a decent percentage of repeat guests compared to other hotels. This is due to their sustainability efforts, as well as the conscious way of marketing it. It is a bit laid back; they are letting their story shine through when the guests are staying at the hotel including their thrust worthy certifications. The guests are coming back because they get a special feeling, when they stay there. The employees are also allowed to express themselves and are encouraged to be very visible at the hotel. The staff is also dedicated to sustainability and needs to share the values of their employee. They are emphasising that this is a human approach; they are showing the hotels personality. It is a two-way relationship, a friendship; this is a part of the experience, the ones who like it will come back, the ones who don't, were probably not sharing the same values as the hotel. Sustainability is the corner stone.

However, this is from the hotels' point of view, to get an input of the guests opinions, Tripadvisor is a user driven web page, where travellers are sharing and giving their reviews on their travel experiences. This includes lodging, sightseeing, restaurant, bar and nightlife opinions, and all other things they want to share.

All of Guldsmedens' hotels are available for feedback on Tripadvisor, available for all to read. Many of the guests have commented on their position as a green hotel linking it to this paper. Below I have picked out some relevant Comments from Tripadvisor both positive and negative in order to reveal how the greenness of the hotel reflects on their experience:

Positive Guldsmiden Experiences	Negative Guldsmiden experience
“Quirkily but comfortably furnished room, excellent shower, slightly minimal size towels, but that's all part of the hotel's eco-vibe, which for me is a major contributor to its charm” (Reviewed by mtpc august 2012).	“Of negative aspects I want to mention that the service was not in line with what you expect from a four star hotel. On three days we experienced two episodes in which we had to discuss with the staff to get it fixed. They were in general not very service minded...” (Krsitine S, 9. April, 2012)
“I thought this may be the very best hotel in CPH (according to my likings) with a very high ecological standard. And it has a very high ecological standard, but it throws it in your face at any given chance. The signs of “This is very ecologic!” are on every towel, napkin, soap, wherever.” (Reviewed Markoff_Chainey, October 2012).	“The hotel was sold as green / sustainable and quasi-luxury, but we must point out that the rooms are very small, the minimum bathroom, all very uncomfortable and awkward. The organic breakfast is little changed and nothing tasty. I would for that price find a better "unsustainable" one. Good location” (dezucco, 2. Aug, 2011)
“I love "Bio/Eco/Organic" products and accommodation, this hotel definitely fulfills my expectation. Good organic food, lovely exotic rooms and friendly personnel, (Reviewed by Melissa Mauri, October 2012).	“We booked a junior suite but received a double superior room. No hand soap, I had to use the shower gel to wash my hands. The idea is to ring at the bell and be greeted by someone from the reception so you get a “home sweet home” feeling but at the reception they were too busy listening music to open for us so a guest sitting in the lobby area did it”. (n.n., 11 May, 2008)
“Lovely calm place, I am wild with the atmosphere at Hotel Guldsmiden – I find a special calm just coming in the door. The morning buffet is lovely, although not as much as in Copenhagen.” (Reviewed by PMKS, February 15 2013)	“Hotel services very simple compared to the price, spartan room, tiny room, minimum bath, breakfast service overwhelmed, no room service. This is the Danish minimalist style with exotic bamboo decoration. That's fine, it's beautiful, but it must remain a hotel first”. (n.n., july 17, 2009)
“100% biological and organic, for people who appreciate and care about our Planet. Great hotel, very cosy and cool design. Best hotel breakfast I ever had, everything so natural and healthy.” (Reviewed by pink, December 9, 2011)	“If you are an environmentalist, this is your hotel. Here everything is recycled and even share with previous guests soap cans (only change when they are finished). The soaps even smell pretty bad since they are 100% organic with nothing added. The rooms are ok in size but a bit ugly (unpainted wood is what you have). Breakfast expensive (...) since it is more ecological (...) everything is placed in a shared container, which forms a huge mess morning. The location is not bad, although there are some brothels nearby”. (Reviewed b grx74, September 16, 2011)
We have just returned from Hotel Axel & were not disappointed, as a fan of Bali, the hotel was just great, we loved the furniture & hotel style with the attention to detail - a very cool hip Boutique Hotel. But as much as the hotel was beautiful the staff were outstanding, nothing was to much trouble & all of the team were very helpful & friendly. (reviewed by jlo-shore, June 1 st , 2013)	“The (bio) Buffet breakfast costs 165 DKK per person - selection and quality is OK, but can be found in the area such as around half the price at least equal to a good breakfast. The SPA (sauna etc) was broken during your stay because of our water intrusion. In the rooms and in the lobby there are (free) Wi-Fi. Very nice bikes can be rented for 150 DKK per day (we have at Baisikeli - Bicycles for 3 days at 220 DKK borrowed)”. (Reviewed by Pimperella, 30 july, 2011)

Out of reading 230 guest reviews on Axel hotel Guldsmeden in Copenhagen, which is the main hotel of the chain on Denmark, the result from TripAdvisor was as following:

- The overall guest satisfaction level was 78%
- Travellers choice ® 2013 Winner Top 25 (number 11 in Denmark)
- Ranked #10 out of 110 hotels in Copenhagen, from 535 reviews
- 73 of them or 32% were mentioning the organic/ecological aspect in a thoroughly positive manner
- 11 of them or 5% where genuinely negative to the eco- concept, mostly saying it was too much
- 29 of them or 8% thought it was too expensive for what they were getting, especially mentioning the organic breakfasts at an additional cost of 130-150 DKK.

Out of the 143 guest reviews on Carlton hotel Guldsmeden Oslo the results were as following:

- The overall guest satisfaction was 82% out of 100%
- Ranked # 11 of 87 hotels in Oslo
- 52 or 36 % of the respondents were mentioning the organic/ecological aspect in a thoroughly positive manner
- No one is saying that the eco- concept is negative, but 21 of them or 15 % says that the experience at the hotel has been a disappointing one, of various reasons
- 69 of them or 48% of them were happy satisfied with the stay but did not mention the eco-focus of the hotel
- If price was mentioned it was in some cases an expensive experience all over, but most mentioning the price were pleased with it compared to what it offered, and some saying they were pleasantly surprised in an expensive city such as Oslo

Common findings from the two hotels are that around 1/3 of all respondents were mentioning the eco-focus as a positive part of the experience.

In the survey it was around 18 % which may be defined as the overall conscious customer.

In comparison to competition:

Scandic, Rica, Choice are the biggest hotel chains in the Nordic countries and the Guldsmedens' main competitors. The environmental managers at each hotel have been contacted in order to give their answers of relevant questions for this investigation.

They all emphasize their environmental engagement, and they are striving to live up to their certifications; Guldsmeden is the only one following the Green Globe and the Ø-Brand, while Choice is the only one following ISO 14001, which is an international accepted environmental management system, which aims to make it into an profitable investment. There are strict demands that need to be fulfilled in order to get the certificate, when the system works the business will earn money due to lower use of resources.

The well-known Swan or Nordic Eco-label is in much use by hotels in Scandinavia. Scandic and Rica is following this, although not all Rica hotels have met the standards yet.

To have a respected and accepted certification is important for the hotels credibility in the eyes of the customers, governments, and share- and stakeholders.

All of the Environmental Managers agree on the increased experience the customers may get in a pro-environmental atmosphere. Kirsten Aggeborg at Guldsmeden, mentions the natural ambience the chain portrays through aesthetic but eco-certified wood furniture, while they all mention that they get very positive feedback on their choice of organic and local-food inspired breakfasts.

Lise Sunsby, the manager for environment and safety at Rica, emphasizes that the knowledge in the society is increasing. She highlights that most people come from a company or organization that also have to take CSR seriously, and therefore she expects others to do the same.

Gustav Stenbeck at Choice thinks it is essential with motivated owners that really want to engage and spend money on being environmentally sustainable. The CEO at Choice, Petter Stordalen, is at least a self-proclaimed environmentalist, and his hotel chain has gained reputation for their green initiatives. After talking to all of the environmental chiefs at the main competitors to Guldsmeden it is obvious that they all are highly concerned of sustainable solutions. However none of them have made the sustainability strategy into a 360 degree strategy like the hotel Guldsmeden has.

7. Discussion:

This thesis has tried to establish if there is something that can be named green experience value. It has tried to detect whether a green alternative gives additional value than a traditional one in relation to the experience of the consumer.

A green experience has consciously not been over defined, an experience is such as subjective as possible, but it has to be an experience which gives meaning primarily or moderately due to its environmental friendly aspect. It also needs to affect us, either:

Sensorial: Affect (one of) our five senses, such as the aesthetics, smells, taste, feel etc...

Cognitive: affect the mental process such as attention, memory, perception, problem solving and Thinking (The American Psychological Associates)

Affective: Feelings and emotion

Behaviourally: Response on feelings and thoughts in terms of how we act

With help from the factor analysis of the survey it has been established an own Green Experience Value. This includes a high emphasis of the important qualities of a green hotel and how this influences the individual's feelings:

Organic breakfast (sensorial - taste, health), that it was recommended as green (word of mouth is strong), makes the individual **feel better** due to its green profile (affective- feelings), make the individual have **better conscience** (cognitive, perception) as well as giving a **greater authentic feeling** (affective - feeling & cognitive - perception).

So for the ones scoring high on these factors they are being affected of the experience according to Brakhus definition of a meaningful experience, as they are mentioning three of the four possible ways of stimuli.

Pine & Gilmore have long argued that hotels need to see themselves as experience venues for the guests, and emphasise their green aspect to be incorporated into the experience to the guests.

As the guests are on the hunt for meaningful experiences and a green experience may be defined as meaningful for people with high environmental conscious value and high green experience value. They appreciate the green attributes at a hotel and they feel better and perceive the experience as more authentic.

It is definitely possible to say that Guldsmeden delivers a green experience. At least it delivers this experience to the consumers who value the above stimuli. Guldsmeden's aim is to have guests coming in mainly for their 100 % sustainability dedication, as Kirsten Aggeborg says; in Copenhagen we have 250 rooms, we just need to find "those 250 people" who share the same values as we do: values that are reflected in an authentic and environmental friendly environment.

This group might be what they in the states have defined as the The LOHAS; Lifestyle of Health and Sustainability, previously explained in the market trends section.

It is obvious that lifestyle and more meaning in life is evident in people that are behaving more environmental friendly. **In other words it is becoming clear that the challenge lies in adopting new environmentally sustainable behaviour (ESB) and be able to maintain and integrate that behaviour into the lifestyle.**

They have become a recognized segment in USA, Western Europe and Japan. Starting in the USA it is defined as "... an acronym for Lifestyles of Health and Sustainability, a market segment focused on health and fitness, the environment, personal development, sustainable living, and social justice". This group believes in a holistic approach to all doings in life, this includes what they eat, shop, how and where they travel. The main focus is the interconnections of mind, body and spirit within individuals (LOHAS.com, 2013). Also Mermeri, Pine and Gilmore's **recognises the increasing awareness and trend of organic food, fair trade and sustainable living, as lifestyle choice for many rather than a fad or now-and-then purchases.**

The LOHAS is becoming a very profitable market in the USA, the eco-tourism is accounted to be good for 42 billion USD (LOHAS, 2013).

It is anticipated that it will be profitable too in Scandinavia as a similar target market is detected.

The survey done at Guldsmeden also showed that all people that answered the question:

"Do you think it's worth paying extra for environmentally sustainable alternative?", where all of them answered **yes**. This is interesting as not all of them are classified as being particularly environmental conscious, however whether it is because they appreciate this distinct green hotel and would be willing to pay more for that is only a speculation. It is a good sign for green hotels and hotels that want to switch to a greener profile.

Lifestyle choices are becoming a proof of who we are. Consumers are seeking for authenticity and meaning, in a more secularised society. These are the main elements in the transformation economy; experiences that are so strong that they transform our perspective. The transformation is challenging the passive role of the consumer.

Values and meaning are closely related to authenticity which appeals to the senses and perception. Authenticity was one of the variables in the survey. The ones that scored high on GEXPV had especially emphasized this as important. The GEXPV further detects other important values such as giving a better conscious and feeling. They would in other words have a more meaningful experience if they were experiencing a green experience as it was authentic to them and made them feel better. It is however essential that the motivation and responsibility is built on personal morals rather than a response towards external incitements. It is the intrinsic motivation that is emphasized as the desirable motivation for increasing the feeling of wellbeing, and this motivation also brings about itself a stronger dedication in the SDT theory which is highly applicable here.

However to get down to the most important question, **can a green experience add value to the customer experience?**

- It is detected a willingness to pay for green alternatives
- In the survey it is detected a group that consistently answers that they appreciate what a green service providers can offer them. Translated through theories and tested with hypothesis it must be assumed they will appreciate a green service provider rather than a traditional one. Therefore it is assumed that the experience is of greater value.
- The ones with the high score of GEXPV are driven by so called intrinsic motivations, such as better conscious, better feeling and a more authentic feeling. These can also be related to the value-belief norm as it is aligning the outcome of an expected experience, with the values of the person.
- At the Guldsmeden survey they all (highly) agree “the feeling is more close to nature/authentic” when choosing an eco-friendly hotel” since this is only the group from Guldsmeden, it is assumed they mean the specific hotel.

- All of the respondents who answered (7/10), said Yes on the question: “Do you think it’s worth paying extra for environmentally sustainable alternatives?”

This indicates that they appreciate what they are getting at Guldsmiden.

However it is important for hotels that want to deliver green experiences, to remember (from survey and trip advisor):

- Service still need to be exceptional as it is a part of the experience
- Be honest with what the guests are getting
- Reception is the face out – be happy and welcoming to give a good first impression
- Price should match the standard. Price should not be more than conventional hotels, as it shouldn’t cost more to be good to the environment, and in the long run it seems it will be cost effective for the hotels.
- The target market that will highly appreciate a green experience is not very big, detected at 18% from the survey.

8. Conclusion:

Tourism is changing, and there is an increasing number of tourists that expects physical and mental rewards from leisure activities, as well as self-fulfilment and re-affirmation of identity as a part of the tourist experience (Pigram and Jenkin, 1999).

In other words it is an increase in finding meaning in tourism experiences, including lodging.

The hunt for a Transformational experience for both business and consumers is increasing, maybe on a more sub-conscious level, however research has established it as a competitive advantage, where the outmost self-fulfilment can happen and true meaning.

Businesses need to aim for transformational experiences for their customers; this should be a way of integrating sustainable solutions into their business; to increase the green experience for the customer, as tourism companies want to be sustainable but are having difficulties aligning it to other parts of the business strategy.

Therefore the business strategy must be redefined and the sustainable efforts need to be taken into the core element of the business. Not only may this be a competitive advantage, but it is the answer for a controlled way of ensuring for the environment by the company.

Guldsmeden's aim is to satisfy these consumers changing needs; they want guests coming in mainly for their 100 % sustainability dedication with values that are reflected in an authentic and environmental friendly environment. This group would like to pay more because they are searching for such an authentic experience or transformation. This group that can be defined as the critical consumer is maybe small today. However they will most likely be the general population in the future, when values and behaviour are changed accordingly. As Dietz et al. argue in their research on environmental values, there is an agreement across extensive literature that values are a rational way of theorizing how we choose to act in regards to the environment. **Therefore the conclusion must be that the ones that are having strong environmental conscious values, and also after experiences with meaning will get additional value from a service provider such as Guldsmeden. This is because Guldsmeden seems to stimuli these expectations and makes the experience a re-affirmation of identity.**

One conclusion is also that green hotels should not cost more than conventional hotels.

The ones that have high ECV (Environmental Conscious value) but low GEXPV (Green experience value) do not get any additional value of staying at a green service provider. They are either willing to pay a higher price for a green alternative. As a conclusion hotels should be on the same price level as conventional hotels to also attract this highly important group of conscious people, as well as the ones that value price above anything else. Maybe they will get a meaningful experience when staying at the hotel.

It should be expected that hotels see the benefit of being green, as it implies an increase in green consciousness in population. Hotels should take their responsibility seriously and a stay at their hotel is good for the environment. Eco-friendly and green hotels should not need to cost more. The reduced washing, less toiletries packaging, reduced waste, less re-furbishing as well as el-efficiency will also reduce costs. The tendency in the market is also that the price on organic food is coming down (Oikos, 2013).

The meaningful, green service experience with request for interaction through an economic offering must be the market's response to consumers' changing needs and demands, as they are becoming increasingly knowledgeable and moving away from materialization.

As the consumers state themselves from the survey:

- **“Because it is worth it for me personally, to know that my travel and stay cause minimum amount of damage to the environment**
- **“As travelling in itself affects the environment substantially, minimizing the footprint on via the hotel choice seems to be only right.”**

The ambition should be the same as an Eco-lodging web site (2013):

“To make your stay a rare experience that will not leave you indifferent”.

8.1 Further research:

A hotel may also be in the position to *Nudge* their consumers. To nudge is to gently push and strategically make the individual to do what you want.

Nudging has not been a part of this thesis; however it is a highly interesting way of influencing the population in doing the “right” thing. GreeNudge is a Norwegian environmental organisation that describe themselves as “...for the ones who believe in small solutions for results here and now”. The main idea is that it often is just simple assets that will make people act differently. One challenge was to reduce food waste at Choice hotels. They tested out what the effect would be with smaller plates at the buffets. The result was 20 % less food waste on all Choice hotels in Norway. The example is interesting for the hotel industry to bring with them in integration of all kinds of sustainable solutions. Nudging is also interesting to assess in terms of change in behaviour outside the area of Nudging. As they say on their web site: “All though people have been educated and know a lot about the climate challenges, solutions etc., they will not always act or choose green. They need an extra Nudge. Therefore this as integration tool as a part of the green service experience, could also be investigated.

As stated in the text it is not sufficient literature or research on the topic of values and environmentalism. Whether values may change after staying at a green service provider should be investigated, for example with a before-and-after survey on a service experience.

This could also detect whether transformational experiences actually happen.

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Appendix:

Appendix:

Interviews:

Kirsten – PR/ Communication manager at the Guldsmiden chain

Interviewed over email and phone.

(First the original interview in Danish and then the transcription in English follows)

- Hvordan differensierer dere dere i markedet?

Først og fremmest via vores gennemførte bæredygtighed. Alle vores hoteller er Ø-mærkede og Green Globe certificerede. Dernæst er konceptet anderledes end de fleste andre kæder, da vi er privatejede, og det er en virksomhed, der er bygget op fra grunden med ejernes personlige holdninger til værtsskab og indretning som grundlag.

- Hvem er en typisk kunde hos dere?

Vi har ikke typiske kunder, der er all walks of life. Vi har lige mange forretningsrejsende, som leisure gæster, af begge køn. Det er nemmere for mig at sige, hvem der IKKE er vores typiske kunder: personer, der har pris som primære parameter og personer, der har en lidt mere gammeldags tilgang til det at bo på hotel, og ikke vil overraskes, hverken positivt eller negativt.

- Hva oplever kunden som er unikt hos dere?

Den tætte kontakt til vores personale (ingen har uniformer på, og det skaber større nærhed), den smukke indretning (alt er designet af os, og lavet specielt til os), den uformelle stemning, og den gennemførte bæredygtighed.

- Har dere større kostnader på grunn av deres bærekraftige profil?

Ja, det er lidt dyrere at være bæredygtig hele vejen igennem, og processerne i driften bliver mere vigtige. Men samtidig giver det mening: et eksempel er vores store fokus på madspild. Madspild er en af de store syndere indenfor miljøproblemer i dag, og hoteller er typisk slemme til at smide mad ud, da det ikke er kerneproduktet og der ikke er nok fokus. Vi har kæmpefokus på madspild, dels fordi det kræves af vores bæredygtige koncept, dels fordi vi ikke har råd til at smide dyr og lækker øko-mad ud.

- Går øko-konceptet noen gang på bekostning av komforten?

Nej, vi mister vores certificeringer, hvis vi går på kompromis med de retningslinier, der er udstukket af hhv. Ø-mærket og Green Globe. Men man kan som regel altid finde en løsning, der er til at leve med. Gæsten mærker aldrig, at vi prioriterer bæredygtighed over andre hensyn.

- Hvilke sertifisering ligger dere under?

Ø-mærket og Green Globe. Vi har fravalgt Green Key, da vi finder den for uambitiøs, og de lokale mærkninger som Svanen o.l. finder vi ikke super-relevante, da vi har mange udenlandske gæster.

- Har dere noen slags måte å måle kundetilfredshet?

Kun via vores tætte kontakt til gæsterne i det daglige. Derudover holder vi selvfølgelig øje med reviews på tripadvisor, [booking.com](https://www.booking.com) o.l.

- Merker dere en økt etterspørsel (etter dere) i markedet?

Ja, i høj grad.

- Har dere lojale kunder?

Vi har virkelig mange loyale gæster, flere end gennemsnittet.

- Hvordan tror dere at kundens oplevelse forsterkes ved at deres tjeneste tar hensyn til et bærekraftig miljø?
Helt afgjort, og det har jeg faktisk holdt foredrag om et par gange, hvor jeg belyser de principper, der gør sig gældende her. Jeg vil gerne gennemgå præsentationen for dig online, hvis du har behov for det.

- Hva eksplisitt gjør dere for å forsikre dere om en bærekraftig utvikling?

Vi har udvalgt de to mest omfattende og krævende certificeringer, og så sørger de for at holde os i ørerne. Ø-mærket betyder, at vi ikke har mulighed for at købe mad eller drikke, der IKKE er øko, og GG er en 360 graders certificering, der vender alle sten i virksomheden. Derudover kræver GG en 5% forbedring årligt, så vi skal hele tiden holde fokus på forbedringer.

- Hva var grunnen til at det ble startet opp i Oslo?

Egentlig blot den, at vi altid har haft utrolig mange norske, glade gæster. Det ser ud til, at Guldsmiden og nordmænd er et godt match, så vi syntes det var oplagt at prøve der.

- Er der andre steder som er interessert i at have franchise med dere?

Vi er ofte i dialog med nogen, men det er ikke så ligetil. Udover rentabilitet og økonomi, så skal vi også finde en person, der passer godt til vores personlighed, og fremfor alt en person, som er ligeså dedikeret til at arbejde med bæredygtighed, som vi er. Ikke sådan forstået, at de skal være øko-freaks fra begyndelsen, men de skal være villige til at indgå fuldt i konceptet.

In English:

Kirsten – PR/ Communication manager at the Guldsmiden chain

- How do you differentiate in the market?

Kirsten says that Guldsmiden is delivering a different experience primarily through their dedicated focus on sustainability. All their hotels are Ø- branded and have or about to have the Green Globe certificate.

Secondly, since they are privately owned, they have been able to keep the owners personal attitudes, values and decisions regarding hostmanship, furnishing and decoration as the foundation of what the hotel are built on.

- Who is your typical guest? If you have any.

We do not have any typical guest, it is from all walks of life. We have an equal share of business travelers as leisure guests, of both sexes. It is easier to say who is not our guest; which is people that have price as their primary parameter, and individuals that have a more old fashioned or traditional approach to living in a hotel, and who appreciate not to be surprised neither positively or negatively.

- What does the customer experience as unique at yours?

The close contact between the staff and the guests (no one is wearing uniforms, which creates a greater closeness), the esthetic decoration (everything is designed by us and made especially for us), the informal atmosphere and the thoroughly sustainability.

- Do you have additional costs than a non-eco hotel?

Yes, it is a bit more expensive to be sustainable the whole way through, and the processes in the business have become more important. At the same time it gives more meaning: one example is our attention on food waste, which is one of the greatest offenders in the environmental politic, and hotels are especially bad on wasting food. This is due to food not being the core product and that there has been too little focus on this. We are very much into not wasting, partly because it is part of our sustainable concept and partly because we don't afford throwing animals or gorgeous organic food.

- Is the eco-concept compromising for comfort?

No, we will lose our certificates if we compromise on the guide lines issued by these certifications. However there is always possible to find solutions that are worth living with. The guest will never think we are prioritizing sustainability

above other concerns.

- Which certifications do you have?

The Ø-brand and the Green Globe are the certifications we have and aim for. We have decided not to go for the Green Key because we think it lacks ambitions and the local brands such as the Swan (Svanen) is not very relevant due to our decent share of foreign guests.

- Do you have any way of measuring guest satisfaction?

We sense and pick up on the satisfaction of our guests through our close contact in the daily operations. Additionally we are following the reviews and feedback on TripAdvisor and Booking.com, which gives good indication on how and what to improve in order for them to have the best possible experience.

- Do you experience an increased interest in the market?

Yes, we do to the greatest extent experience an increased interest after hotels such as ours.

-Do you have loyal customers?

We do have many loyal guests, more than the average. This is also viable through TripAdvisor.

- How do you think the customers experience is affected by your sustainable environment politic?

We definitely believe that they are affected. This is also our ambition, that is a more genuinely natural experience in a tranquil environment.

- What explicit do you do to ensure of a sustainable development?

We have chosen the two most extensive and demanding certificates, who also are making sure that we are within their guidelines. The Ø-brand makes sure that we are not able to buy any food or drink that is not organically, and the Green Globe is a 360 degrees certification program, which is turning all the stones in our business. In addition demands Green Globe an improvement of 5 % so we are all the times on our toes for improvement.

-What was the reason for the start up in Oslo?

The startup in Oslo was basically because we always have had so many happy Norwegian guests. It looks like Guldsmeden and Norwegian is a good match, they like what we offer them, so it was an obvious choice.

- Is it other places/countries which are interesting to start up a franchise?

We are often in dialog with people; however it is a big deal. In addition to profitability and economy we also need to find the right individual that fits our personality and mostly important to have the same passion and dedication to work with sustainability in the way we do. Not that they have to be eco-freaks from the beginning but they need to go totally into the concept.

Intwerview with Inger Matsson at Scandic:

Environmental chief Scandic

Interviewed over email:

How do you differentiate in the market?

When it comes to sustainability? All hotels meet standards (not just some). All hotels also perform their local society activities. Eco label (Swan). We care about the details. We do (not talk).

Who is the typical customer?

80 % are international. 60 % business. 30 % leisure. 10 % meeting.

What does the customer experience as unique at your hotel?

When it comes to sustainability – they can experience our sustainability work (not only read about it) through waste separation, wooden key cards, eco labeled shampoo, organic breakfast...

Do you have additional cost compared to a non-eco hotel?

Svar: for organic food, to some extent for purchasing of eco labeled products. Licence for Swan label. At the same time this help us to focus on saving resources.

Are you under any green cetifications?

Nordic Ecolabel (Swan). Debio (organic food). Fairtrade coffee.

How do you measure guest satisfaction?

Yes a survey being e-mailed. There is also an instant feedback form in the hotel room. And we do an annual market survey.

Do you have loyal customers?

Yes. Close to a million members.

- How do you think the customers experience is affected by your sustainable environment politic?

It contributes to a brand that you can respect, trust and share values with. This is often subversive for the guest.

- What explicit do you do to ensure of a sustainable development?

The Nordic Ecolabel is a good system to focus on the most important environmental actions. We also have a code of conduct to secure ethics. We engage in society. We adjust our hotels to special needs. We have guidelines for sustainable purchasing and sustainable refurbishment and furnishing. We co-operate with universities. We engage in networks.

Interview with Gustav Stenbeck at Choiche: Environmental chief at Choiche

Interviewed over email, first in Norwegian/Swedish then translated to English

Hvordan differensierer dere dere i det norske markedet?

Vi är det bærekraftige alternativet om du jämför oss med konkurrenterna. Vi var först med att göra alla hotell helt rökfria och införa en komplett ekologisk frukost t.ex.

- Hvem er typisk kunde hos dere?

Då vi har fem kedjor och ytterligare två fristående hotell i Norge finns det ingen typisk Nordic Choice kund. Däremot finns det kunder för varje varumärke. Om dessa hittar du lättast info på varje varumärkes sida på choice.no

- Hva opplever kunden som er unikt hos dere?

Service med passion, samt våra tre ledord: energi, mod og begeistring är vanligast förekommande som sticker ut.

- Har dere større kostnader på grunn av bærekraftige tiltak?

Ja. Ekologiska ägg är dubbelt så dyra som "vanliga" ägg. Ekologisk agurk är fyra gånger så dyr. Sen sparar vi förstås också pengar på effektiviseringar inom energi, kemikalier och avfall.

- Har dere noen form for grønn sertifisering dere ligger under?

Alla hotell är certifierade enligt ISO14001

- Har dere noen slags måte å måle tilfredshet til gjester?

Alla gäster får en spørrelseundersökning med sju frågor de svarar på. Ett av dessa frågor är om bærekraft.

- Har dere lojale kunder?

Ja. Jag har inte siffrorna framför mig men enligt senaste undersökningar är de mest lojala i hotellnorge.

- Tror dere at kundens opplevelse forsterkes ved at en tjeneste tar hensyn til et bærekraftig miljø? I så fall hvorfor?

Självklart. Vi märker det på svaren på spørrelseundersökningar. Framförallt den ekologiska frukosten är uppskattad.

- Hva eksplisitt gjør dere for å forsikre dere om en bærekraftig utvikling?

Arbetet med miljöledning är en nyckel. Utöver detta är det viktigt att vi har en motiverad ägare som fortsätter satsa ekonomiskt på miljö och bærekraft.

In English:

How do you differentiate in the Norwegian market?

We are the sustainable choice if you compare us to our competitors. We were first to have a smokefree hotel, and incorporate complete organic breakfasts

Who is a typical customer at yours?

We got five different chains and another two independent hotels in Norway, so it is no typical choice client. However there are customers for every of these five brands. Information about the five brands can be read at choice.no

What does the customer experience as unique at your hotel?

Service with passion. In addition to our three main leading words: energy, courage and enthusiasm.

Do you have additional cost compared to a non-eco hotel?

Yes. Organic eggs are twice as expensive as “traditional” egg. Organic cucumber is four times as expensive. But then we save on optimizing electricity, energy, chemicals and waste.

Are you under any green certifications?

All our hotels are under ISO14001

How do you measure guest satisfaction?

All the guests get a survey with seven questions they answer. One of these are about sustainability

Do you have loyal customers?

Yes. I don't have the numbers in front of me, but in the latest investigation we have the most loyal customers in Norway.

- How do you think the customers experience is affected by your sustainable environment politic?

Of course. We notice it on the answers from the survey. Above all the organic breakfast is highly appreciated.

-What exactly do you do to ensure a sustainable development?

The work with environmental management is important. In addition it is important that we have a motivated owner that keeps on investing on environment and sustainability.

Interview with Lise Sunsby –Environemntal chief at Rica

Interviewed over email, first in Norwegian, then translated to English.

- Hvordan differensierer dere dere i det norske markedet?

Vi skiller mellom forretning-, privat- og kurs-/konferansemarkedet.

- Hvem er typisk kunde hos dere?

Dette vil variere alt etter region, hotell, sesong og ukedag. For å generalisere kan vi si at i midtuke vil gjerne forretnings- og kurs- og konferansetrafikken dominere, mens i helger eller i fellesferien er det privatreisende som bor på våre hotellrom.

- Hva opplever kunden som er unikt hos dere?

Vi håper og tror kunder opplever serviceleveransen og gjesteopplevelsene som unik for Rica Hotels. Vi jobber hardt hver eneste dag, ved hvert eneste hotell, med å være «Det Gode Vertskapet». I tillegg serverer vi Norges beste frokost. Rica Nidelven Hotel har vunnet kåringen «Twinings best Breakfast» de siste 7 årene, og halve finalefeltet besto i 2012 av Rica-hoteller. Mer enn 500 hoteller i hele Norge ble vurdert.

- Har dere større kostnader på grunn av bærekraftige tiltak?

Ulike bærekraftige tiltak fører stort sett til økte kostander. Men de tiltakene som fører til redusert forbruk av energi, vann, redusert restavfall og redusert forbruk av kjemikalier, vil også gi en økonomisk gevinst på sikt. Det håper vi også at bærekraftige tiltak som Ricas satsning på Lokal Mat vil gi gjennom flere og mer fornøyde gjester.

- Har dere noen form for grønn sertifisering dere ligger under?

Vi har som et ledd i vår miljøsatsning valgt å strekke oss mot de strengeste kravene til miljø innen hotellbransjen. Derfor skal vi sertifisere våre hoteller med det offisielle miljømerket Svanemerket. Dette sikrer oss en uavhengig vurdering og innebærer at våre hoteller må tilfredsstille strenge miljø- og kvalitetskrav.

- Har dere noen slags måte å måle tilfredshet til gjester?

Ja, vi har en svært omfattende gjestetilfredsundersøkelse hvor vi måler alt fra generell tilfredshet med oppholdet til de ulike avdelingene. Vi vet for eksempel noe så smalt som hvor mange som ble ønsket «God morgen» ved ankomst i frokostrestauranten ved et gitt hotell for en gitt periode.

- Har dere lojale kunder?

Ja. Vår gjestetilfredsundersøkelse viser at vi både har fornøyde og lojale kunder som kommer igjen og igjen. Vi kan dessverre ikke gå ut med tall på dette området.

- Tror dere at kundens opplevelse forsterkes ved at en tjeneste tar hensyn til et bærekraftig miljø? I så fall hvorfor?

Ja vi tror at kundene opplever det som positivt at vi har valgt en offentlig og anerkjent miljømerkeordning. Noen kunder arbeider selv i miljøsertifiserte bedrifter med retningslinjer som tilsier at de skal etterspørre og

benytte miljømerkede hotelltjenester. I tillegg tror vi at fokus på god, lokalprodusert og trygg mat gir kunden en forsterket opplevelse.

- Hva eksplisitt gjør dere for å forsikre dere om en bærekraftig utvikling?

Her vil vi henvise til svarene over. ”

In English

-How do you differentiate in the Norwegian market?

We are separating between business, private, meetings and conferences.

-Who is a typical customer at yours?

It depends on where in Norway it is, what hotel, season and weekday. To generalize we can say that midweek is usually business, meetings and conferences, while in weekends and holidays it is the private people.

-What does the customer experience as unique at your hotel?

We hope and believe that they will notice our service delivery and the guest experience, which is unique for Rica Hotels. We are working hard every day at every hotel to be the “Good Host”. In addition we serve Norway’s best breakfast the last 7 years, we have won Twinings best breakfast. With over 500 hotels in Norway in the competition.

-Do you have additional cost compared to a non-eco hotel?

Yes, various sustainable efforts leads to greater costs. But the efforts that will lead to reduced energy, water, reduced waste and chemicals will too give an economic profit in the long term. We also hope Rica’s own sustainable initiatives such as Local Food will attract more and satisfy customers.

-Are you under any green certifications?

We are striving towards the highest certifications there is within the hotel industry. We have the Nordic eco label (the swan). This ensures us an independent assessment and implies that all of our hotels must satisfy the strict environmental requirements.

-How do you measure guest satisfaction?

We do have a thorough survey where we measure everything from satisfied guests and happiness with the various hotels. We know for example how many who were wished Good Morning in the breakfast room by a given hotel over a period of time.

-Do you have loyal customers?

Yes. Our survey shows that they are happy and loyal. We can not give any numbers on this I am sorry.

- How do you think the customers experience is affected by your sustainable environment politic?

We do think they feel it is positive that we have a governmental approved and acknowledged certificate. Some guests work in branded work themselves with guidelines that they are required to ask for hotels with certificates. In addition we believe in good, local and safe food to give the customer an enhanced experience.

-What exactly do you do to ensure a sustainable development?

Look at the answers above.

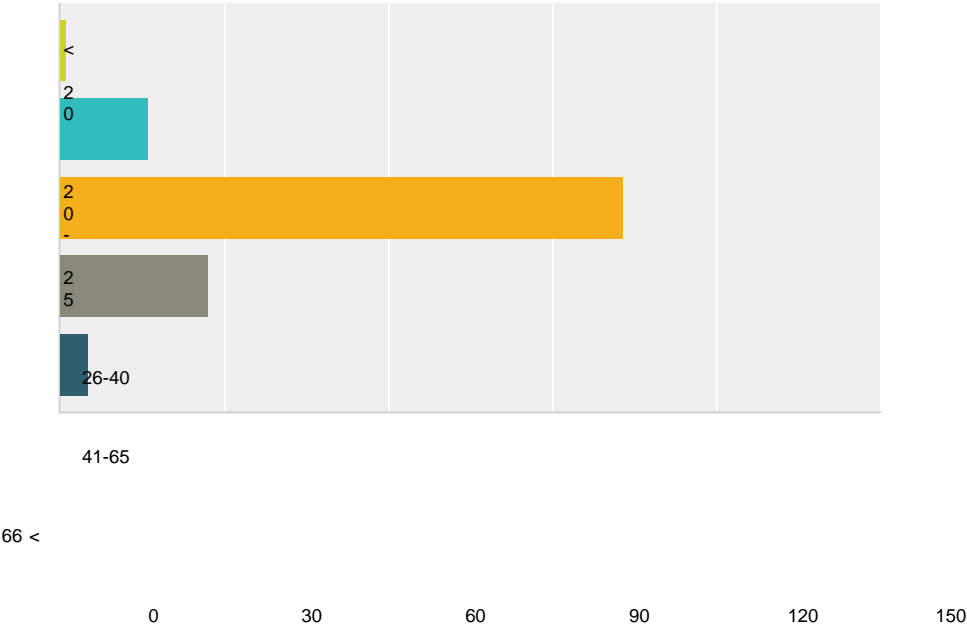
Environmental features in a hotel:

- ▣ Cleaner more efficient technologies
- ▣ Energy efficiency
- ▣ Water Use
- ▣ Refuse disposal
- ▣ Recyclable or biodegradable products
- ▣ Temperature monitoring system
- ▣ Fluorescent lightning
- ▣ F&B
- ▣ Low flush toilets
- ▣ Water saving showers
- ▣ Energy saving light bulbs reduce consumption
- ▣ Mattresses from cotton wadding
- ▣ Clothes hangers made from wood
- ▣ Curtains and bed covers from organic cotton
- ▣ Wood lamps
- ▣ Painting is water based
- ▣ Recyclable TV-parts
- ▣ Reduced power consumption for the TV during standby mode
- ▣ Shipping goods being packed in environmental friendly materials
- ▣ Reuse, remanufacture, repair, disposability
- ▣ Raw materials
- ▣ Health and safety measures
- ▣ Pollution Measurement
- ▣ Organic food
- ▣ Organic drinks
- ▣ Waste management

1) Survey – 152 respondents – result:

Q1 How old are you?

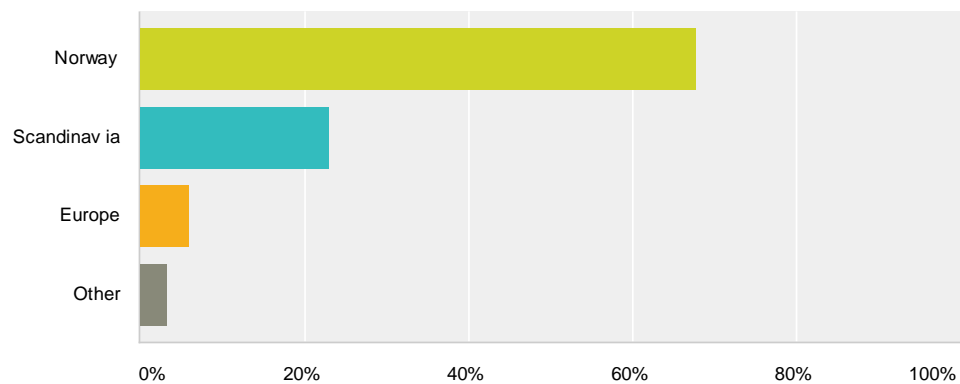
Besvart: 152 Hoppet over: 0



Sv ar v alg	Sv ar	
< 20	0,66%	1
20- 25	10,53%	16
26-40	67,76%	103
41-65	17,76%	27
66 <	3,29%	5
Totalt antall responder: 152		

Q2 Where do you live?

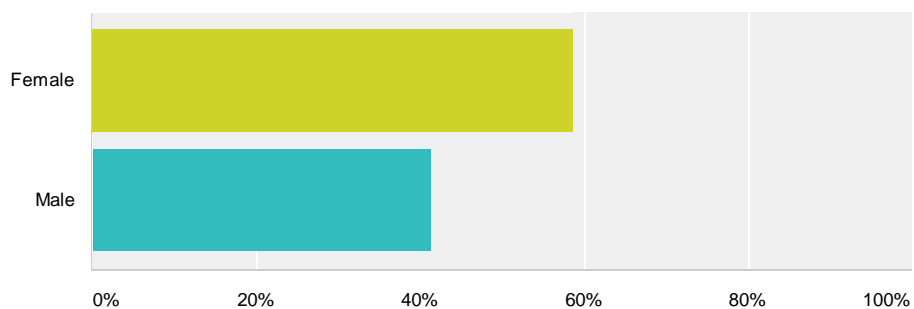
Besvart: 152 Hoppet over: 0



Sv arvalg	Sv ar	
Norway	67,76%	103
Scandinavia	23,03%	35
Europe	5,92%	9
Other	3,29%	5
Totalt antall respondenter: 152		

Q3 Are you:

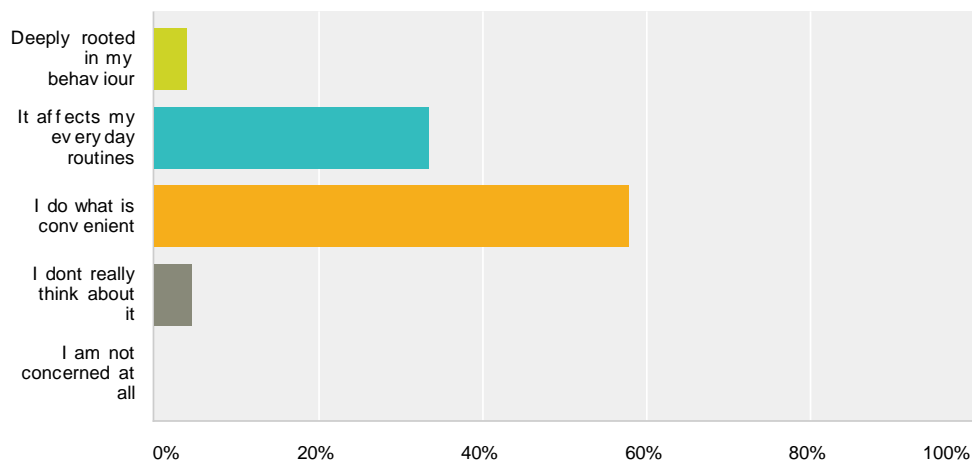
Besvart: 150 Hoppet over: 2



Sv ar val g	Sv ar	
Female	58,67%	88
Male	41,33%	62
Totalt antall respondenter: 150		

Q4 How environmental conscious are you?

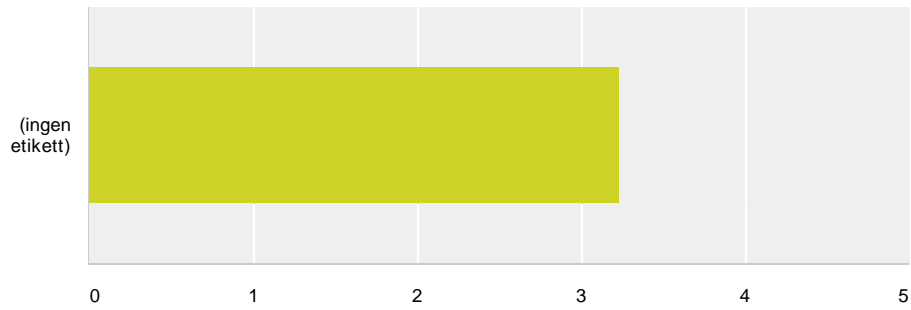
Besvart: 152 Hoppet over: 0



Svarvalg	Svar	
Deeply rooted in my behaviour	3,95%	6
It affects my everyday routines	33,55%	51
I do what is convenient	57,89%	88
I dont really think about it	4,61%	7
I am not concerned at all	0%	0
Totalt antall respondenter: 152		

**Q5 When chosing a hotel how important
for you is it the hotel has mostly
environmental sustainable solutions?**

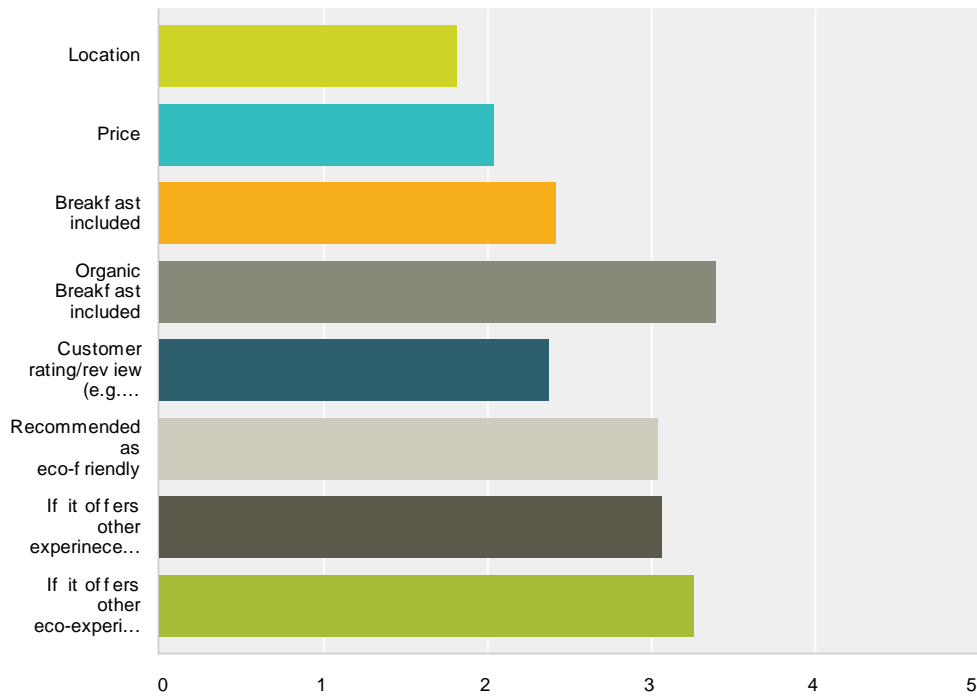
Besvart: 152 Hoppet over: 0



	Crucial	Important	If it's convenient	Not taken into consideration	Not important	Totalt	Gjennomsnittlig vurdering
(ingen etikett)	1,32% 2	11,18% 17	55,26% 84	27,63% 42	4,61% 7	152	3,23

Q6 What would make you choose an eco- friendly hotel? (Please rank the alternatives where 1 = Crucial, and 5= I dont care)

Besvart: 152 Hoppet over: 0



	1	2	3	4	5	Totalt	Gjennomsnittlig vurdering
Location	55,26% 84	26,32% 40	5,92% 9	6,58% 10	5,92% 9	152	1,82
Price	36,84% 56	37,50% 57	14,47% 22	7,24% 11	3,95% 6	152	2,04
Breakfast included	21,05% 32	36,84% 56	26,32% 40	10,53% 16	5,26% 8	152	2,42
Organic Breakfast included	7,24% 11	16,45% 25	29,61% 45	23,03% 35	23,68% 36	152	3,39
Customer rating/review (e.g. Tripadvisor)	21,05% 32	44,74% 68	15,13% 23	13,82% 21	5,26% 8	152	2,38
Recommended as eco-friendly	8,55% 13	27,63% 42	30,26% 46	18,42% 28	15,13% 23	152	3,04
If it offers other experiences (e.g. bike rental, dining opportunities)	6,58% 10	28,95% 44	31,58% 48	17,11% 26	15,79% 24	152	3,07
If it offers other eco-experiences (e.g. bike rental, dining opportunities)	3,29% 5	23,68% 36	34,87% 53	19,74% 30	18,42% 28	152	3,26

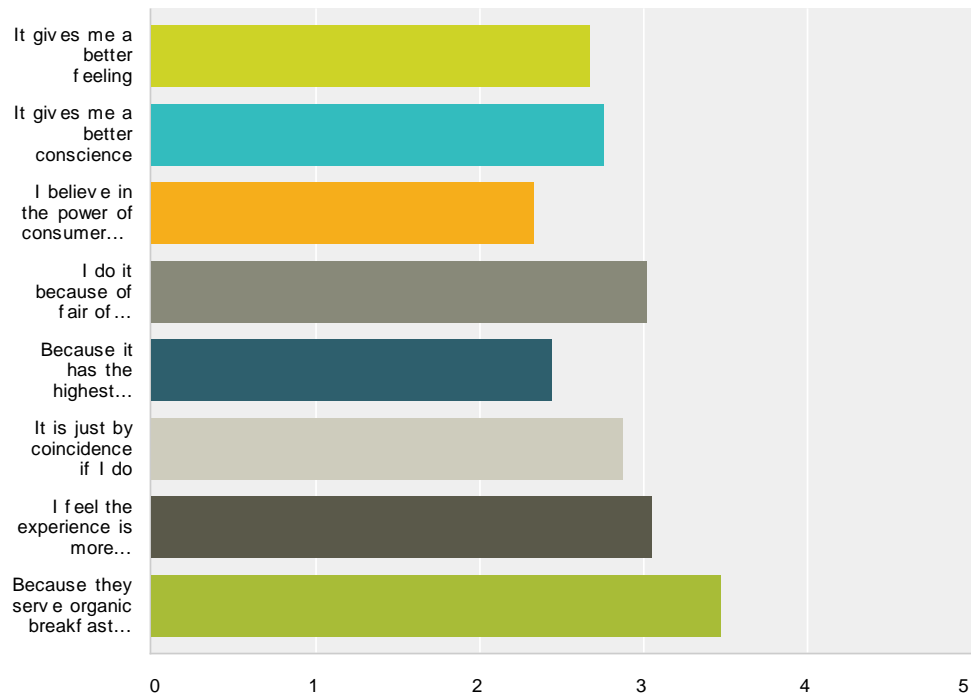
**Q7 Do you think its worth paying extra
for environmentally sustainable
alternatives?**

Besvart: 136 Hoppet over: 16

Sv ar val g	Sv ar	
Yes - Please explain why	61,03%	83
No- Please explain why	41,18%	56
Totalt antall responder: 136		

Q8 When or if you choose eco-friendly hotels or other experiences, what is the reason? (Please rank where 1 = Highly agree and 5 = Disagree)

Besvart: 152 Hoppet over: 0



	1	2	3	4	5	Totalt	Gjennomsnittlig vurdering
It gives me a better feeling	11,84% 18	38,16% 58	26,97% 41	16,45% 25	6,58% 10	152	2,68
It gives me a better conscience	11,18% 17	32,89% 50	30,92% 47	18,42% 28	6,58% 10	152	2,76
I believe in the power of consumer demands to create a market	23,68% 36	39,47% 60	20,39% 31	12,50% 19	3,95% 6	152	2,34
I do it because of fair of judgement	7,24% 11	25,66% 39	36,84% 56	17,76% 27	12,50% 19	152	3,03
Because it has the highest ranking on costumer reviews (e.g. tripadvisor)	26,32% 40	31,58% 48	19,74% 30	15,79% 24	6,58% 10	152	2,45
It is just by coincidence if I do	14,47% 22	22,37% 34	35,53% 54	16,45% 25	11,18% 17	152	2,88
I feel the experience is more authentic/closer to nature	6,58% 10	29,61% 45	31,58% 48	16,45% 25	15,79% 24	152	3,05
Because they serve organic breakfast (food)	7,89% 12	15,13% 23	24,34% 37	26,97% 41	25,66% 39	152	3,47

**Q9 What are your perception of the eco-
environemental state of the hotel
industry in Norway? (Are some hotels
better than others?)**

Besvart: 152

Hoppet over: 0

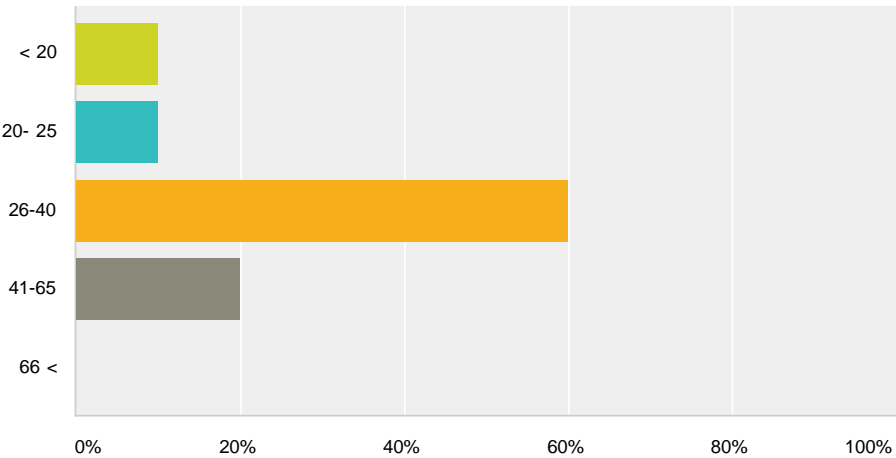
Q10 Do you have any other comments on eco-environmental experiences?:

Besvart: 75 Hoppet over: 77

2) Survey Guldsmede – 10 respondnets – result:

Q1 How old are you?

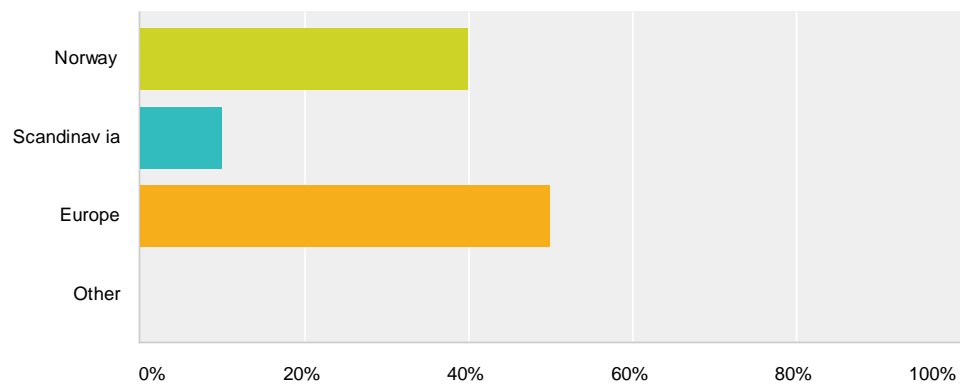
Besvart: 10 Hoppet over: 0



Sv ar val g	Sv ar	
< 20	10%	1
20- 25	10%	1
26-40	60%	6
41-65	20%	2
66 <	0%	0
Totalt antall responder: 10		

Q2 Where do you live?

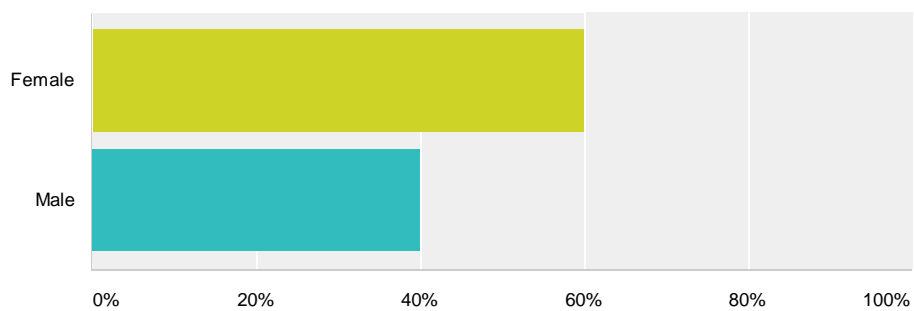
Besvart: 10 Hoppet over: 0



Sv arvalg	Sv ar	
Norway	40%	4
Scandinavia	10%	1
Europe	50%	5
Other	0%	0
Totalt antall respondenter: 10		

Q3 Are you:

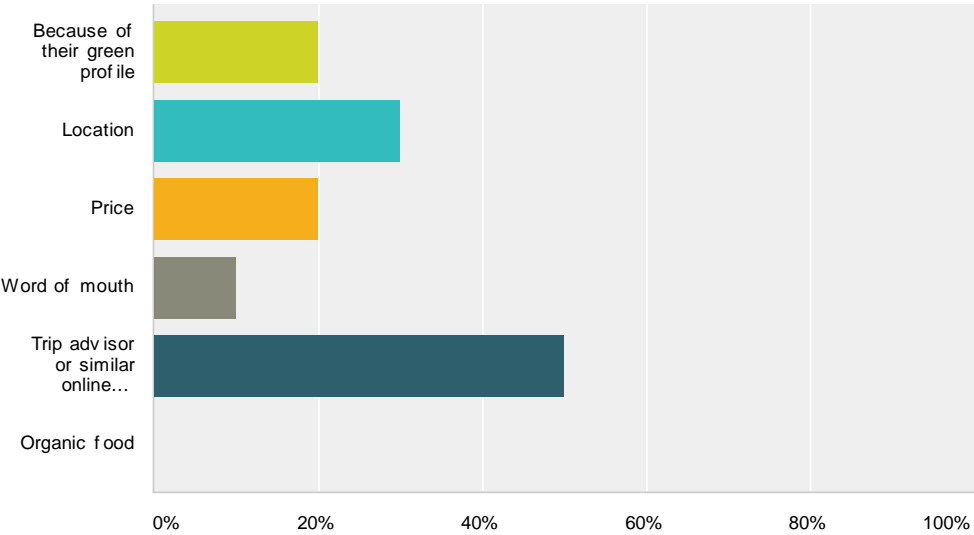
Besvart: 10 Hoppet over: 0



Sv ar val g	Sv ar	
Female	60%	6
Male	40%	4
Totalt antall respondenter: 10		

Q4 Wh did you choose to stay at Guldsmeden?

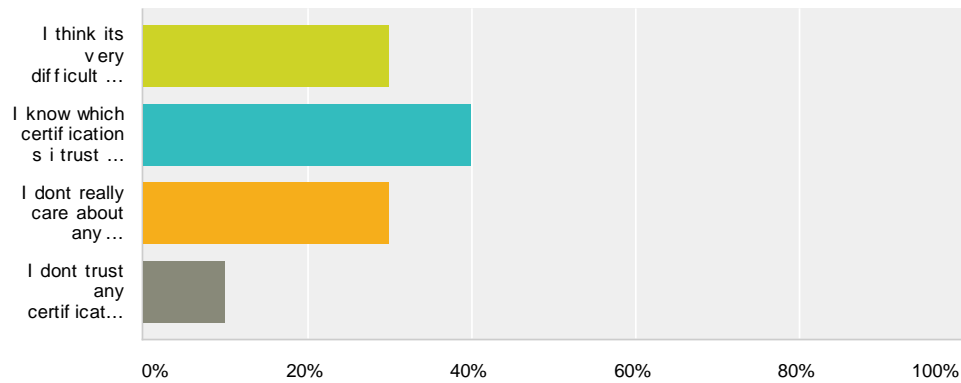
Besvart: 10 Hoppet over: 0



Sv ar val g	Sv ar	
Because of their green profile	20%	2
Location	30%	3
Price	20%	2
Word of mouth	10%	1
Trip advisor or similar online reviews	50%	5
Organic food	0%	0
Totalt antall responder: 10		

Q5 How aware are you on the eco-certifications in the hotels you stay at?

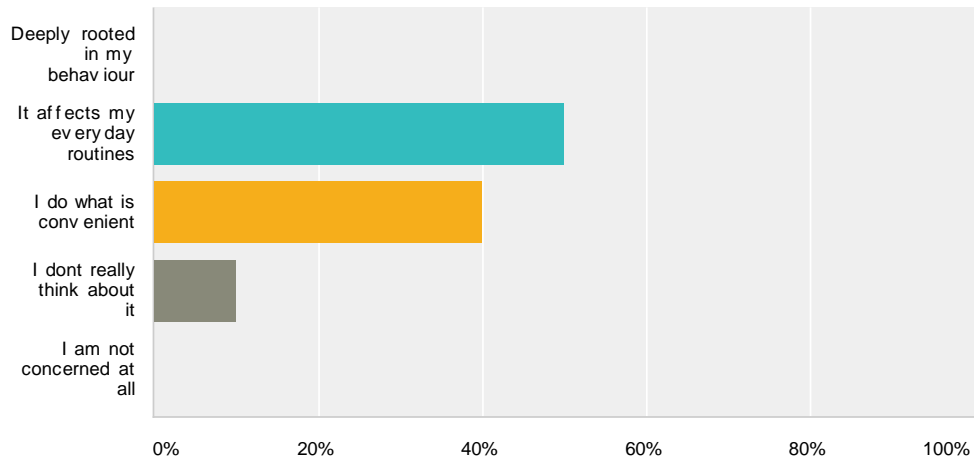
Besvart: 10 Hoppet over: 0



Sv arvalg	Svar	
I think its very difficult to know for certain whether hotels are green or not	30%	3
I know which certifications i trust and which i dont	40%	4
I dont really care about any certificatons	30%	3
I dont trust any certifications	10%	1
Totalt antall responder: 10		

Q6 How environmental conscious are you?

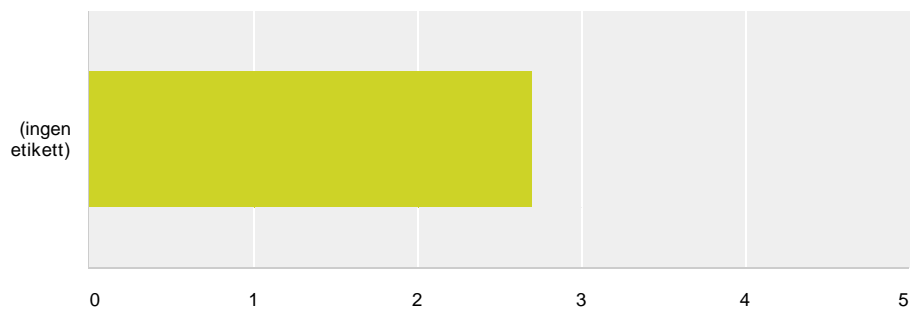
Besvart: 10 Hoppet over: 0



Sv ar val g	Sv ar	
Deeply rooted in my behaviour	0%	0
It affects my everyday routines	50%	5
I do what is convenient	40%	4
I dont really think about it	10%	1
I am not concerned at all	0%	0
Totalt antall responder: 10		

Q7 When chosing a hotel how important for you is it the hotel has mostly environmental sustainable solutions?

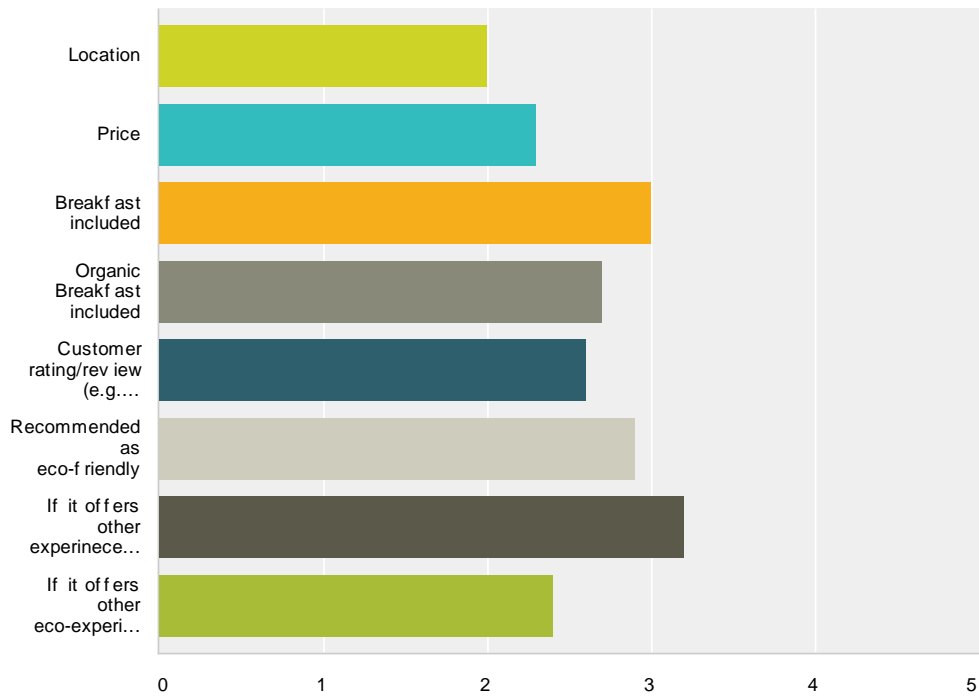
Besvart: 10 Hoppet over: 0



	Crucial	Important	If it's convenient	Not taken into consideration	Not important	Totalt	Gjennomsnittlig vurdering
(ingen etikett)	0% 0	30% 3	70% 7	0% 0	0% 0	10	2,70

Q8 What would make you choose an eco- friendly hotel? (Please rank the alternatives where 1 = Crucial, and 5= I dont care)

Besvart: 10 Hoppet over: 0



	1	2	3	4	5	Totalt	Gjennomsnittlig vurdering
Location	50% 5	20% 2	20% 2	0% 0	10% 1	10	2,00
Price	50% 5	20% 2	0% 0	10% 1	20% 2	10	2,30
Breakfast included	10% 1	20% 2	40% 4	20% 2	10% 1	10	3,00
Organic Breakfast included	20% 2	20% 2	40% 4	10% 1	10% 1	10	2,70
Customer rating/review (e.g. Tripadvisor)	30% 3	30% 3	10% 1	10% 1	20% 2	10	2,60
Recommended as eco-friendly	0% 0	40% 4	30% 3	30% 3	0% 0	10	2,90
If it offers other experineces (e.g bike rental, dining opportunities)	10% 1	20% 2	30% 3	20% 2	20% 2	10	3,20
If it offers other eco-experiences (e.g. bike rental, dining opportunities)	10% 1	40% 4	50% 5	0% 0	0% 0	10	2,40

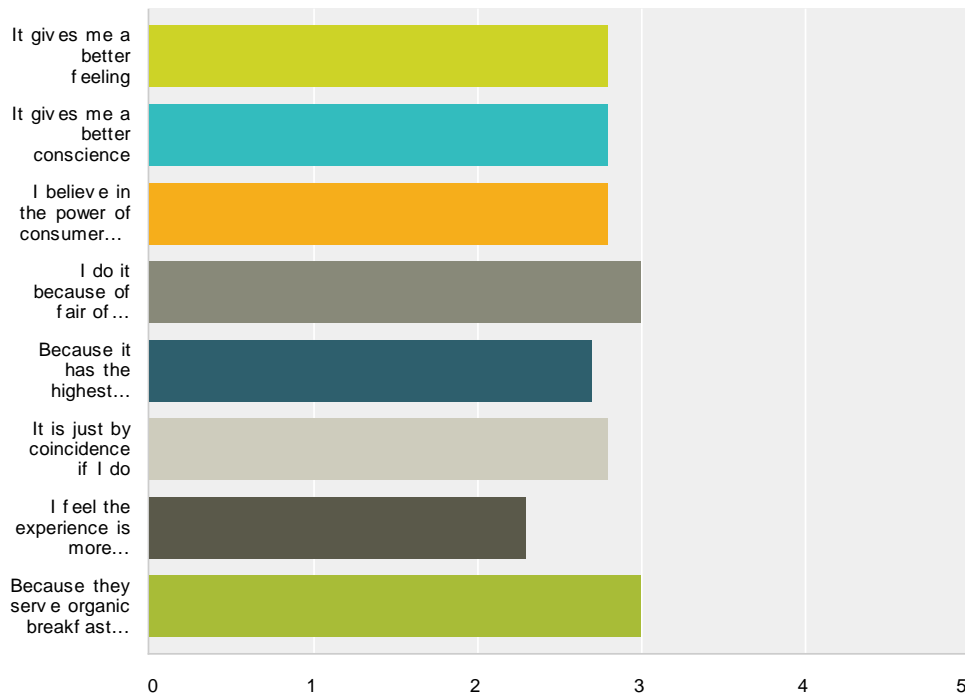
**Q9 Do you think its worth paying extra
for environmentally sustainable
alternatives?**

Besvart: 7 Hoppet over: 3

Sv ar val g	Sv ar	
Yes	100%	7
No- Please explain why	0%	0
Totalt antall responder: 7		

Q10 When or if you choose eco-friendly hotels or other experiences, what is the reason? (Please rank where 1 = Highly agree and 5 = Disagree)

Besvart: 10 Hoppet over: 0



	1	2	3	4	5	Totalt	Gjennomsnittlig vurdering
It gives me a better feeling	20% 2	20% 2	20% 2	40% 4	0% 0	10	2,80
It gives me a better conscience	20% 2	20% 2	20% 2	40% 4	0% 0	10	2,80
I believe in the power of consumer demands to create a market	20% 2	20% 2	30% 3	20% 2	10% 1	10	2,80
I do it because of fair of judgement	10% 1	10% 1	50% 5	30% 3	0% 0	10	3,00
Because it has the highest ranking on costumer reviews (e.g. tripadvisor)	10% 1	40% 4	20% 2	30% 3	0% 0	10	2,70
It is just by coincidence if I do	0% 0	60% 6	10% 1	20% 2	10% 1	10	2,80
I feel the experience is more authentic/closer to nature	30% 3	40% 4	0% 0	30% 3	0% 0	10	2,30
Because they serve organic breakfast (food)	10% 1	20% 2	40% 4	20% 2	10% 1	10	3,00

**Q11 What are your perception of the
eco- evironemental state of the hotel
industry in Norway? (Are some hotels
better than others?)**

Besvart: 6

Hoppet over: 4

Q12 Do you have any other comments on eco-environmental experiences?:

Besvart: 4 Hoppet over: 6

Executive summary:

In an environment that increasingly focuses on the significance of memorable experiences and solutions for more pro-environmental behaviour is needed, it is investigated whether a thoroughly green service experience may have an enhanced value for the consumer. Consumers' environmental values have been connected with the experience of green service providers (such as a hotel) to see if it offers any added value for the customer. This investigation is also detecting how this can be an attractive outcome for businesses; for them to establish a green experience environment.

Previous literature on environmentalism and experience literature have been used as a base for understanding. Three theories are used to recognize why an environmental friendly experience may be important for the customer: 1) The self-determination theory 2) The value- belief- norm theory and 3) The transformational experience, developed into a theory. It all starts off with the values of the (critical) consumers; it must contain of certain beliefs and convictions of what the right thing to do is, when it comes to the environment. Second there is the acknowledgement that the actions that the individual do, will lead somewhere, that it will support the purpose. At this same stage there is also the intrinsic motivation and need for identity in actions. So the experience must be an identification of values as well as a belief that it has a real purpose or meaning to act on it - if this is believed the individual will act. The action will give the individual an experience and if that experience is strong it may change the perspectives and be a transformational experience. In the end if the experience was a good one, it will reinforce the values to the consumers. The consumers are also increasingly after more meaningful experiences, which a green experience may be for the ones that have aligned values and lifestyle.

The main findings lean heavily if the internal motivations and moral values are aligned with the pro-environmental experience, the costumer will enjoy the green experience-attributes to a much higher degree than if the values are not aligned. The degree of commitment will increase this feeling of wellness and happiness in the experience. It is also discussed how an experience may give meaning and even change perception, a transformational experience. The experience stimulates the individual in a cognitive, affective, behavioural or sensorial way. A survey was conducted which identified the environmental consumers, or in other words the more critical customers. They are also the target market for Hotel Guldsmeden, which has been used as the main case example. Guldsmeden is thoroughly sustainable hotels which especially cater for consumers appreciating a green experience. Guldsmeden has been found to stimulate their customers in such ways, that it can be backed up by saying that the experience is stronger for the guest because it is green.

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1. Introduction

“In order to really succeed, the concept of sustainability needs to be integrated in the consumers’ experience” (Alain Dupeyres, 2012).

Alain Dupeyres is talking about faster integration of sustainable solutions in businesses.

This mind set reflects the purpose of this thesis, in which **the focus will be on the consumers’ experience of green service providers and whether this offers an actual added dimension to their experience.** Many of the greater degradations of the environment are manmade, consciously or not; there are many wrong decisions made. What we need are solutions so it is easier to make right choices. The idea is to find solutions that are valuable, attractive and straight forward to integrate for businesses, and motivating, attractive and available to choose for individuals. One interesting ‘meeting arena’ is the concept of the experience economy, a term to explain our times hunt for meaningful experiences. This thesis will therefore investigate whether green experiences somehow can be more attractive, motivate us to act better or just feel better. The experience economy happens where **the business are setting the stage for the experience to happen with the consumers to co-creating their experience (Pine, 2008).**

“The world is on a perfect road to 6 degrees heating, the consideration of the environment is not really emphasized at all from business point of view” urges Jan Erling Haugeland, a Norwegian polar explorer who has seen the ice melting in Antarctica and the North Pole. United Nations climate panel (IPCC) agrees and are trying to reinforce stronger controls and restrictions on industries and encouraging everybody to contribute (IPCC Fourth Assessment Report, 2007).

This consideration must be taken seriously from the business point of view, and understood how they may benefit from adopting sustainable solutions with a holistic perspective.

While Corporate Social Responsibility (CSR) have become an important agenda in the business world, integrating environmental sustainable solutions into the core business, that services or products are as environmental friendly as possible, are harder to make businesses incorporate.

The industry of concern in this paper is the hotel (and tourism) industry which is dependent on the availability of a clean environment to succeed. The case example is Hotel Guldsmøden, because they are a good example of a thoroughly green service provider with this to be integrated into the customer experience.

Most hotels are embracing the environmental issues, much due to market demand and competitive advantage, however struggling to incorporate it into their core business.

These concerns are also shared by the businesses themselves, reflected by recent events in the industry like the conference in Copenhagen in 2012: Green Business Model Innovation in the Tourism and Experience Economy. Results from a study showed that tourism companies want to be sustainable but are having difficulties aligning it to other parts of the business strategy. Only 15 % had a green strategy while half of that again classified as an innovative green strategy. However it indicates a change in their values, although more conscious work is needed to act on these values and integrate them into the core processes of business. The value change may be due to the growing consumer demand for greener solutions. It should on the other hand be important for hotels to say that a stay at their hotel is also good for the environment. There is a term called Nudging, to nudge is to gently push the consumer to act in appropriate ways (GreenNudge, 2012). However its intention is that it is to be so easy to integrate it that the customer will not even notice it, and then also excluding customer participation. Therefore it is not a conscious part of the experience, and not that interesting to discuss in this context.

Although there is not a mainstream shift in consumer behaviour required to encompass as a low carbon lifestyle, there is an increased knowledge in the general population due to extensive and available research. Many scholars within the consumer behaviour and social science field have studied the processes of how to change or motivate certain behaviour. There seems to be less problem with the general environmental values of population, however the value-action gap is very much alive and kicking. The gap represents the obstacles of aligning behaviour with values. It is a complex area of research; it is not done in one night to change behaviour. Human beings are creatures of habits and convenience, some successful initiatives are proof of this: recycling newspapers have become a habit for most Norwegians, and the convenience of sidewalk trash cans with recycling options are making it easy to throw garbage where it should be thrown (Bomberg and Schmit, 2002). Other factors which

determine how we act are the quality issues on products or services and price sensitivity, price matters to most of us (GreeNudge, 2012). It should on the other hand also be emphasized that the values are also an area of concern and several researchers think that it needs a deeper; more profoundly change in the value set to initiate behaviour. Never the less there has been established an understanding that change in behaviour on the individual level is also needed.

As we can see, both the industry and individuals are aware of the need to change but are not putting much effort to make the change. It is a complex problem and we all need to realise our responsibility, however it takes time for this responsibility to be taken seriously.

One solution to help both businesses and consumers in the aim of incorporating green solutions is therefore to see if there is a common meeting ground for sustainable and green experience making.

The green experience making is about finding solutions for more natural and authentic experiences, as it is a primary need for humans to surround ourselves with natural environments.

A need that may be satisfied with the garden outside the house, the sea view or the ‘obligational’ recreational walks on Sundays.

However, why should not the service experiences we chose to participate in also be enhanced when it is a natural one, when it is taking care of the environment we also want to comprise for the next generations?

This investigation will concentrate green experiences offered by service providers, and how this adds value to the customer experience. This added value will again add value to the business.

A stay at a hotel is an example of such an experience:

Experience: Immediate, relatively isolated occurrence with a complex of emotions that make an impression and represent a certain value for the individual within the context of a specific situation.

(Source: Bosjiwijk, 2007)

In other words this is an investigation on whether a pro-environmental service provider can give the additional ‘feel good feeling to the customer’ or other positive correlations, and in this sense additional value of the experience.

A pro –environmental service provider is one that takes the environmental and social issues into the core of their business, this means that the business have a triple bottom line focus; profit, people and plant.

“The triple bottom line ... aims to measure and focus on the financial, social and environmental performance of the corporation over a period of time” (The Economist, 2009). However for it to be an enhanced experience for the customer it has to be a comprehensively executed and consciously be a part of the overall experience, by communication and bringing the customer to feel a part of this.

To find out whether there is enhanced value for the consumers we first of all need to make clear what an added value for the consumer is. What matters and give meaning to them?

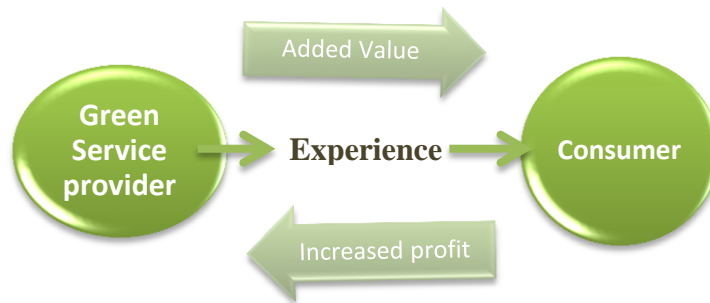
First of all the consumers values need to be understood.

The **internal (and external) motivations and values** are used in order to understand why consumers choose green service providers/ green experiences. These motives are interpreted from the conducted survey and based on theories and secondary literature. The case example in this thesis is Hotel Guldsmeden, and the conclusions from the survey will be compared with the green experience at Guldsmeden Hotel. With the analysis of these results we may be able to conclude whether it may be beneficial and profitable for hotels and other service providers in the tourism industry to add or increase the greenness level and then their green experience level in their business.

Model 1: Explanation of research area



Model 2: *The anticipated increased value for Green service experience making*



As well as having a theoretical background and framework, empirical findings from environmental sustainable hotel experiences is chosen to be the empirical support for a validated result, Guldsmiden. This hotel chain is chosen as the empirical example because hotels are one of the first actors in the service industry complying and changing with consumer demands, as this is necessary for them in order to survive.

The power of consumer demand is great when it comes to hotels, it is easy to opt out lesser attributed hotels as it is usually many to pick from. Hotels are also more see-through than many other service providers. Customers are staying on the actual ground where the experience is unfolding, and may quickly determine whether they live up to the expectations or not. They are the worst offenders in terms of food waste, everyday cleaning and energy inefficiency; however this has a natural relation to the core of their business of renting out rooms and feeding a number of guests on a daily basis. Hotels are highly depended on the satisfaction of their customers for loyalty and word of mouth; they usually have Return on Investment (ROI) level according to this. Hotels usually have higher investment ability than most companies and they need to stay innovative to have competitive advantage in a highly competitive market, and are expected to be up to date on market trends and demands. It is happening a lot in this industry in regards to embracing the environmental issues, and that is the reason why it is chosen as the main focus service provider in this paper.

To sum it up in with the words of a customer of innovative hotel experiences:

Environment and Locally Sourced Food: If you're staying at upscale or boutique hotels, expect to enjoy the next phase of the local food trend. Going beyond just buying locally sourced food, some chefs at these hotels are growing their own vegetables and herbs or even raising bees to get their own honey. One New York City hotel has a farmer's market next door that attracts lots of guests, who not only get to enjoy healthy food but also feel part of the neighbourhood. And isn't feeling welcome what hotels are all about?" (Networksolutions.com, 2011).

Out of the hotel chains in Norway, which is the geographical area of concern, it seems like Guldsmeden is the hotel with the highest level of pro-environmental solutions into the core of their business. Guldsmeden is a family owned franchise business established in Aarhus, Denmark, which is now located in 4 countries; Norway, Denmark, France and Bali. The experience of staying at Guldsmeden is influenced heavily of their organic and 360 degrees sustainability focus (360 degree – means no matter where you turn, it will be environmental friendly). They have incorporated pro-environmental solutions into all of their processes such as 100% sustainable energy from renewable sources, water restrictions, 90 % or more organic food and drinks, minimized food waste, other waste and recycling actions as well as presenting guests with healthy options as organic spas, bath room products and external experiences such as bike rental. Two of their Copenhagen hotels are certified with Green Globe¹, all the Danish hotels is a part of GoGreen – a network in Denmark profiling green alternatives to products and services, they are also certified with the Golden Ø, which guarantees an above 90% organic food offering.

The last check it was above 95 according to their Sustainability Management Plan 2012. These certifications are important for customers to rank and compare hotels to each other.

¹ Green Globe is a 360 degree sustainable certificate based in Los Angeles, California, operating in 83 countries. For more information go to GreenGlobe.com.

1.2 Situation today

What is some of the main happening in the society today in terms of environmental initiatives in the hotel industry and how important is this for the government, the industry and the people?

“The Environmental values of Northern Europeans and especially Scandinavians appear to be deeply rooted in their culture” (Anne Goodman 2009).

Goodman stated the quote above in her report on Scandic’s implementation of sustainability in their service operations. Environmental solutions were incorporated as a way of differentiating and win customers with years of loosing market shares.

Tourism and the hotel industry is a highly competitive industry and being environmental may give some competitive advantages (Ramaslaw, 2011). One way of showing this dedication to potential customers is through meeting the requirements of strict certificates as a way of branding themselves.

Surprisingly in Norway we have been particularly slow with developing satisfying eco-certificates, especially in comparison with our neighbours Sweden. They aimed to reach the level United Nations set up in the climate year of 2002, the official year of eco-tourism. Sweden now has 383 members within the tourism sector with eco- certificates, 77 of them are members of the highest certification; Natures Best (Naturens Beste, 2013).

Norway is one of the last countries with proper qualified certification standardization; however we now have a certification called Norwegian certified ecotourism (NGØ), which now have 20 certified members in Norway.

Norwegian Eco-tourism certifies enterprises that have a thoroughly strong environmental profile and offers experiences that enrich body and mind without damaging nature or local society. The natural, authentic experience aspect of it is strongly in focus. (Dagsavisen, 2008).

The certificate includes an assurance that the enterprise not only take care of the environment but also the local society, the employees and most important their guests. As they state themselves on their web page (www.ecotourismnorway.no); it is not enough to offer less towel changes, el-efficient electricity to be qualified for the certificate. It promises to assure high quality on the experiences as well.

Therefore it is necessary with good service, hosts, guides, storytelling, costumer communication and

marketing in addition to the preservation of the environment, local community and culture. It is all a part of a more meaningful and authentic experience. This focus underlines the importance of combining a good experience with the preservation of the environment.

The certification in Norway was developed by GRIP (Green in Practice). The certification aims to help the respective enterprises to marketing themselves, and clarify who is actually an environmental enterprise. This is the strictest certificate where pure dedication is needed to meet the guidelines. When the certificate is earned, it will be easier to front globally and show the differences between healthy and destructive tourism (Dagsavisen, 2008).

There has been an on-going increase in numbers of eco- certified tourism enterprises on Visit Norway's web page. The increase might be due to Innovation Norway's financial contribution, but none the less it is a reflection of the market, as the companies has to show real dedication and change many of their business processes.

There is consistent work from governmental institutions, like the aforementioned conference in Copenhagen, led by the OECD countries and Nordic Innovation working under the Nordic Council of Ministers. The research included 28 companies from ten countries, including the Nordic countries and other OECD countries.

Findings from The Business Model Innovation Program presented at the conference, illustrates how tourism and experience companies work strategically on their value creation and green business model innovation.

The main findings revealed only 15 % of the companies do have a green strategy, while only 7 % have a green innovation strategy. Regarding interest in green partnerships, 33 % were distinctly positive to this. Nordic Innovation has developed a scale indicating the degree of sustainable initiative. It is starting at the bottom with the companies only following the regulations, up to the 'game changers' on the top of the ladder.

The 'game changers' have sustainability as an integrated part of the business strategy. Their conclusion was that businesses must aim to be the 'game changers' in order to gain competitive advantage, as the consumer demand on these issues are rapidly growing (Nordic Innovation, 2012).

Consumer demands and values are of great importance, which can be supported by WWF, which in 2009 did a survey on responsible consumption and concluded: “aligning brand values with relevant consumer values (...) increases the brands relevance to consumers, differentiate it from competition, provides focus for communication campaigns and reduces the risk for reputational damage.”

The situation today draws a picture of a strong focus and engagement from governmental organisations, costumer demands and the businesses themselves. However as it has become clear there need to be more innovation and more attractive to consume and offer such environmental friendly solutions.

The focus on the experience for the consumer must achieve greater attention. A natural, more authentic experience may seem to be attractive.

1.3 Market Trends

Is there something emerging in the market in relation to green experiences or similar initiatives? What are the trends, who are the trend setters?

Green shopping experiences:

To start off with, it is natural to look at our food shops to see if there is more pro-environmentally supply in the market for fast moving consumer goods. An example of the prosperity is the case of Coop supermarket chain in Norway, which experienced an increase of customers and in the sales of organic food after reducing price on the organic- labelled products, fruits and vegetables to the same as conventional food (okologisk.no, 2013). However, we are behind our neighbour countries in Scandinavia on availability of daily organic food (wwf.no, 2013).

One larger initiative that has emerged in Oslo is the newly opened food hall - *Mathallen*, where the food shopping experience is put to a higher level in delicate surroundings with bars, restaurants and gourmet shops. All the 29 present actors serve short travelled and hand crafted food or drinks, and 10 of the 29 actors are also offering organic food/drinks. Mathallen is inspired by the many food halls in Europe, where the main aim is to serve high quality, short travelled and preferably organic food to the costumers. The visiting numbers are so far good and there is a great emphasis on the shopping experience for the customer, the point is to have time to shop and taste some on the way (Mathallen, 2013).

Green restaurant and food experiences

The greener awareness in the market should be dedicated to some of the top restaurants in Scandinavia, such as Noma in Copenhagen, voted the best restaurant in the world several years, Maaemo in Oslo and Fäviken in Øresund. They all have received a lot of media attention as well as Michelin stars for their culinary servings of local and organic food, says Christopher Sjuve, the food writer for Klikk.no, one of the most visited web sites for food recipes and information in Norway. He is sure that food found in close nature is appealing for many and that the trend with Nordic food has only just started; whit organic and short travelled food as the cornerstones (Klikk.no, 2013).

There has also been a growth of concept and experience based companies in combination with natural and organic food. One example is Food Studio located in Oslo, a company that focuses on natural food in a creative way. They are telling a story and selling their story, for invited people they organize dinners in unexpected surroundings, food courses and other evenings with food enthusiasts. They have worked several times with Maaemo, Norway's only two- Michelin-star restaurant, with main focus on organic and short travelled local quality food. This summer Food story are working with Maaemo at the Øya music festival in Oslo, which only serves organic food. Maaemo will serve a 6- course brunch accompanied by one of Norway's biggest electronica DJs Lindstrøm, while Foodstudio will decorate, invite, document and be the supervisors of it, an experience they charge 1500 NOK for. This event had over 1000 people applying, however only selling 30 seats (Foodstudio.no, 2013).

The green hotel and travel experience

The hotel industry is a part of the tourism industry, and the eco-tourism growth has been strong. Eco-tourism experiences are now offering in a wide variety of locations all over Scandinavia and by a wide variety of operators who have seen their customer base increase rapidly (Gössling, 2006). There is also a trend towards the professionalism of eco-tourism's organisational structures, including strategic marketing and political lobbying. Within Eco-tourism lodging seems to be the most important factor for many travellers, and hotels and restaurants serving organic food have increased.

Debio a Norwegian inspection and certification body of organic production counted 33 organic restaurants in 2007 to 118 today (2009). Debio have become a brand of proof for organic quality. The CEO of Debio, Gjermund Stormoen believes the big hotel chains like Choice and Scandic are front runners in the environmental development. In 2008 all the Choice hotels were approved for serving organic food to their guests. Further Stormoen states that organic food is used as a competitive advantage to attract guests which increases demand and contributes in enhancing the production and the revenue. (Debio, 2013)

In the hotel industry in USA, which long has been global front runners on the organic and sustainable incorporations, there is a term called LOHAS: Lifestyle Of Health And Sustainability. It is a term explaining the choice of living in a more harmonic way with nature. Recently it has been adopted by

their hotel industry as a holistic way of running the hotel. Hotels engaged with LOHAS means a stronger focus on healthy eating, fitness and wellness, in a sustainable way. “Technically this is a return of the term LOHAS and not the market, which has always been there and growing. But now we’re getting to them as an industry” says the trend analyst Erik Ricaurte at www.hotelnewsnow.com (Ricaurte, 2013).

Another way of showing that the hotel is environmentally conscious is to measure their carbon footprint, and use this in the marketing. An initiative led by the International Tourism Partnership and the World Travel & Tourism Council is The Hotel Carbon Measurement Initiative, which soon will have guidance on how to calculate this uniformly across the industry. This will lead to an increased understanding of the relationship of what we consume and the effect on the environment. There is much work on how to measure the actual carbon footprint of a hotel or the amount of waste, it is all a part of how the market and industries are heading towards a more pro-environmentally future.

Also in Norway we see more hotels being innovative on the behalf of their green profile. Often it is the more local hotels that have to be highly competitive in this game to attract customers.

Geir Lian, the CEO of Vetre Hotel in Asker in Norway, is making every effort to build their conferences green. Not just are they acting pro-environmental, but they are integrating it into their guest experience. Guests are strongly encouraged not to drive a car by themselves to the hotel but rather take public transport or car-sharing. The food they are serving is short travelled, organic and they offer only non-pollution activities and encourage the use of nature around the hotel. Lian argues that we are responsible for the development of the society, especially firms who are actively fronting their CSR guidelines.

There are many more trends revolving around the incorporation of greenness into the market. However the demand is clearly there, for more organic available food and products at super markets to more experience based offerings such as food story and eco-tourism.

What we see is people demanding and starting up initiatives with the environment in mind.

1.4 Purpose of thesis

The hunt for natural and authentic experiences and environmental behaviour is necessary not the same, but can it be combined? How can we best measure the value of the consumer experiences of sustainable, pro-environmental service providers? The reason behind this investigation is to somehow show the outcome of this combination as it can be interesting for other service providers to follow.

This thesis main focus is to investigate whether this **green** experience platform exists, with Guldsmeden as the main example. Our economy is constantly changing and the term experience economy is no longer a novelty. Services and products are being sold as experiences. An experience is something that becomes a memory and as Pine & Gilmore explains it; the business is a stage... where you show what you are good for. There are many ways to satisfy a consumer, one way is to focus on the ones that deliver a green experience to detect whether this enhances the customer satisfaction.

It has become important and trendy to be perceived as a green hotel and many hotels are far ahead in the process of integrating pro-environmental actions into their business. The question is how this contributes to the overall experience. Does it become a more meaningful experience?

To find out how much of an impact these experiences may be for the consumer, is vital to investigate **what** is important for them. Therefore main theoretical focus is put on the value set that drives motivation and contributes to a meaningful behaviour for the consumer. The value theory on environmentalism and the empirical evidences underpinning it is becoming more comprehensive in the social science literature and is used in order to understand their psychology. Value in relation to experiences remains relatively unexplored and needs further research and investigation as it is somehow limiting an understanding, however this is an attempt in that direction.

The service industry is an intangible industry making it hard to document the effect of ones actions. That is also the reason why it is so important to do more research on it, and try to establish comprehensible and measurable results. Due to the characteristics of the 'service industry' in comparison to manufacturing industry, that services are performed not produced, it is essential to concretise the developments, implementations and the competitive factors that emerge. Services cannot be stored; they must be consumed when offered. The quality of the services varies due to who provides

them; the variability trait, which includes where, when and how they are performed, and they cannot be separated from their providers.

All of these features apply in the hotel and tourism context, they are important to have in mind as the experience of the customers happen from the moment they start using your service till the moment they stop using it, e.g. when leaving the hotel. When hotels interpret their service as a whole, as an experience that cannot be separated from the provider, it is vital to be aware what kind of impression they want to give all of their guests on all of their experiences.

There are many more tendencies and reasons for service providers to go green.

Foster (2000) points out the main factors driving the Hospitality and Tourism industry to become more environmental conscious:

1) Pressure from consumer demands.

As Carsten Pedersen is mentioning in his article: *Non-branding- branding*, (freely translated from Danish), it has arisen a demand from the critical consumers that services, products and businesses must, in a much higher degree, be based on real values. The resistance against marketing manipulation, consumer capitalism and the propaganda of the profit has grown too big to be ignored by the businesses, branding must therefore be reconsidered. Although Carsten is talking about non-branding as a branding strategy, his reflection upon the critical consumer seems to fit here as well (Pedersen, 2013).

2) Increasing environmental regulations: Every year the United Nations climate Panel has a meeting, where the participating countries are trying to agree upon the decrease of CO₂ and other actions towards a better climate. Highly relevant are the regulations towards main industries, including the hotel and lodging industry.

3) Managerial concerns with ethics: This is of great importance for a hotel, as the management are the main drivers of incorporating such processes into the hotel.

4) Marketing benefits: As discussed, there is an increase in consumer demands for industries taking their full responsibility for their impact on the environment. When they do they may be able to get different certifications or other ways of portraying them as green and therefore more attractive.

- 5) Customer satisfaction: Customers may appreciate that the hotels they stay at are concerned, not only doing what is expected of them but trying to harder to minimize their carbon footprint. Word of mouth is essential in this industry, and a happy content customer is more likely to recommend your hotel to others.
- 6) Maintenance issues related to the physical plant: Using environmentally acknowledged material will also benefit the maintenance costs in the long run (Kampschroer, 2010).
- 7) The needs for aesthetics: Wood looks usually better than plastic...

These are 7 reasons to shift to a pro-environmental hotel, but it is necessary to also believe that this shift will affect the whole guest experience. If environmental consideration has an impact on the overall experience, this should also be on Foster's list of the factors driving the hospitality industry to increase their greenness level.

Another important purpose of this investigation is the lack of tangible tools to measure the assets and value of green service. If we can measure the value consumers obtain from the environmental service experience, we can use this to evaluate the social worth of the service as a more objective tool of measurement. It may then be easier to replicate or convince others to focus on environmental focused service.

If we see a positive link this is a win/win situation from three points of view;

1. For the **consumer** – Convenience; easier to choose right, feel good and have better, more meaningful experiences
2. For the **environment** - The incorporation of green solutions will reduce carbon emissions
3. For the **business** - increase their customer base and in the long run it will be cost effective because they run on renewable resources

Other areas which also should be emphasized is the unique customer interaction this industry has, they are face to face with costumers while serving them their product/service which makes them great influencer of theirs guests. They may provide guests with a knowledge based environment incorporated

in the whole experience.

Management of environmental development needs an approach that supports collective action and reflection directed towards improving the administration of human and environmental interactions. In other words a social learning approach which includes a positive outcome for the guests: the (unforgettable) experience (Keen, Brown& Dyball, 2005).

To sum it up with Peter Drucker words; “innovation, purposeful and focused changes are required in order to reach the social or economic potential of an enterprise” (2002).

2. About Guldsmeden

In this paper the hotel industry is chosen to be the “example service industry”. Hotel Guldsmeden is chosen to be the main example of such a service provider that may deliver an enhanced experience to the consumer. This section describes the concept of Hotel Guldsmeden.

Guldsmeden consists of 7 hotels today, four of them in Denmark, one in Norway, one in south of France and one in Bali. It is a private ownership chain and new branches are franchised.

Their goal is to develop Guldsmeden internationally, so whoever may start a branch, of course ensuring of their ecological dedication and guidelines, which is their brand recognition.

Their four focus areas are sustainability, ecology, hostmanship and interior. It was started by Sandra and Marc Weinert in Aarhus, Denmark, in 1999. Two of their hotels in Copenhagen are awarded with the Green Globe certificate and soon the one in Oslo also meets the requirements of the strict demands. Green Globe is a 360 degree sustainability management system ensuring the very best effort in every aspect of the daily operations of the hotels. Green Globe audits its members once a year, demanding a 5 % improvement on a given area, to make sure for further commitment to keeping it green.

All suppliers must be on the official government list of organic and sustainable suppliers in order to qualify. This includes everything from energy suppliers, food and beverage, bathroom providers to the interior and small details such as candles.

Why Hotel Guldsmeden was chosen as the main example:

The experience they provide may be perceived differently but they are trying to deliver sustainable solutions all over; offer only electric vehicles for transportation, bike rent in which the turnover goes to charity, they do not use air conditioning at the moment, only fans in the awaiting of a more ecological air condition alternative, they only serve 20 % meat in their restaurants, food and drinks are all organic even the wine, and the key cards are made of wood. They encourage their guests to leave their already read books for others to enjoy and borrow, they have tranquil areas for relaxation and reading, as well as organic spas in some of their hotels.

Kirsten Aggerborg, Guldsmeden’s PR and communication Manager emphasizes sustainability and an always organic presence as their main strategy. This is one of their four corner stones as well. She talked about how all their guests disappeared in Copenhagen hotels when the financial crisis hit the

continent. They had to ask themselves how they could survive this, how to get their customers back. They had low Return on Investment (ROI) and took a look into where they spent and where they actually earned money. The investigation showed that they paid a lot to other hotel search and booking pages, in which they terminated, and started to promote themselves and focused on establishing an attractive booking page on their own web site as well as increasing visibility on Google search.

However these were just the first step in getting their customers back, she explains. Interestingly Copenhagen held the climate conference in 2009 and this affected the hotel and tourism industry and “everybody was going green”. Also Guldsmiden understood that this was one of their real passions so they needed to follow that path, and have never let go of the sustainability concept.

The most important lesson was that it had to be a honest approach, as all the green washing and buying climate quotas to portray greenness was quickly revealed.

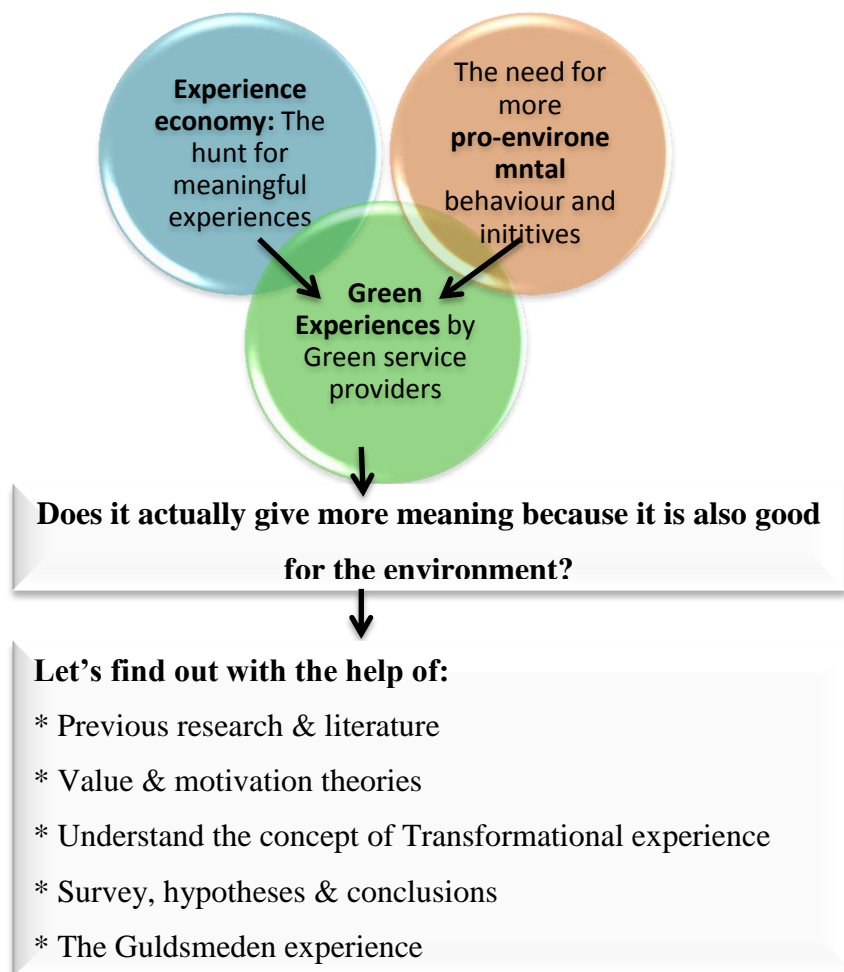
Guldsmiden believed in internal dedication and sustainability was a part of their core business. They needed to tell their story through dedication, and wanted to aim for the most serious certifications, Green Globe and the respected Golden Ø in Denmark were chosen to tell their story. Golden Ø is regulated by the Ministry of food and agriculture, which every third month is checking up to make sure they obey the regulations of the certificate, which shows the degree of organic food served in a place (Organic Denmark, 2013).

Guldsmiden’s aim is to have guests coming in mainly for their 100 % sustainability dedication, as Kirsten say; in Copenhagen we have 250 rooms, we just need to find those 250 people who share the same values as we: values that are reflected in an authentic and environmental friendly environment. The relatively successful operation of the hotel is telling her that that group does exist. The hotel sustainable communication message is on their napkins, papers in the room, in the bath room, in their organic dining room, and in activities internally and externally to show their dedication.

3. Method

This thesis is following the logical positivism, which means that something is true if it is verifiable. It can be verifiable either if it is empirical tested, through scientific theories which are verified through experiments and evident, and analytical truths, sentences which are true or false per definition and therefore also meaningful.

This paper starts off with a rather long part of introduction and background literature before the research question is formerly stated. This is done consciously as it was needed to lead the reader into a thoroughly explanation of the area of interest, which easily may be an area of confusion, before the research question was defined. It is many intangible terms in an intangible industry of concern, which may be more difficult to define, as the perception of it varies from person to person. Below is an overview of how the investigation is carried out:



The background material is the literature from previous academic findings and recognized empirical theories are explaining what the research question is based on, and will be used in the analysis of the data gathering (survey).

A quantitative and qualitative research methodology has been used, a survey was sent out online through three 'gathering points': Facebook, emails and one web link that were put out on the authors respective network sites: twitter and linked in. 152 respondents answered the survey giving a decent representation of the population, as it was also sent out consciously to different age groups.

The same survey, with two more questions were gathered at Guldsmiden, getting the guests to fill out the survey on an Ipad, in order to compare the general population with the ones that had chosen to stay at the pro-environmental hotel and see if they had some general common traits. The survey is conducted through Syrveymonkey.com (online survey tool) and statistically analysed with the help of the statistical tool Microsoft Excel.

The main idea of this survey was to find some common findings of what the consumers look for when consuming a hotel experience, and what it would take to attract them to a pro-environmental hotel.

The analysis was made into a factor analysis to find the factor that was pulling the result in one direction or the other, before six hypotheses were tested to the result. A factor analysis is a statistical analytical method for finding as few factors as possible that satisfactory will explain the results from the survey. Based on the results it tries to reveal the basic dimensions that the individual results are based on.

Kirsten Aggeborg, Guldsmidens' PR and communication manager has also been interviewed as well as giving the author a presentation of their history, values, and guest relationship. It is taken into consideration that her point of view is biased, and therefore the importance of the theoretical part needs to be emphasized.

Guldsmidens main competitive are Scandic, Rica and Choice, all of them also emphasizing their green efforts. The environmental chiefs at Scandic, Rica and Choice are interviewed to find out what differentiate them in the market, and what they perceive as important.

In today's interactive and digital age, it seemed relevant to also include online comments from

TripAdvisor, an interactive web page where travellers have the opportunity to share their honest opinion of various experiences. It is chosen to focus on their experiences from Guldsmiden, as they are trying to give their guests an absolute green experience, and then see if this is really any emphasis on TripAdvisor, whether this gave any value to the experience.

It is discussed whether this is a beneficial way of encouraging a more pro-environmental solutions and whether it is applicable for others to follow. A small conclusion rounds off the thesis with suggestions for further research.

4. Background

4.1 Literature and previous findings

This section will start off with explaining the environmental context that this thesis is based on, the experience economy. The contextual understanding is important in order to see the relevance of this investigation, the development of experiences and the relation with the greenness focus in today's society.

4.1.1 Experience economy

The experience economy may be defined as the tendencies in the market of consumption and supplying of experiences, rather than “just” as products or services.

It demonstrates how the economy is becoming more dematerialized and the point is it to be a mental journey, it also demonstrates how we can treat scarce commodities.

“The experience economy (exponomy) is more than just feed me, entertain me and give meaning to my life. Businesses and organisations can play a meaningful role in helping the individual find his or her way of experiencing” (Boswijk, 2009).

The concept of delivering an experience in the hotel and tourism industry has been there as long as there ever have been people travelling, however consumers' role have evolved from the passive to the core object of the experience. In the hotel and tourism industry there is a general shift towards the use of powerful attributes focusing on experiences (Gössling, 2006). Gössling talks about how experiences are becoming the selling pitch of tourism and not so much the actual place or activity. This is agreed upon by Pine & Gilmore, the famous duo known to have established the term *experience economy*. They describe a shift from merely being service minded, to the awareness of delivering a memorable experience for the purchaser, especially in the hotel and tourism industry. Even if your services are excelling the customers will not remember this as it is more or less taken for granted, but the ones who work to stage new experiences will take the lead in creating new value. **They emphasize the memory the experience generates, and points this out as the core of the “economy”** (Pine & Gilmore, 2000).

Experience Economy:

Tendency in the market for purchasing and delivering memorable experiences

Pine & Gilmore (2002) argue that to avoid the commoditizing trap hotels need to be seen as experience venues, and to deliberately use the various services as a stage and the products as props. They expect “innovative experience design will become an increasingly critical component of any hotel management core competencies”. In order to generate value the importance is to understand that the customers purchase an economic experience whenever they spend time in a particular place. They emphasize over and over again the importance of knowing what an experience is, and what it means to the customer: Again here is the definition:

Experience:

Immediate, relatively isolated occurrence with a complex of emotions that make an impression and represent a certain value for the individual within the context of a specific situation.

(Source: Boswik, A., 2007)

The experience starts off with a sensory perception which may lead to an emotion and then the start of an experience, if it is a meaningful experience this will in the end be giving meaning and become a memory for the experienter.

The process of experiencing:

Sensory perception -> emotion -> experience -> meaningful experience -> memory

Interests and motives underlie emotions. Therefore it is so important to appeal to these motives and interests in order to have a meaningful experience. A meaningful experience may be the optimal aim for the service provider because it is feeding the searching individuals in their hunt for meaning (in life). A meaningful experience may be defined as “the sum of all interactions that people have with their environment and with others” (Dewey 1938), and it “often comprises of a complex of emotions that occurs simultaneously.”

There are several researchers that have focused more on the individuals' motives.

Albert Boswijk, the founder and managing Director at the European Centre for Experience Economy, states the market has dematerialized and there is other needs emerging.

He is looking at innovation for the individuals own sake, not the technology per se.

Also Jensen (1999) wrote about a market in changes, from materialism to a more “meaningful” society in his “The dream society”.

He distinguishes the markets in 5 groups: 1.adventure, 2. love and friendship, 3. care, 4. self –identity, 5. peace of mind, beliefs and convictions or in other words the real motivation behind doing something. Almost the same as Piet, 2004, who wrote the “De emotiemarkt” (The market of emotion); which also described 5 new markets: security, romance, identity, meaning and authenticity.

Further Albert Bosjiwik (et.al.) developed the process of experience a bit further and wrote about the process of creating meaning, which is outlined below:

The process of creating Meaning

Perception -> Emotions -> Erlebniss -> Erfahrung -> Meaning

‘Erlebniss’ means being critical of the situation, ‘Erfahrung’ means learning or changing perspective. It is of course very subjective what makes up an experience as it consists of our behaviour and feelings. It is essential though if you want to “give meaningful experiences” that the business starts to detect the interests of customers, which makes the process interactive between the costumer and the business. The process must also include innovative and meaningful –experience setting, which includes the physical setting and the overall communication of the business to be in line with the experience.

Bosjiwik et.al. (2007) discusses the principles which make up a meaningful experience:

1. Theme
2. Harmony
3. Eliminate Negative Cues
4. Memorabilia
5. Engage all five senses
6. Naturalness: one whole

These six points may be related to the hotel experience. Pine & Gilmore have talked about the differentiating factor of a theme based hotel, because it automatically will convert the service into an experience. Harmony and eliminating stress are of course important as the most of hotel guests want tranquillity and privacy. Memorabilia will happen when the guests are having an experience a bit out of the ordinary, such as a thoroughly pro-environmental hotel which has made the fact that they are into their theme, like Guldsmiden. Aesthetics, food, smell, customized service and others sense-enabling factors are all part of a memorable service. To sum it up, it needs to be a naturalness of it, which will happen when a hotel has found its true identity.

This might contribute to a meaningful experience, and it might contribute to the changing of perspective, or in other words a transformational experience:

A transformational experience:

An occurrence that changes your perception or values, which further have so strong effect on the individual that even some part of the behaviour may change accordingly.

In relation to environment, the transformational experience is highly interesting. Why have some people become environmentalists? It is often only one exceptional experience that it takes to transform your mind set about something. Pine, Gilmore & Tina Mermeri, the research team behind a report for the London based company Arts & Business (matching art with business), wrote an interesting paper

on transformational economy. As a result of overwhelming choices of products and services consumers have to choose from, it is now an increase in niche markets and original, customized offerings. People want to identify with their purchases. **Lifestyle choices are becoming a proof of who we are. Consumers are seeking for authenticity and meaning, in a more secularised society. These are the main elements in the transformation economy; experiences that are so strong that they transform our perspective. The transformation is challenging the passive role of the consumer** (Mermiri, 2009). Below is her description the development of the various economies we have been through:

Successive imperatives and sensibilities – the transformation economy					
Economy	Commodity	Goods	Service	Experience	Transformation/ contribution
Business imperative	Supply	Control	Improve	Render	Provide/ encourage
Consumer Sensibility	Availability	Cost	Quality	Authenticity	Meaning/ interaction

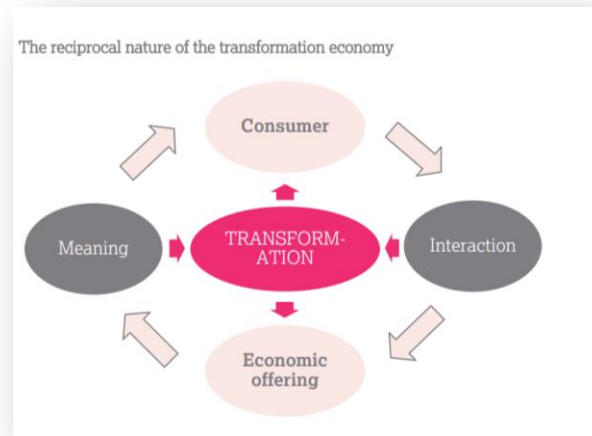
Source: Mermeri, Pine & Gilmore, 2009, Arts & Business Report

Especially have these terms such as the transformational economy become more popular after the financial crisis, which is huge in larger part of Europe at the moment. People want more authenticity and are re-evaluating their consumption priorities. Authenticity appeals to the senses and perception, and is closely related to values and meaning (Pine & Gilmore, 2007). Relating it to the topic here the focus need to be more on the environment and let that influence the experience with the physical and mental appearance. In relation to a hotel experience, they need to be emphasizing on these two elements, the authenticity and meaning in their communication, values and appearance.

“The experience itself must feel authentic by conforming to the self-image” (Mermeri, 2009).

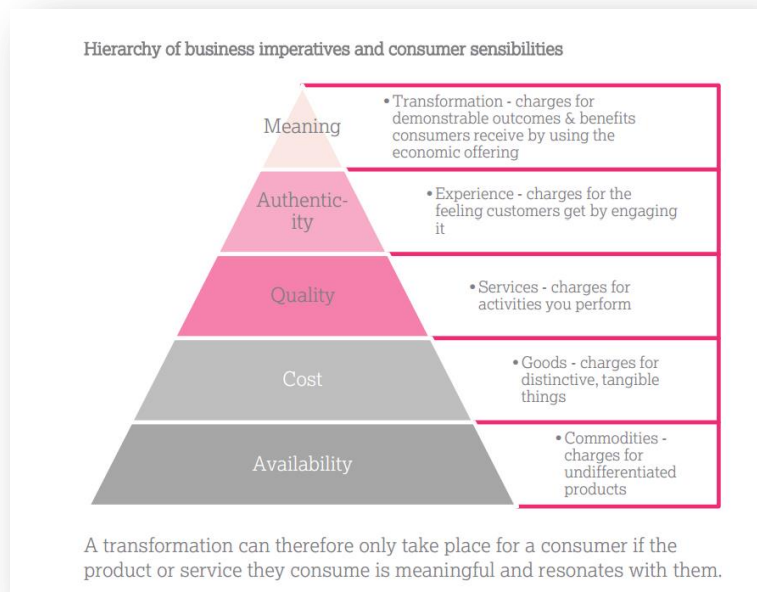
Pine and Gilmore points out another change in the way we consume, the basis of price, availability and quality are no longer the most important of the service. Our consumption is being evaluated on the

experience it offers. “We are moving towards an era where designer products and logos count for less than exclusive services and memorable experiences (Pine& Gilmore, 2007).”



Source: Pine, Gilmore & Mermeri 2007, *Beyond experience: Culture, consumer and brand* .

The transformation experience must have different aspects within it, such as appeal to personal aspiration, promoting a cause or give meaning. Meaning plays a big part in the transformational experience. “Maslow’s hierarchy of needs exemplifies people’s quest for meaning and self-actualisation (...) Business should now tap into these needs to provide an outlet for them to be materialised through their economic offerings (...) A transformation can therefore only take place for the consumer of the service they consume is meaningful and resonates with them” (Pine, Gilmore & Mermeri, 2009).



Source: Pine, Gilmore & Mermeri, Arts & Business report, 2007.

A transformation is much like reaching one's own maximum potential and the needs for self-actualisation, we are seeking powerful experiences, full of meaning, which may be transformative, although it is important that the lower needs are fulfilled. The recession have changed the security in people life, geographic location, job security and social status are no longer a certain identity. Rather people are in stronger degree defining themselves in terms of their moral values and consumption. Of course a decrease in income may change some of your consumption pattern; however the willingness to pay differs among people. Some would like to pay more because they are searching for such an authentic experience or transformation.

“In a world that is seemingly ruled by globalisation, mass production and ‘cheapest of the cheapest’ a **growing number of consumers are seeking out the local and thereby the authentic**, and hence prioritize the value of the economic offering over its price” (Mermeri, 2009).

Further Mermeri, Pine and Gilmore's **research relates this to the increasing awareness and trend of organic food, fair trade, local sourcing and sustainable living, which for many have become a lifestyle choice rather than a fad or now-and-then purchases**. It seems like in the recession moral values become stronger, the transformational economy reflects this need for morality and problem solving to create a meaningful internal change for the consumer.

Emotional and intangible factors are becoming increasingly important for consumers, Pine & Gilmore (2009) suggest there is further reason for marketing managers, directors and CEO's to start considering in more depth who they are catering to, and what and how they can deliver to them as a meaningful transformation. Though the world might be in the grip of financial crisis, Iwona Blazwick, the leading director of the Whitechapel Gallery, observes that in America "gallery attendance is up by 20 per cent... people are exhausted with consumption. There are only so many shopping malls you can take. Then you want something more profound, something spiritual perhaps." Marketers will use this to their advantage and make their products more appealing by also arranging a profound and a more spiritual experience brought about by a natural focus and surrounding. The transformation economy which is the provision of meaning and the request for interaction through an economic offering, must also be the market's response to consumers' changing needs and demands, as they are becoming increasingly knowledgeable and moving away from materialization.

What is a Green Experience and why do people choose it?

"Environmental performance is part of the secondary benefits of a hotel", first the service must cover the core needs argues Manaktola and Jauhari (2007).

Guldsmeden is arguing against this, and states that their differentiation strategy is based on their sustainable focus. They believe it is so incorporated into the overall experience to the consumer that it will be perceived as the theme of the hotel, which according to Pine & Gilmore is one recipe to a successful differentiation strategy.

Taking a look at the search site BioLodging-Hotels.com, where all represented hotels and B&B must be highly ecological and obtain certifications from Green Globe and other qualified certificates, the site emphasizes ecology as the top treat for their customers, included are activities like spas, natural landscape, tranquillity, near nature experiences, hiking and so on. Their ambition is "To make your stay (...) a rare experience that will not leave you indifferent", which is meant that you will embrace what these natural surroundings are giving you.

Stefan Gössling is also anticipating that experience-based eco-tourism will see a continuing strong growth. Eco-tourism has had a rapid growth in recent years, much due to the shift towards the strongly attributed experiences, rather than the uniqueness of the locations or the environmental care level.

The definition of Eco-tourism is “responsible travel to natural areas that conserves the environment and improves the wellbeing of local people” (The International Ecotourism Society, 1990). Something is Environmental friendly if it aim at reducing a product/ service’s negative environmental impact, and to be sure it provides measurable improvements throughout the entire product life cycle. It should at least include the following:

- Encompass pollution and contamination of land, air and water
- Following legal and regulatory compliance
- Eco-efficiency - “doing more with less resources”
- Managing waste management
- Natural resource scarcity

The Green experience can only be a green experience because the one who is experiencing it is also taking the environmental friendly aspect into the whole experience.

Green Experience:

An experience which gives meaning primarily or moderately due to its environmental friendly aspect

The focus on green and sustainable solutions has become universally available knowledge. Peter Ducker (2009) states that competitive advantage tends to depend more and more on the ability to organize and capitalize on universally available knowledge in order to please their strategic target group. The knowledge level of the critical consumers and their demands of more sustainable businesses may indicate that delivering a green experience should satisfy some in the pool of knowledgeable consumers.

Stefan Gössling and Johan Hultman have written the book Ecotourism in Scandinavia, 2006, where they have one analysis done on the Swedish ecotourism tour operators’ advertisement campaigns. This analysis revealed that rather than focusing on the eco-aspect and fulfilling the criteria of eco-tourism, the marketing focused on selling unique experiences. They discuss: “It seemed that also the majority of the eco-tourists are interested in consuming experiences rather than sustainable journeys and that this

might be the main factor for purchasing eco-journeys”.

Further they suggest that there is a gap between the motives of eco-tourists and what has been portrayed from an earlier academic understanding; “...environmentally aware tourists striving for nature conservation”.

This brings in the motivations behind customers’ actions, which is essential for understanding what contribute to an efficient incorporation of more sustainable solutions for change in consumer behaviour. Proon (1993) is describing the “new tourist”. In which she also includes experiences and self-fulfilment as the motives of travelling.

Pigram and Jenkin also concluded (1999) that there is an increasing number of tourists expecting physical and mental rewards from leisure activities, and self-fulfilment and re-affirmation of identity are increasingly part of the tourist experience (Craik, 1997).

On a research done on values, motivations behind low carbon lifestyles done by Rachel Howell, an environmental social scientist from UK, the main motives were not the environmental challenges. Concerns about the environment per se is not the primary motivation for most of her interviewees’ action but rather social justice, community, frugality and personal integrity were common themes that emerged as motives. Participants’ narratives tell the story of how they became engaged with climate actions, which reveals links to human rights issues as much as environmental organisations and positive experiences in nature. Interestingly some of the respondents also offered very positive descriptions of how much their lifestyle meant to them. Howell suggests that, due to this findings and the fact that “climate change” is not necessarily the reason why people engage, an encouragement to do more holistic mitigation campaigns to encourage a lower carbon future, rather than just a to-do-list. She also includes the mentioned value-action gap in her report: “There is frequently a mismatch between the attitudes and values that people affirm and their actual behaviour.” Again this gap is emphasized; the behaviour is dependent on many more factors than values, such as psychological and situational factors, also our everyday behaviour are often routines which is hard to change (Bomberg & Schmit, 2003). The general tendencies of the respondents were that they wanted to be ‘responsible citizens’, as this seemed more right and gave them more peace of mind, which again meant to live low carbon lifestyles. In other words it gave them meaning in life.

Measuring green initiatives

If being a 'responsible citizen' also means choosing the responsible service providers it is essential to know whether they really are green or not. Triple bottom line, is a common term that stands for people, planet and profit. There are several more tried out methods of actually quantifying how green the organisation is.

As mentioned in the purpose-section the need for measuring these initiatives is essential for it to give meaning in a tangible or quantifiable way.

Out of the need for measuring greenness the terms ESG has come up as a more and more trendy acronym, it stands for Environmental, Social and Governance.

ESG is a gathering of non-financial information that is often related to sustainability, addressed at the organizational level.

Terms that fall under the ESG include: carbon footprints, building and product certifications, local and organic foods, human rights screening, stakeholder engagement, corporate board governance and accountability for environmental and social risks, and top-level strategy for addressing climate change. There is, however, one twist to ESG that you generally won't find in other assessments and frameworks for corporate responsibility and sustainability: ties to financial metrics.

That all of this relate, quantifiably, to the bottom line, is a key driver for the user of the ESG information.

Metrics such as carbon emissions per earnings before interest, taxes, depreciation and payback, or corporate contributions per employee can be found in this discussion. Another aspect of this type of measurement is how it relates to risk. Climate risks, energy risks, risks of water availability, etc., all fit into this methodical approach and find their place in the analysis of investments.

The main advantage of ESG is that it is comprehensible for professionals in the financial world. The same way that environmentalists don't like talking about return on investment, the word sustainability is commonly misused from the financial world who doesn't want to sound like environmentalists or speak in terms that may be debatable or complex. However, ESG are being used with dollar metrics and therefore understood by most.

SROI (Social return on Investment) is another more common term. It was developed as a methodology to calculate the social return on investments, first and foremost in social enterprises.

The approach has developed because a greater focus on the CSR reporting must be done in a comprehensible way. There have been recognized a need to also incorporate metrics on outcomes rather than only on outputs.

SROI builds upon the reasoning of cost-benefit analysis, it is also designed to inform the practical decision-making of managers and investors focused on enhancing their social and environmental impacts.

There are seven principles of SROI:

1. Involve stakeholders (i.e. everyone who has a 'stake' or an interest in the subject of the SROI)
2. Understand what changes (for those stakeholders)
3. Value what matters (also known as the 'monetisation principle' - see below)
4. Only include what is material
5. Do not over-claim
6. Be transparent
7. Verify the result

Although these calculations methods are not emphasized or investigated in this report, it is essential that enterprises (service providers) have a valid way of measuring the actions of these green businesses. It is essential to be believable in share- and stakeholders eyes, most important funders and consumers. This contributes to a more precise measurement of telling whether or not a business is really trying to improve its effect on the environment.

4.1.2 Consumer behaviour, values, beliefs, and norms:

“Consumer behaviour is the key impact society has on environment” (Jackson, 2005). The same professor Jackson wrote the book *Motivating sustainable consumption*.

With the term sustainable consumption he is referring to the choices consumers take when purchasing products or services, which he means has direct and indirect impacts on the environment as well as personal and collective wellbeing.

Conceptual models may help us understanding the psychological and social effects on pro-environmental as well as mainstream pro-environmental consumer behaviour.

Social psychology also reveals that behaviour does not always have to stem from attitudes or intention, but rather the other way around. That behaviour might mediate attitude. One example is the recycle system that the municipality has set up, which makes it very easy to participate. The literature suggests that when recycle becomes an everyday routine this will sometimes transform into an attitude that you are a “green” person of beliefs as well. These changes may be valuable in order to change peoples’ attitudes more generally.

Especially Stern et.al. (2000) are known to be behind one of the most significant attempts on trying to distinguish the external and the internal motives through their Attitude-Behaviour-Context model with the integration of environmental significantly behaviour. The model assumes that “behaviour (B) is an interactive product of personal sphere attitudinal variables (A) and contextual factors (C)” (Stern, 2000). The attitudinal factors stem from beliefs, norms and values, as well as pre-dispositional variables. The contextual factors stem from the external environment, such as monetary incentives, social norms or legal factors.

Their result showed that when the contextual factors were deeply negative or positive it did not correlate at all with attitude. Translating it into environmental ABC, when it is very easy access of recycling most will do it, when it is not at all easy most will not do it. The greatest correlation with a pro-environmental attitude and recycle behaviour was when it was possible but not necessarily to do it. This indicates that internal (attitude) has a greater impact than the external motivation for environmental sustainable behaviour.

Values have shown to be one of the factors that may influence pro-environmental behaviour, which there has been empirical work on linking the personal values to environmental values (Dietz et.al., 2005). Karp (1996) did a survey in the United States on students and found that altruism, both biospheric and humanistic influence the level of environmentalism. There is of course a link between values and identity and there are findings that an environmental identity has a very positive effect on pro-environmental behaviour (Stets & Biga, 2003). It is interesting to measure influences coming from values, as they tend to stay pretty stable over time. They are not easy to manipulate either. As Dietz et al. argues in their research on environmental values that there is an agreement across extensive literature that values are a rational way of theorizing how we choose to act in regards to the environment. They conclude that “values are an important influence on environmental concern” (Dietz et.al. 2005), which is also reflected in the following theory section.

4.2 Theories

The theories reflect what have been emphasized in the literature part, values, authenticity, meaningful and transformative experiences.

The need for changing our values:

There is an understanding that science and environmental policy play a huge role in increasing our understanding of the complex problem and regulating human social behaviour. However they alone do not make the environmental crisis go away. We all have a personal responsibility as we act in ways that contributes to the crisis.

“Our actions, both individually and collectively, depend largely upon what we believe to be good, what is right and what is permissible” (Pierce & Van De Veer 1995).

For a pro-environmental behaviour our values need to agree with the responsibility and acknowledge that our (individual) actions contribute to the environmental crisis and therefore that we are accountable for our actions.

“This places our value system at the heart of the environmental crisis. Clearly then, placing the burden of responsibility on either science or government policy will do little to correct the situation as long as the values informing our actions remain unchanged.”

Therefore we need to ask fundamental questions about what we as human beings value, why we value the things we do, the way we should live our lives, our place in nature, and the kind of world we want to leave behind for others (Des Jardins 1997).

We will alter our attitudes and actions through questioning and changing our values, and in such a way we can begin to address the problems of the environment.

In no way should this suggest that ethical theories can solve the environmental crisis on their own, for "ethical and philosophical analysis done in the abstract, ignorant of science, technology, and other relevant disciplines, will not have much to contribute to the resolution of environmental problems" (Des Jardins 1997). Science, legislation, and ethics need to combine forces in order to address the crisis at hand. We have moved towards a more conceptual consumption, experiences with meaning, and the

concept of consuming experiences might be a self-reinforcing and self-fulfilment process. It is a stronger focus of supporting natural capitalism, which in simple terms are better use of scarce resources and businesses, which offer real and authentic experiences we may align to our values. Many people are tired of the over-consumption and massive price competition. In addition to higher awareness of the state of the environment this leads to a different consumption focus, one that is aligned with our values, so it will be more meaningful experiences.

To link values and morals to the environmental behaviour have been important for many.

"The environmental crisis is fundamentally a crisis of values" said Iranian-

American philosopher Seyyed Hossein Nasr. While the Norwegian author Janne S. Drangholt questioned the same with her article "Why are we not saving the world?" in the Norwegian newspaper Aftenposten Innsikt (2013). She wondered why we are not more engaged, when the climate crisis engages us on a profoundly humanistic level. Al Gore has several times travelled all over the world, won prizes for his engagement for teaching people what is the cold facts of the crisis. He also emphasizes that the environmental battle is not a political one, it is a moral question.

It has also been demonstrated in literature that individuals with pro-environmental attitude and values are more disposable to act pro-environmental, and the assumption here is that they will also seek experiences aligned with their values, as this is a sign of who they are and what gives meaning to them.

Assumption:

People are experiences stronger experiences when their values and motivation are aligned with the experience.

It is assumed that moral norms and values direct human behaviour.

The theories will be used to examine and clarify what these moral norms are, to whom they apply and what the involving responsibilities may be, and provide a rationalization for those responsibilities (Des Jardins 1997). The theories are an attempt to formulate a comprehensive account of living with reasoned and justified values, giving a basis to guide meaningful behaviour and choose meaningful green experiences (Des Jardins 1997).

Value & Motivational theories

Theories regarding values and motivations behind behaviour and actions will be discussed and determined as the foundation for the analysis of the data collection in relation to stronger more valuable experiences. The concept of the transformational experiences is included here because this is part of the aim of an experience.

Many environmental challenges are directly a reason of human actions, and as such may require behavioural solutions (Oskamp, 2000, & Sanders, 2003).

In recognition of this many researchers have investigated the social and psychological factors that influence environmental attitudes and behaviours. John Hirsh, 2010, has focused his research on the role of specific values, beliefs and norms as predictors of environmental concern.

To assure a sustainable future, changes in values, attitudes and behaviour must follow (McKenzi-Mohr and Oskamp, 1995). These changes mean that people must satisfy their needs without compromising the ability of future generations meeting theirs (Pelletier & Sharp, 2008).

In other words it is becoming clear that the challenge lies in adopting new environmentally sustainable behaviour (ESB) and be able to maintain and integrate that behaviour into the lifestyle.

Although individuals know and have concerns about the environmental issues, they do not necessarily know what to do, or they may believe they cannot do anything to change the current situation. They are unlikely to act pro-environmental.

Therefore DeYoung (2000) advises that we should stimulate the internal motivations for encouraging environmental sustainable behaviour (ESB); like the pleasure or satisfaction from our actions, rather than external motivations like rewards or others telling us what to do. This he argues is because intrinsic motivation leads to more dedicated and persistent engagement in comparison to when action is due to extrinsic motives. In other words responsibility built on personal morals rather than a response towards external incitements (Jaegers & Matti, 2010)

Based on these findings the proper theory seems to be the Self-determination theory.

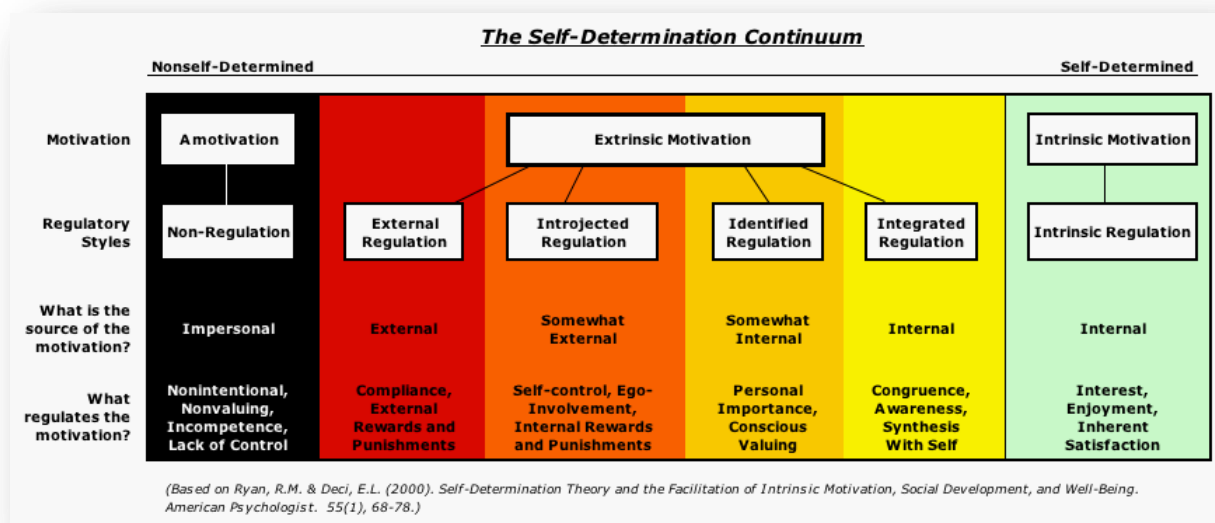
Luc Pelletier and Elisabeth Sharp, two researchers profoundly focused on the self-determination theory (SDT) presented some results from a research (2008) that focused on the application of SDT to

environmentally behaviour. The results indicated that messages tailored to enhance the intrinsic goals, such as health and well-being, rather than extrinsic goals, such as making or saving money or comfort, were more efficient because it raised the level of self-determination in the targeted population.

4.2.1 SELF DETERMINATION THEORY

SDT is a theory on motivations and personality; it deals with the internal motivation in peoples' choices without significantly consideration for the external influences.

It focuses on the degree to which an individual's behaviour is self-motivated and self-determined, which primarily comes from intrinsic motivation: when one is doing an activity for its own sake, because it is interesting and satisfying in itself. Below is an overview of Ryan and Deci's theory:



Source: Ryan & Deci, 2000.

Comparison between people whose motivation is authentic (internally self-authored) or those who are just externally controlled for an action, usually reveal that the former rather than the latter, have more interest, excitement and confidence in what they do. This is further apparent in enhanced performance, persistence and creativity as well as heightened vitality, self-esteem, and general wellbeing. (Deci & Ryan, 1991, Sheldon, Ryan, Rawsthorne, & Hardi 1997)

Further the self-determination theory highlights the importance of human inner resources for personality development and self-regulation of the behaviour. It investigates peoples' growth tendencies and innate psychological needs. These needs are the basis for their self-motivation to behave in such ways, that it fosters wellbeing and health. Using the empirical processes Edward Deci and Ricard Ryan, the two main developers behind the SDT, have identified three such psychological needs: competence, relatedness and autonomy.

Competence is the ability of doing something the individual know properly.

Relatedness is the need to identify with what the individual choose to do or act.

Autonomy is the universal urge to determine your own fate and act in harmony with one self, but does not have to be independent of others. One example of this positive link was found by Yasmin Van Kasteren (2012), she wrote in her PhD about the role of values and identity of ESB. As a suggestion for solution to the complexity of the environmental issues she presents an adaptive and inclusive response based on the SDT. She compared a group with low environmental impact with a group with high environmental impact to highlight the differences in identity, values and motivations for ESB. With the low eco footprint group autonomous forms of motivation were found, whereas more controlled forms of motivation were associated with the high eco footprint group.

How this theory will be incorporated in this thesis:

The Self-determination theory will be used in the survey to detect whether or not it is the internal motivation, or if it is external motivation that will influence the consumers of acting pro-environmental. It is the intrinsic motivation that is emphasized as the desirable motivation for increasing the feeling of wellbeing, and this motivation also brings about itself a stronger dedication. The ones who had a stronger pro-environmental behaviour were also led by own will rather than external influences. The assumption is therefore:

Assumption:

Intrinsic motivation to act pro-environmental enforces the Relatedness/competence/autonomy need which brings Greater wellbeing and a Greater experience

Example of intrinsic and external motivation:

<i>SELF DETERMINATION THEORY IN RELATION TO GREEN SERVICE EXPERIENCES</i>		
Motivation:	Intrinsic Motivation	External Motivation
Type of action:	Green service experience	Green service experience
What regulates the motivation:	Interest, Enjoyment, Inherent Satisfaction	External rewards, self-control, punishment etc.
Outcome:	Greater wellbeing and health	External rewards (money etc.)

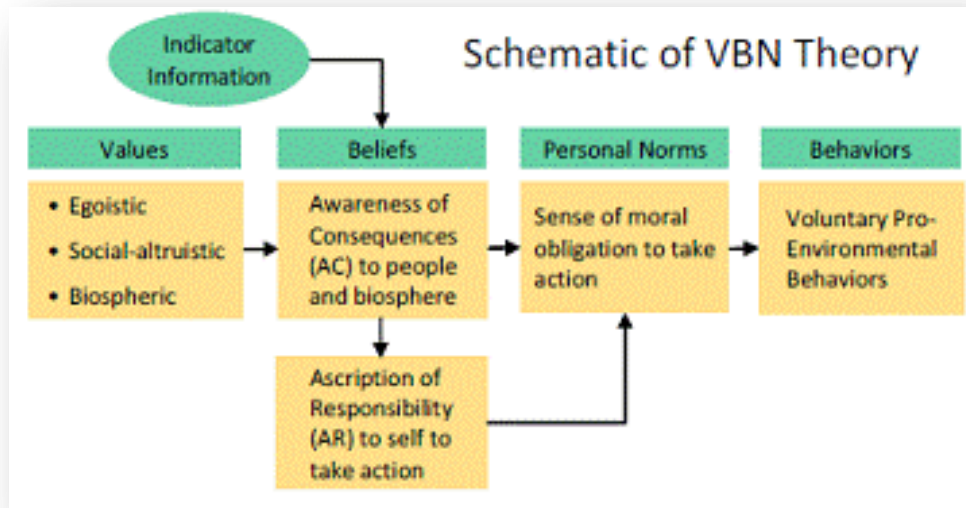
This theory alone is probably not enough to determine whether a green experience will give a greater meaning than a non-green experience. However it reflects back on the motivations to the individual. The assumption is that when the individual choose to act and behave pro-environmental due to its intrinsic motivation, it creates a greater wellbeing than the ones who have chosen the green service provider due to external motivation, such as others imposing the individual to act green, as the example below shows:

4.2.2 Value-Beliefs-Norm Theory:

The values-beliefs-norms (VBN) theory has been put in the context of environment concern and has become one of the most suitable explanations of (voluntary) pro-environmental behaviour developed from social scientific research.

This theory first detects the moral motivations; the personal values, beliefs and norms. These moral motivations influence how we perceive the environment and encourage many of our environmental actions (Dietz et.al, 2005; Turaga et.al, 2010). The theory first detects the individual's values towards the environment which then influences our beliefs on what should be done, which again influences our set of norms and the ability to take action. The main thought behind the theory is that pro-environmental behaviour is motivated by altruistic norms. These norms are however only motivated if the person believes his or her action has consequences for the wellbeing of valued issues. Further the person needs to feel a sense of personal responsibility for that action's consequences. In such

situations, the person then feels a sense of moral obligation, which generates pro-environmental behaviour.



Source: <http://engineering.dartmouth.edu/sedg/mercury.html>

This theory suggests that egoistic (self-interest), social altruistic or biospheric value set are the main determinants of environmental concern (Dietz et al., 2005)

How this theory will be incorporated in this thesis:

This theory fits well to be used in the discussion of whether green service providers add some sort of extra value to the end-user's experience.

The voluntary pro-environmental behaviour includes consumer choice, in this context the choice to stay at hotels that are genuinely engaged in environmental sustainability. It is then assumed that when following these values, beliefs and then eventually norms, aligned with one's own values, and therefore the guests' identity is aligned with the choice of hotel, which may be a greater experience for the consumer than to stay at a non-green service provider.

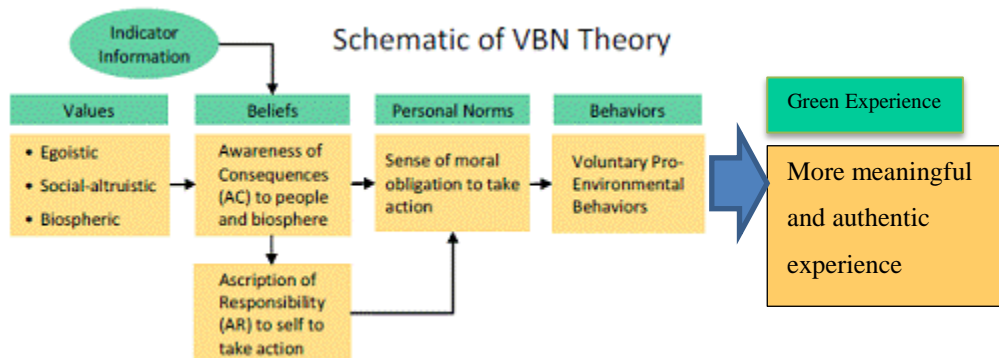
In order to use this theory in this relation, we first identify the environmental awareness level of the respondent group.

VBN theory hypothesizes that norms are activated by

1: the awareness of consequences of environmental change on the valued object

2: the ascription of personal responsibility toward decrease those consequences

This investigation is building further on the model of VBN and assumes that the awareness of the consequences of the environmental change has on the valued object and makes you act in a pro-environmental way which again inclines for the individual to have an increased experience of meaningful experience when the action is self-determined.

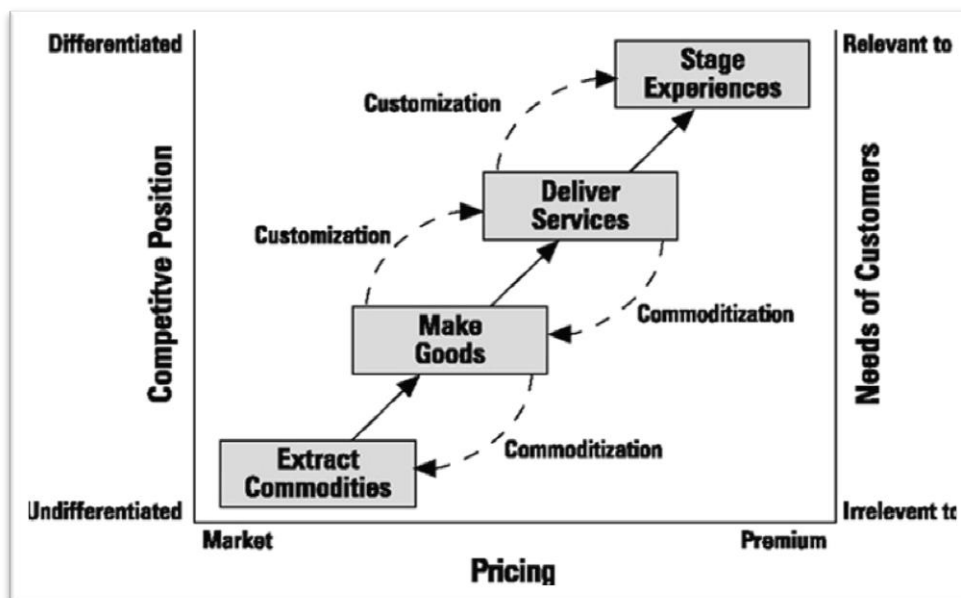


This theory also builds on the self determination of choices, and picking because the individuals may identify with them. This will be emphasized when analysing the survey results.

4.2.3 Transformation “theory”:

Theory is put in exclamation mark, because it is not really a theory. However it is much literature supporting transformational experiences, and it will be used in the analysis of the data set from the survey. Transformational experience may be defined as an experience which transforms the individual’s perspective. Something a green service experience may manage to do, as the transformation not has to mean actions, but a transformation of spiritual, perceptual, and moral attitude (Sivill, 1999).

Experience value through the experience economy:



Source: Joe Pine

On this model the next economic value is the transformation. “A transformation is a customized experience. Companies that help them achieve their aspirations are those who will thrive and have competitive advantage” (Pine, 2010). As described in the literature part Transformational experiences include a high level of meaning for the customer. It may be anticipated when the hotel or service provider emphasises their values and stages it for the guests, in the room, the food they offer, in the small details, like a way of living, that the guest might see this as an transformational experience.

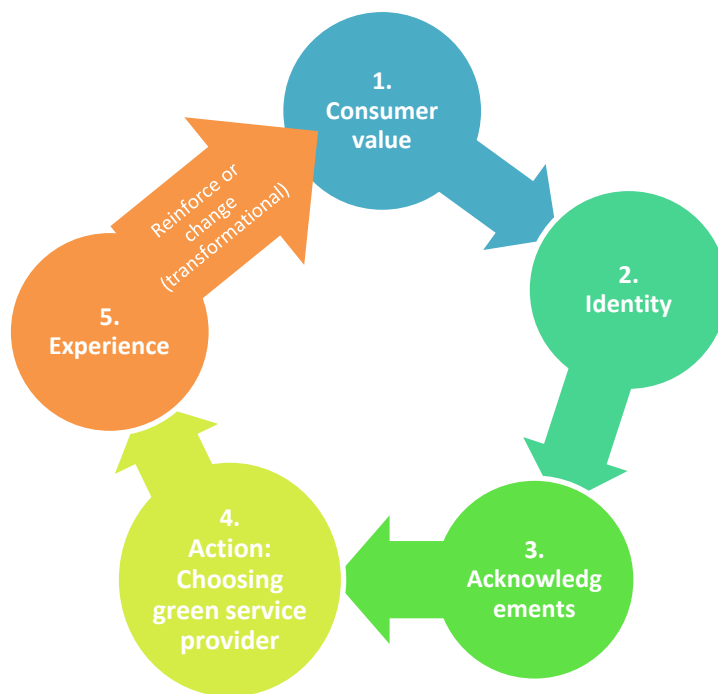
How the theories will be incorporated into this thesis:

The transformation economy is brought in here to be used as a way of incorporating of the meaning and authenticity of experiences.

To sum it up and integrate all the theories into one model that will depict when we are integrating these theories into one suitable model:

It all starts off with the values of the (critical) consumers, it need to contain of certain beliefs and convictions of what is the right thing to do when it come to the environment.

Second there is the acknowledgement that the actions that the individual do will lead somewhere, it will support the purpose. At this same stage there is also the need for identity in actions. So you have to have some sort of identification of your values as well as a belief that it has a real purpose in addition to aligning the identity. Then if this is believed the individual will act on these. The action will give the individual an experience and if that experience is strong it may change the perspectives and be a transformational experience. In the end if the experience was a good one, it will reinforce the values to the consumers. And so it goes.



5. Research question

This section will define and clarify the area of concern, as well as setting relevant hypotheses that will be tested to the survey data.

Preliminary research findings suggest that there are many reasons for the low level of implementation of environmental tools in the hotel sector; one is the inadequate conceptual understanding of business sustainability and responsibility of hotel managers (Fernandez et.al. 2006). It is so that the values, knowledge and perceptions in the organisation influence what green actions the management will implement, e.g. best environmental practices, communication of eco-labels, organizational and formal structures of EMSs, data compilation etc.

What needs to be understood is that this should also be affected by the values, knowledge and perceptions of the customers, who will choose to stay at their hotels.

The consumer behaviour literature is over and over again explaining the lack of actions due to the well-known value-action gap, although there is an increase in the group of knowledgeable and critical consumers.

So what is needed is a joint experience producing platform to prove the benefits of a joint platform for an environmental experience production; that both customers and businesses will benefit from a thoroughly sustainable business which will meet the expectations to an environmentally conscious international market (Innovative Experiences, 2011).

There has been decided that the term “Green Experience Value” will be the term that explain the effect of the added environmental factor has on the customer experience and how this generates value for the customer and the service company.

The overall research question/ area of investigation are:

**CAN A GREEN EXPERIENCE ADD VALUE TO THE CUSTOMER EXPERIENCE?
= GREEN EXPERIENCE VALUE?**

6. Data

6. 1 Survey

The survey was made with the intention of gathering as many respondents as possible with the help of the most efficient tool, in which Survey Monkey was chosen. It has been used several times by the author in relation to more comprehensive data gathering with fellow co-students at CBS. It also offers a wide range of attributes. The link to the survey was posted on the author's Facebook, twitter page and LinkedIn profile, as well as sent in emails.

One additional survey was made with two more questions for the guests at Guldsmiden hotel, the gathering tool was an Ipad. They were allowed to sit with it for as long as they wanted, to make them have the ability to reflect and feel the anonymous aspect of it.

The survey is a research of the market. And the main point was to detect some general tendencies in the market towards the meaning of a green hotel experience. The population group is 152 people, who answered the survey form an online link, either on facebook, twitter, linked in, skype or email.

The survey consists of ten questions (see appendix for whole survey):

1. Age
2. Gender
3. Geographic location
4. Determine their level of environmental engagement
5. How important the green aspect is when choosing hotel The sixth question has
6. **Multiple answer - tries to detect what would make the consumers choose a green hotel**
7. Willingness to pay
8. **Multiple answer question - the reason for choosing a green hotel or other eco-experiences**
9. Knowledge of the state of green hotel standard in Norway
10. Open question asking for other comments regarding eco-experiences.

It is a relatively short survey however the main questions for further research were included. It is also limited how many questions respondents want to answer in order to have a decent level of reflection. A factor analysis was then applied on the result of the survey.

6.2 THE FACTOR ANALYSIS:

An exploratory factor analysis is a common technique in social science for explaining the variance between several measured variables, it is often used to gather the survey data by reveal the factors that underlie individual questions. The main aim is to find as few factors as possible that may be able to explain as much of the variance as possible.

The result from the survey was first made into a correlation matrix to see which variables where correlated to each other and be able to superficially interpret some of the result. Due to the number of variables, it became a large correlation matrix, and it was decided to do a factor analysis. A factor analysis is usually used when there is many variables of possible interest in order to do a data reduction, as to interpret all the variables would be highly inefficient.

The factor analysis assumes that correlation between pairs of measured variables can be explained by the small number of non –measurable or latent variables, which are meaningful in the interpretation, these are then labelled factors. The Kaiser (1960) rule, which is one of the most common rules used especially for larger correlation matrix, where used on the correlation matrix. The rule only keeps eigenvalues of at least equal to one. “One is the average size of the eigenvalues in a full decomposition”. The Kaiser test found 4 factors that were identified which is shown in the table below (Quick, 2011)

The table is a cleaned up version, meaning the factors had more variables in them, but it was decided to exclude values below 0.2, as it is rather insignificant values.

These four factors explain 50 % of the data set, which says something about the quality of the analysis. If it was to account for a higher percentage it would have been many factors in the end, it had to be as many as 12 factors to account for only 70%, therefore it seemed irrelevant and only the 4 significant factors were kept. It is however not an uncommon result in the literature.

Factor Analysis:

CLEANED UP				
Cut at 0.2				
Factors	GEXPV	TRADV	EXPV	ECV
1.				
BETTER CONSCIENTS	0,00	0	0	0,65
GREEN HOTEL	0,00	0	0	0,64
LOCATION	0,00	0,85	0	0
PRICE	0,00	0,72	0	0
BREAKFAST	0,00	0,32	0,21	0
ORGANIC BREAKFAST	0,40	0	0	0,31
TRIPADVISOR RANKING	0,00	0,7	0	0
ECO-RECCOMENDED	0,46	0	0,22	0,25
OFFER EXTERNAL EXPERIENCES	0,00	0	0,87	0
OFFERS OT. ECO-EXPERIENCES (BIKE...)	0,00	0	0,77	0
BETTER FEELING	0,88	0	0	0
BETTER CONSCIENCE	0,79	0	0	0
POWER OF CONSUMER DEMAND	0,44	0,34	0	0
FEAR OF JUDGEMENT	0,44	0	0	0
TRIPAVISOR -2	0,00	0,54	0	-0,28
STAY BY CHANCE	0,00	0	0	-0,48
AUTHENTIC FEELING	0,53	0	0	0
ORGANIC -BREAKFAST 2	0,22	-0,28	0,2	0,23
Explanation:				
GEXPV	Green Experience Value			
TRADV	Traditional Hotel Value			
EXPV	Experience Value			
	Environmental Conscious			
ECV	Value			

1. What we see on the left side are the variables from question 6 and question 8 that have been weighted. Then we see the four factors that where the variables are most weighted.

The main aim of the factor analysis:

- 1) “Identify the numbers of factors”: 4
- 2) “Define the factors as functions of the measured variables”: See below.
- 3) “Study the factors that have been defined”: In this example there are hypothesis tested to the factors (Quick, 2011)

The four factors were identified and named after the main variables in each factor group:

Group 1: Green Experience Value – named so because it is focus on the green experiences: Organic breakfast, recommended as green (which builds up the expectations), makes them feel better, have a better conscience and gives them a greater authentic feeling.

Group 2: Traditional Hotel Value – named so because of the higher variables of the more traditional values; location, price, breakfast, believes in the power of consumer demands to build a market, they look at trip advisor, and organic breakfast is not at all important for them, rather the opposite.

Group 3: Experience Value – named so because this group is into the experiences, but it doesn't have to be green. They score very high on the variables that say: ‘because it offers other experiences’, and ‘because it offers other eco-experiences’.

Group 4: Environmental conscious value – named so because they are highly into the environment, but not so much how their actions or the actual experience make them feel about themselves. They are highly conscious, and when choosing a hotel it is crucial that it is a green one. They want to have organic food and they appreciate hotels that are recommended for their greenness.

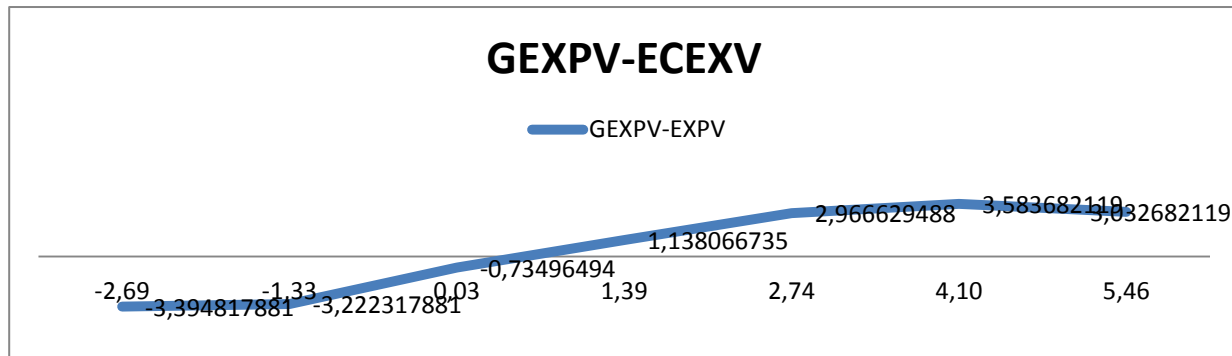
After these four groups were identified, the next step is to test statistical hypothesis. To make a clear picture of our groups there are 6 hypotheses that are tested on the data gathered.

A statistical hypothesis is one which claims that some people in a population have some ore one common trait(s).

6.3 HYPOTHESES

H1: Higher Environmental Conscious Value (ECV) implies Higher Green Experience Value (GEXPV)

The correlation is 0,64, therefore **H1 = SUPPORTED**

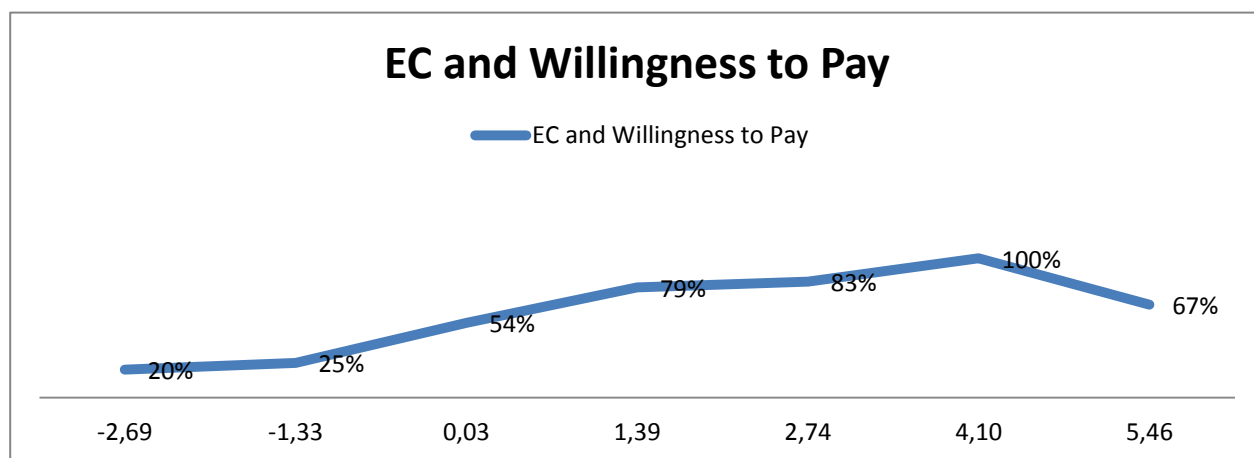
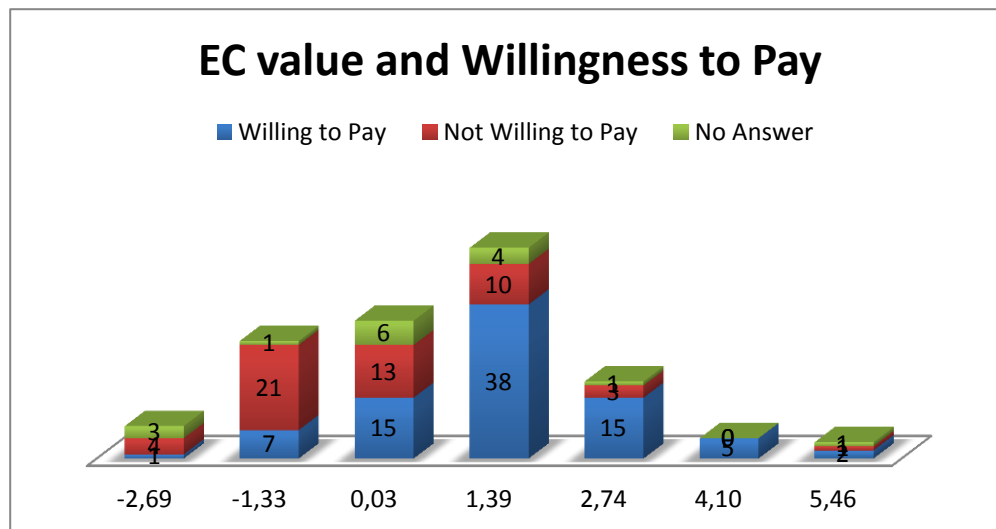


As this diagram is telling us, the correlation between the two factors is pretty indicating. The straight line is the Environmental conscious level; the higher the number is the more environmental conscious you are. The blue line is the indication of how the Green experience value relates to the ones on the straight line. The ones with a low score of Environmental consciousness also get a low score of green experience value, meaning that it is in little interest for them. While on the other hand, the ones who have scored higher on the environmental conscious value also score higher on the green experience value, signifying that the hypothesis can be supported. It is though interesting to see that the GEXPV is slightly falling in the end of the diagram. It is two -three individuals that have the highest score on ECV but very low on GEXPV. It can be translated into individuals that don't get any additional value of staying in green hotels because it is the normal for them, it doesn't give them a better feeling or conscience. For them this is maybe how it should be – the status quo. It is however interesting to see, as it gives more reflection on the value of an experience. For some the green aspect, such as organic breakfast or sustainable material use, is a novelty which may give additional feel to an experience.

What does this imply: This shows us that the ones that have high environmental values in general terms appreciate the experience that can be experienced at a green experience provider, such as making them feel better, they appreciate the organic breakfast and the feeling is more authentic.

Hypothesis 2: Higher ECV (Environmental conscious value) implies higher willingness to pay

The correlation is 0.41, therefore: **H2 = SUPPORTED**



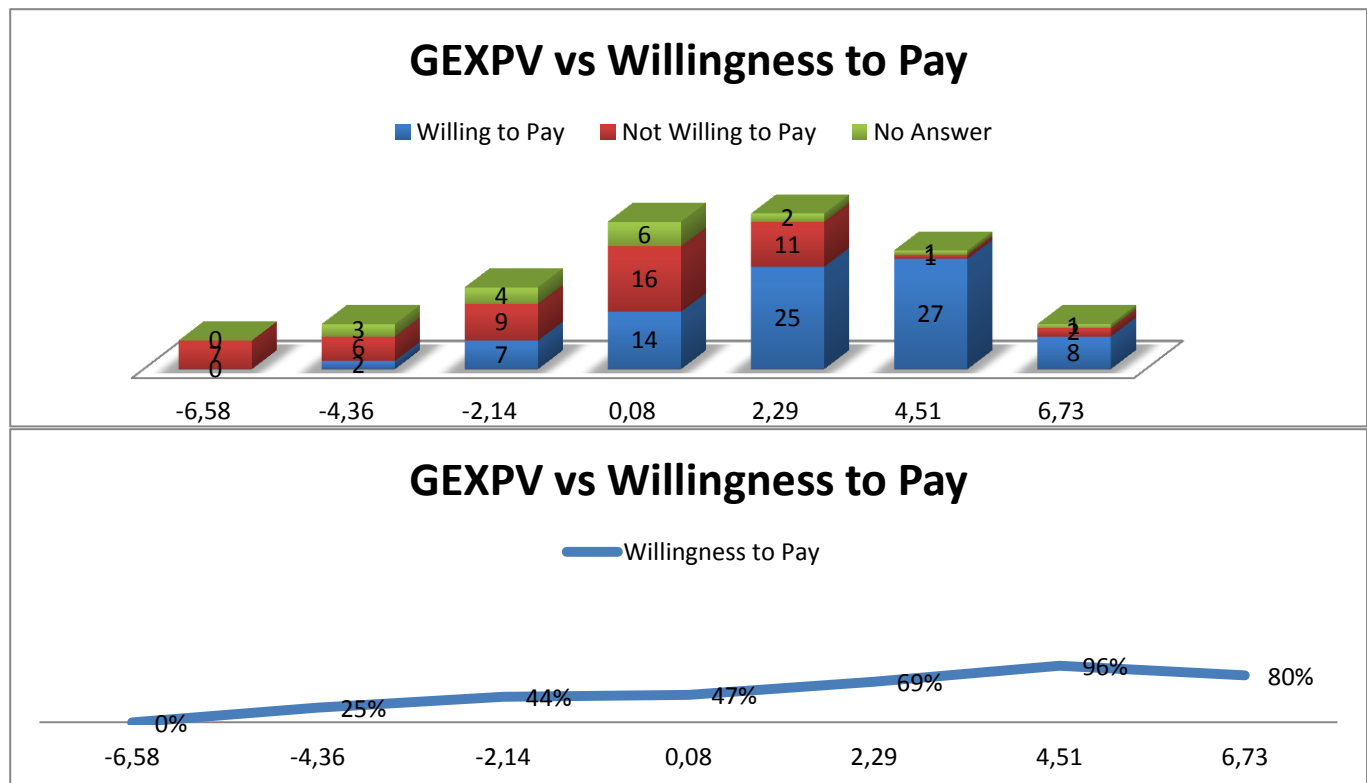
The diagram is showing us that the higher Environmental conscious value you have the higher is the possibility you are willing to pay for green services, however this is up to a certain point.

There are some people that do have the highest score of environmental conscious value, but they are not willing to pay. This might be due to several reasons. One that is also stated in the survey is that **they expect it to be costing the same or even less if subsidized by the government. However it may very well be that their economic situation does not allow for paying more for such experiences.**

These individuals that have the highest score of environmental conscious value are not willing to pay or have not answered are the same that do not appreciate the experience value in H1.

H3: Higher GEXPV (Green experience value) implies higher willingness to pay

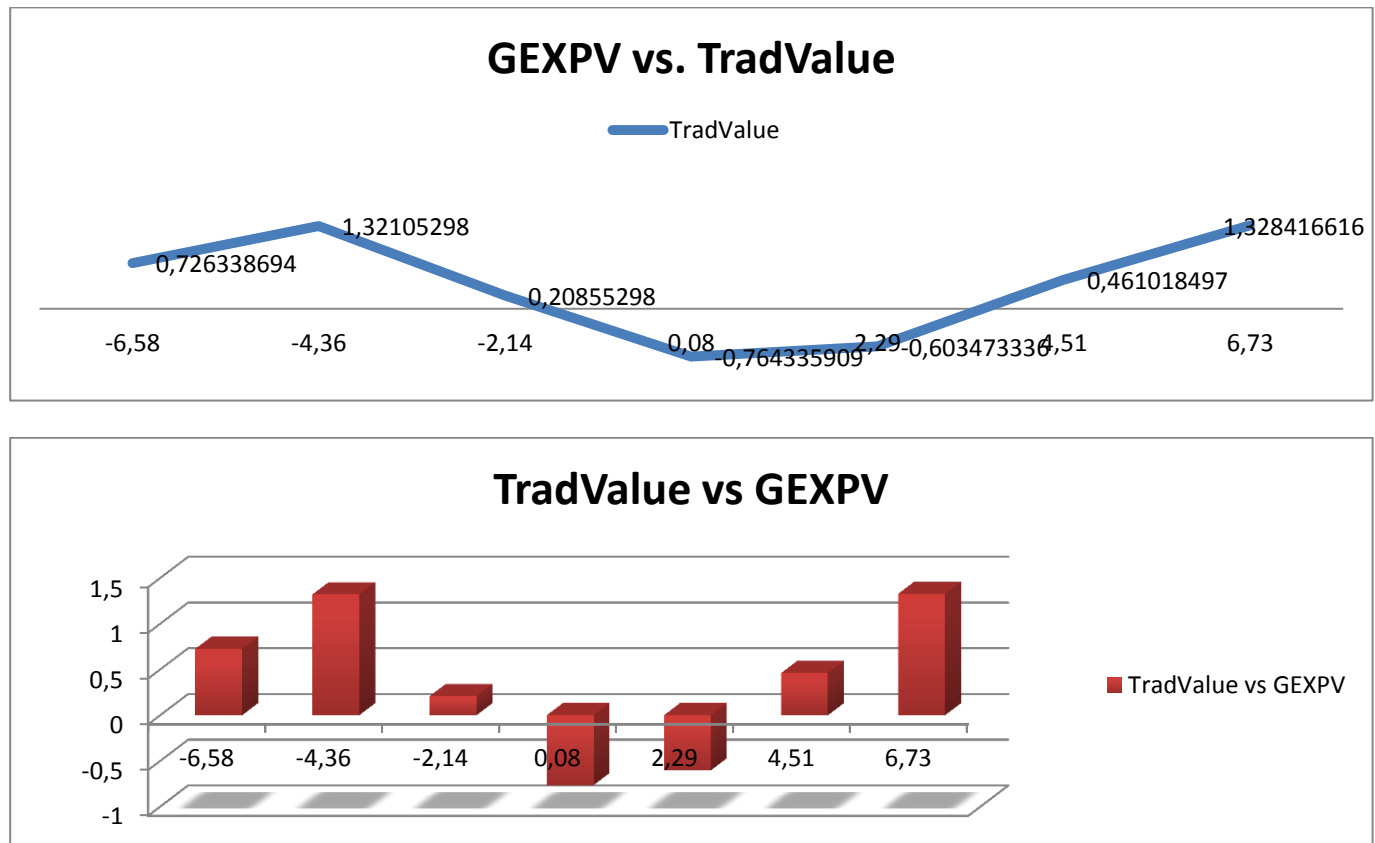
The correlation is 0,48, therefore **H3 = SUPPORTED**



Here again we see almost the same result as for the environmental conscious value (H2). **The willingness to pay is aligned with the green experienced value and increasing all the way up to a certain point, where it slightly drops.** This is due to few individuals that are not willing to pay for greener services or they haven't answered. They have the highest value when it comes to green experience value. This means they are feeling better, and they want their experiences to be good for the environment, but they are not willing to pay more for it. There is a larger group with a higher score of Green Experience value compared to the environmental conscious value group. However it is three individuals which appreciate the green experience, but not willing to pay for it. This might be due to the expectancy that it should not cost more if it is good for the environment. This is also explained in some of the written answers under the question willingness to pay for a green experience. Again the economic situation to many people does not allow to for more, as it is maybe already costly enough from before.

H4: Higher GEXPV implies higher TRADV (Traditional value)

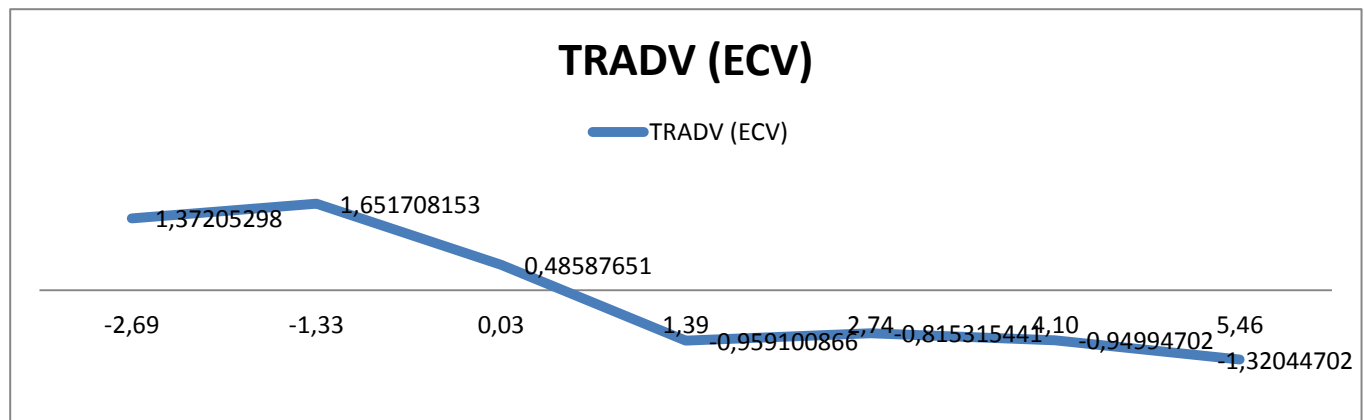
There is no correlation, therefore **H4 = UNSUPPORTED**



This hypothesis was tested to see if there was any relation between the ones that score high on Green experience value, and the ones who score high on traditional value. What we see is that the ones with relatively high traditional value score either have really low or no score, or in other words there is no correlation between the two. **These results are interesting; it means that the ones that have a high Green experience value do not have a high Traditional value. They care more about the experience of organic breakfast, authentic experience, have a better feeling or conscious, rather than price, location or reviews on trip advisor.** Although price and location do matter to many of them, there is still no correlation between these two groups.

Hypothesis 5: Higher ECV implies lower TRADV

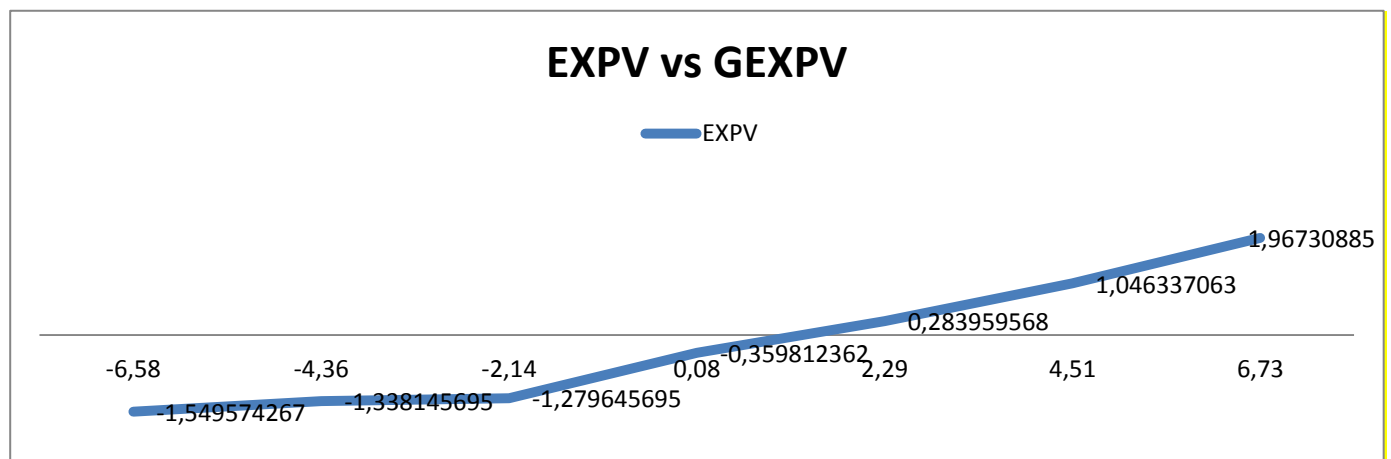
The correlation is -0,34, therefore **H5 = SUPPORTED (not a strong relation)**



Yet another interesting finding, it implies that the higher Environmental conscious value you have the lower are the traditional values. **This indicates that for the ones who think it's very important to choose a green service provider, price, location and regular breakfast is less important.**

Hypothesis 6: Higher GEXPV implies higher EXPV

The correlation is 0,34, therefore **H6 = SUPPORTED**



Higher Green Experience value implies higher Experience Value which means that the ones who appreciate Green Experiences also have scored high on the variables such as offering other experiences; however these are two groups slightly moving into each other. The EXPV factor seems only interested in experiences, while the GEXPV factor is for the green aspects and how the green experience makes them feel.

Summary of the tested hypotheses:

It is assumed after testing the hypotheses that the higher environmental conscious values that an individual has the more the individual will appreciate a green experience.

This is also based on the theories that aligning the values of individuals with their choices may be of increased value. However there are detected some individuals with very strong environmental conscious value, that does not seem to have a greater experience when they are choosing a green service provider. This might be due to that the individuals don't feel that it is an extraordinary experience, or maybe that they don't trust them as some of the written answers imply (see textbox on next page).

As a conclusion of the hypotheses it does show to some extent that individuals have answered consistently on the survey. This is first of all evident in the factor analysis where the four factors are showing correlation with each other, namely Factor 1, 2 and 3: Green Experience Value, Experience Value and the Environmental conscious value. The traditional values did not correlate with any of them.

This correlation indicates that the ones who are after experiences, and green experiences do not care that much of the traditional values such as price and location. However there are some few individuals with high ECV that do care about the price as they are not willing to pay more for a sustainable service provider. This might be due to their economic situation; that they are not able to choose hotels that are more expensive than the average. It might also be that they have had bad experiences with the check in, the mood of the staff, or that the expectations somehow weren't met.

What this also reveals is that the last hypothesis; the ones showing the correlation between experiences and green experience does not have a clear separation – which again could have separated them in terms of pure experiences, and whether the experiences were green, but the factors in the Experience value are also influenced by green experiences.

Other important findings from the factor analysis:

- Women are more positive, and especially for the green experiences. They should therefore be targeted strategically
- Age does not have any matter in this case
- Economic situation seems to be an indicator for how important the green experiences are, however this is more an assumption

Limitations of survey:

- Education was not included, in which are regularly used in order to test the environmental awareness in a population
- A survey does not always induce for the reflection level a more personal in depth interview will encourage
- The population group might be a bit biased in the age group of 26 – 40, as the main population of data gathering was the authors social network
- Income was not included, this would have been interesting in relation to e.g. “willingness to pay” result
- The factor analysis only explained 50 % of the values, however this was as good as it got, the factor analysis was not weighted – making the findings interesting none the less

As stated in the hypotheses the willingness to pay factor is an important one, and some individuals showed strong environmental consciousness, however they were not interested in paying more for a green alternative. It is then interesting to look at findings in the question where the respondents were allowed to freely comment, look below:

Q: “Do you think it is worth to pay extra for environmental sustainable solutions?”

(Some of the answers were as following rest is in the appendix):

A: Yes:

“Because it is worth it for me personally, to know that my travel and stay cause minimum amount of damage to the environment

“As travelling in itself affects the environment substantially, minimizing the footprint on via the hotel choice seems to be only right.”

“I like to pay a little more for sustainable alternative”

A: No:

“I think some eco-alternatives should reduce cost for both hotel and customers(energy saving, less cleaning)”

“It really comes down to how that sustainability includes the guest, I’m not going to care if the towels are made from hemp. I need to feel involved as a guest. It’ll will create buzz as well.”

“No, in my view environment-friendly hotels aren’t really that environmental-friendly. The difference between the one that call themselves friendly and the ones that do are small.”

Q: What is your perception of the eco-environmental state of the hotel industry in Norway? (Are some hotels better than others?)

A:

“The choice of being eco-friendly also makes the hotel management seem more caring and interested in staff, guests and the local community. So yes hotel would to me be more value for money. Otherwise hotels in Norway are of same standard than rest of Scandinavia.”

“...eco friendly hotels tend to be different in more ways... I believe in business with an idealistic platform whatever that may be. Things running only for money are only good for money.”

“... It has to be the real deal...not the -we want wash your towel unless you want us to –bullshit. If paying extra means a nice vegan/ vegetarian breakfast option that’s important”.

6.4 Main findings from the Guldsmenden survey:

The survey was conducted at Guldsmenden hotel in Oslo. 10 of the guests took time to fill out the questionnaire on an Ipad. Two additional questions were added to the survey, namely why the respondent chose to stay at Guldsmenden, and how aware they are on the eco-certificates in the hotel they stay at.

The ones, who choose the hotel due to its green profile, are also saying that they think it is difficult to know for certain whether hotels are green or not. This indicates that the ones who want to go for green alternatives, and presumably the ones looking for proof of green level/certifications, are also the ones who doubt them the most.

They all (highly) agree **“the feeling is more close to nature/authentic”** when choosing an eco-friendly hotel” since this is only the group from Guldsmenden, it is assumed they mean this specific hotel. All of the respondents, who answered (7/10), said Yes on the question: “Do you think it’s worth paying extra for environmentally sustainable alternatives?”

This indicates that they appreciate what they are getting at Guldsmenden.

Limitations of the survey:

- May be the low number of participants, and therefore this survey is not really emphasised. This was because it was very time consuming; spending
- The reflection level upon survey respondents, this reflection does not necessary occurs when (random) people answer a survey.

6.5 The Guldsmeden experience

In 2009 Guldsmeden did a survey on their guests checking why they were staying at their hotel. Location, price, sustainability came up as reasons. Although a hotel is basically something to give you a room for the night, Guldsmeden wanted people to choose them primarily because they shared or admired the passion of Guldsmeden, namely their thoroughly sustainability focus. They do not need to satisfy distant stakeholders, as they are a family owned hotel, which believe in sustainability on the bottom line, rather than just pure profit.

Kirsten Aggeborg is underlining the importance of their loyal customers and says it is a decent percentage of repeat guests compared to other hotels. This is due to their sustainability efforts, as well as the conscious way of marketing it. It is a bit laid back; they are letting their story shine through when the guests are staying at the hotel including their thrust worthy certifications. The guests are coming back because they get a special feeling, when they stay there. The employees are also allowed to express themselves and are encouraged to be very visible at the hotel. The staff is also dedicated to sustainability and needs to share the values of their employee. They are emphasising that this is a human approach; they are showing the hotels personality. It is a two-way relationship, a friendship; this is a part of the experience, the ones who like it will come back, the ones who don't, were probably not sharing the same values as the hotel. Sustainability is the corner stone.

However, this is from the hotels' point of view, to get an input of the guests opinions, Tripadvisor is a user driven web page, where travellers are sharing and giving their reviews on their travel experiences. This includes lodging, sightseeing, restaurant, bar and nightlife opinions, and all other things they want to share.

All of Guldsmedens' hotels are available for feedback on Tripadvisor, available for all to read. Many of the guests have commented on their position as a green hotel linking it to this paper. Below I have picked out some relevant Comments from Tripadvisor both positive and negative in order to reveal how the greenness of the hotel reflects on their experience:

Positive Guldsmøden Experiences	Negative Guldsmøden experience
<p>“Quirkily but comfortably furnished room, excellent shower, slightly minimal size towels, but that's all part of the hotel's eco-vibe, which for me is a major contributor to its charm” (Reviewed by mtpc august 2012).</p>	<p>“Of negative aspects I want to mention that the service was not in line with what you expect from a four star hotel. On three days we experienced two episodes in which we had to discuss with the staff to get it fixed. They were in general not very service minded...” (Krsitine S, 9. April, 2012)</p>
<p>“I thought this may be the very best hotel in CPH (according to my likings) with a very high ecological standard. And it has a very high ecological standard, but it throws it in your face at any given chance. The signs of “This is very ecologic!” are on every towel, napkin, soap, wherever.” (Reviewed Markoff_Chainey, October 2012).</p>	<p>“The hotel was sold as green / sustainable and quasi-luxury, but we must point out that the rooms are very small, the minimum bathroom, all very uncomfortable and awkward. The organic breakfast is little changed and nothing tasty. I would for that price find a better "unsustainable" one. Good location” (dezucco, 2. Aug, 2011)</p>
<p>“I love "Bio/Eco/Organic" products and accommodation, this hotel definitely fulfills my expectation. Good organic food, lovely exotic rooms and friendly personnel, (Reviewed by Melissa Mauri, October 2012).</p>	<p>“We booked a junior suite but received a double superior room. No hand soap, I had to use the shower gel to wash my hands. The idea is to ring at the bell and be greeted by someone from the reception so you get a “home sweet home” feeling but at the reception they were too busy listening music to open for us so a guest sitting in the lobby area did it”. (n.n., 11 May, 2008)</p>
<p>“Lovely calm place, I am wild with the atmosphere at Hotel Guldsmøden – I find a special calm just coming in the door. The morning buffet is lovely, although not as much as in Copenhagen.” (Reviewed by PMKS, February 15 2013)</p>	<p>“Hotel services very simple compared to the price, spartan room, tiny room, minimum bath, breakfast service overwhelmed, no room service. This is the Danish minimalist style with exotic bamboo decoration. That's fine, it's beautiful, but it must remain a hotel first”. (n.n., july 17, 2009)</p>
<p>“100% biological and organic, for people who appreciate and care about our Planet. Great hotel, very cosy and cool design. Best hotel breakfast I ever had, everything so natural and healthy.” (Reviewed by pink, December 9, 2011)</p>	<p>“If you are an environmentalist, this is your hotel. Here everything is recycled and even share with previous guests soap cans (only change when they are finished). The soaps even smell pretty bad since they are 100% organic with nothing added. The rooms are ok in size but a bit ugly (unpainted wood is what you have). Breakfast expensive (...) since it is more ecological (...) everything is placed in a shared container, which forms a huge mess morning. The location is not bad, although there are some brothels nearby”. (Reviewed b grx74, September 16, 2011)</p>
<p>We have just returned from Hotel Axel & were not disappointed, as a fan of Bali, the hotel was just great, we loved the furniture & hotel style with the attention to detail - a very cool hip Boutique Hotel. But as much as the hotel was beautiful the staff were outstanding, nothing was too much trouble & all of the team were very helpful & friendly. (reviewed by jlo-shore, June 1st, 2013)</p>	<p>“The (bio) Buffet breakfast costs 165 DKK per person - selection and quality is OK, but can be found in the area such as around half the price at least equal to a good breakfast. The SPA (sauna etc) was broken during your stay because of our water intrusion. In the rooms and in the lobby there are (free) Wi-Fi. Very nice bikes can be rented for 150 DKK per day (we have at Baisikeli - Bicycles for 3 days at 220 DKK borrowed)”. (Reviewed by Pimperella, 30 july, 2011)</p>

Out of reading 230 guest reviews on Axel hotel Guldsmeden in Copenhagen, which is the main hotel of the chain on Denmark, the result from TripAdvisor was as following:

- The overall guest satisfaction level was 78%
- Travellers choice ® 2013 Winner Top 25 (number 11 in Denmark)
- Ranked #10 out of 110 hotels in Copenhagen, from 535 reviews
- 73 of them or 32% were mentioning the organic/ecological aspect in a thoroughly positive manner
- 11 of them or 5% where genuinely negative to the eco- concept, mostly saying it was too much
- 29 of them or 8% thought it was too expensive for what they were getting, especially mentioning the organic breakfasts at an additional cost of 130-150 DKK.

Out of the 143 guest reviews on Carlton hotel Guldsmeden Oslo the results were as following:

- The overall guest satisfaction was 82% out of 100%
- Ranked # 11 of 87 hotels in Oslo
- 52 or 36 % of the respondents were mentioning the organic/ecological aspect in a thoroughly positive manner
- No one is saying that the eco- concept is negative, but 21 of them or 15 % says that the experience at the hotel has been a disappointing one, of various reasons
- 69 of them or 48% of them were happy satisfied with the stay but did not mention the eco-focus of the hotel
- If price was mentioned it was in some cases an expensive experience all over, but most mentioning the price were pleased with it compared to what it offered, and some saying they were pleasantly surprised in an expensive city such as Oslo

Common findings from the two hotels are that around 1/3 of all respondents were mentioning the eco-focus as a positive part of the experience.

In the survey it was around 18 % which may be defined as the overall conscious customer.

In comparison to competition:

Scandic, Rica, Choice are the biggest hotel chains in the Nordic countries and the Guldsmedens' main competitors. The environmental managers at each hotel have been contacted in order to give their answers of relevant questions for this investigation.

They all emphasize their environmental engagement, and they are striving to live up to their certifications; Guldsmeden is the only one following the Green Globe and the Ø-Brand, while Choice is the only one following ISO 14001, which is an international accepted environmental management system, which aims to make it into an profitable investment. There are strict demands that need to be fulfilled in order to get the certificate, when the system works the business will earn money due to lower use of resources.

The well-known Swan or Nordic Eco-label is in much use by hotels in Scandinavia. Scandic and Rica is following this, although not all Rica hotels have met the standards yet.

To have a respected and accepted certification is important for the hotels credibility in the eyes of the customers, governments, and share- and stakeholders.

All of the Environmental Managers agree on the increased experience the customers may get in a pro-environmental atmosphere. Kirsten Aggeborg at Guldsmeden, mentions the natural ambience the chain portrays through aesthetic but eco-certified wood furniture, while they all mention that they get very positive feedback on their choice of organic and local-food inspired breakfasts.

Lise Sunsby, the manager for environment and safety at Rica, emphasizes that the knowledge in the society is increasing. She highlights that most people come from a company or organization that also have to take CSR seriously, and therefore she expects others to do the same.

Gustav Stenbeck at Choice thinks it is essential with motivated owners that really want to engage and spend money on being environmentally sustainable. The CEO at Choice, Petter Stordalen, is at least a self-proclaimed environmentalist, and his hotel chain has gained reputation for their green initiatives. After talking to all of the environmental chiefs at the main competitors to Guldsmeden it is obvious that they all are highly concerned of sustainable solutions. However none of them have made the sustainability strategy into a 360 degree strategy like the hotel Guldsmeden has.

7. Discussion:

This thesis has tried to establish if there is something that can be named green experience value. It has tried to detect whether a green alternative gives additional value than a traditional one in relation to the experience of the consumer.

A green experience has consciously not been over defined, an experience is such as subjective as possible, but it has to be an experience which gives meaning primarily or moderately due to its environmental friendly aspect. It also needs to affect us, either:

Sensorial: Affect (one of) our five senses, such as the aesthetics, smells, taste, feel etc...

Cognitive: affect the mental process such as attention, memory, perception, problem solving and Thinking (The American Psychological Associates)

Affective: Feelings and emotion

Behaviourally: Response on feelings and thoughts in terms of how we act

With help from the factor analysis of the survey it has been established an own Green Experience Value. This includes a high emphasis of the important qualities of a green hotel and how this influences the individual's feelings:

Organic breakfast (sensorial - taste, health), that it was recommended as green (word of mouth is strong), makes the individual **feel better** due to its green profile (affective- feelings), make the individual have **better conscience** (cognitive, perception) as well as giving a **greater authentic feeling** (affective - feeling & cognitive - perception).

So for the ones scoring high on these factors they are being affected of the experience according to Brakhus definition of a meaningful experience, as they are mentioning three of the four possible ways of stimuli.

Pine & Gilmore have long argued that hotels need to see themselves as experience venues for the guests, and emphasise their green aspect to be incorporated into the experience to the guests.

As the guests are on the hunt for meaningful experiences and a green experience may be defined as meaningful for people with high environmental conscious value and high green experience value. They appreciate the green attributes at a hotel and they feel better and perceive the experience as more authentic.

It is definitely possible to say that Guldsmeden delivers a green experience. At least it delivers this experience to the consumers who value the above stimuli. Guldsmeden's aim is to have guests coming in mainly for their 100 % sustainability dedication, as Kirsten Aggeborg says; in Copenhagen we have 250 rooms, we just need to find "those 250 people" who share the same values as we do: values that are reflected in an authentic and environmental friendly environment.

This group might be what they in the states have defined as the The LOHAS; Lifestyle of Health and Sustainability, previously explained in the market trends section.

It is obvious that lifestyle and more meaning in life is evident in people that are behaving more environmental friendly. **In other words it is becoming clear that the challenge lies in adopting new environmentally sustainable behaviour (ESB) and be able to maintain and integrate that behaviour into the lifestyle.**

They have become a recognized segment in USA, Western Europe and Japan. Starting in the USA it is defined as "... an acronym for Lifestyles of Health and Sustainability, a market segment focused on health and fitness, the environment, personal development, sustainable living, and social justice". This group believes in a holistic approach to all doings in life, this includes what they eat, shop, how and where they travel. The main focus is the interconnections of mind, body and spirit within individuals (LOHAS.com, 2013). Also Mermeri, Pine and Gilmore's **recognises the increasing awareness and trend of organic food, fair trade and sustainable living, as lifestyle choice for many rather than a fad or now-and-then purchases.**

The LOHAS is becoming a very profitable market in the USA, the eco-tourism is accounted to be good for 42 billion USD (LOHAS, 2013).

It is anticipated that it will be profitable too in Scandinavia as a similar target market is detected.

The survey done at Guldsmeden also showed that all people that answered the question:

"Do you think it's worth paying extra for environmentally sustainable alternative?", where all of them answered **yes**. This is interesting as not all of them are classified as being particularly environmental conscious, however whether it is because they appreciate this distinct green hotel and would be willing to pay more for that is only a speculation. It is a good sign for green hotels and hotels that want to switch to a greener profile.

Lifestyle choices are becoming a proof of who we are. Consumers are seeking for authenticity and meaning, in a more secularised society. These are the main elements in the transformation economy; experiences that are so strong that they transform our perspective. The transformation is challenging the passive role of the consumer.

Values and meaning are closely related to authenticity which appeals to the senses and perception. Authenticity was one of the variables in the survey. The ones that scored high on GEXPV had especially emphasized this as important. The GEXPV further detects other important values such as giving a better conscious and feeling. They would in other words have a more meaningful experience if they were experiencing a green experience as it was authentic to them and made them feel better. It is however essential that the motivation and responsibility is built on personal morals rather than a response towards external incitements. It is the intrinsic motivation that is emphasized as the desirable motivation for increasing the feeling of wellbeing, and this motivation also brings about itself a stronger dedication in the SDT theory which is highly applicable here.

However to get down to the most important question, **can a green experience add value to the customer experience?**

- It is detected a willingness to pay for green alternatives
- In the survey it is detected a group that consistently answers that they appreciate what a green service providers can offer them. Translated through theories and tested with hypothesis it must be assumed they will appreciate a green service provider rather than a traditional one. Therefore it is assumed that the experience is of greater value.
- The ones with the high score of GEXPV are driven by so called intrinsic motivations, such as better conscious, better feeling and a more authentic feeling. These can also be related to the value-belief norm as it is aligning the outcome of an expected experience, with the values of the person.
- At the Guldsmeden survey they all (highly) agree “the feeling is more close to nature/authentic” when choosing an eco-friendly hotel” since this is only the group from Guldsmeden, it is assumed they mean the specific hotel.

- All of the respondents who answered (7/10), said Yes on the question: “Do you think it’s worth paying extra for environmentally sustainable alternatives?”

This indicates that they appreciate what they are getting at Guldsmiden.

However it is important for hotels that want to deliver green experiences, to remember (from survey and trip advisor):

- Service still need to be exceptional as it is a part of the experience
- Be honest with what the guests are getting
- Reception is the face out – be happy and welcoming to give a good first impression
- Price should match the standard. Price should not be more than conventional hotels, as it shouldn’t cost more to be good to the environment, and in the long run it seems it will be cost effective for the hotels.
- The target market that will highly appreciate a green experience is not very big, detected at 18% from the survey.

8. Conclusion:

Tourism is changing, and there is an increasing number of tourists that expects physical and mental rewards from leisure activities, as well as self-fulfilment and re-affirmation of identity as a part of the tourist experience (Pigram and Jenkin, 1999).

In other words it is an increase in finding meaning in tourism experiences, including lodging.

The hunt for a Transformational experience for both business and consumers is increasing, maybe on a more sub-conscious level, however research has established it as a competitive advantage, where the outmost self-fulfilment can happen and true meaning.

Businesses need to aim for transformational experiences for their customers; this should be a way of integrating sustainable solutions into their business; to increase the green experience for the customer, as tourism companies want to be sustainable but are having difficulties aligning it to other parts of the business strategy.

Therefore the business strategy must be redefined and the sustainable efforts need to be taken into the core element of the business. Not only may this be a competitive advantage, but it is the answer for a controlled way of ensuring for the environment by the company.

Guldsmeden's aim is to satisfy these consumers changing needs; they want guests coming in mainly for their 100 % sustainability dedication with values that are reflected in an authentic and environmental friendly environment. This group would like to pay more because they are searching for such an authentic experience or transformation. This group that can be defined as the critical consumer is maybe small today. However they will most likely be the general population in the future, when values and behaviour are changed accordingly. As Dietz et al. argue in their research on environmental values, there is an agreement across extensive literature that values are a rational way of theorizing how we choose to act in regards to the environment. **Therefore the conclusion must be that the ones that are having strong environmental conscious values, and also after experiences with meaning will get additional value from a service provider such as Guldsmeden. This is because Guldsmeden seems to stimuli these expectations and makes the experience a re-affirmation of identity.**

One conclusion is also that green hotels should not cost more than conventional hotels.

The ones that have high ECV (Environmental Conscious value) but low GEXPV (Green experience value) do not get any additional value of staying at a green service provider. They are either willing to pay a higher price for a green alternative. As a conclusion hotels should be on the same price level as conventional hotels to also attract this highly important group of conscious people, as well as the ones that value price above anything else. Maybe they will get a meaningful experience when staying at the hotel.

It should be expected that hotels see the benefit of being green, as it implies an increase in green consciousness in population. Hotels should take their responsibility seriously and a stay at their hotel is good for the environment. Eco-friendly and green hotels should not need to cost more. The reduced washing, less toiletries packaging, reduced waste, less re-furbishing as well as el-efficiency will also reduce costs. The tendency in the market is also that the price on organic food is coming down (Oikos, 2013).

The meaningful, green service experience with request for interaction through an economic offering must be the market's response to consumers' changing needs and demands, as they are becoming increasingly knowledgeable and moving away from materialization.

As the consumers state themselves from the survey:

- **“Because it is worth it for me personally, to know that my travel and stay cause minimum amount of damage to the environment**
- **“As travelling in itself affects the environment substantially, minimizing the footprint on via the hotel choice seems to be only right.”**

The ambition should be the same as an Eco-lodging web site (2013):

“To make your stay a rare experience that will not leave you indifferent”.

8.1 Further research:

A hotel may also be in the position to *Nudge* their consumers. To nudge is to gently push and strategically make the individual to do what you want.

Nudging has not been a part of this thesis; however it is a highly interesting way of influencing the population in doing the “right” thing. GreeNudge is a Norwegian environmental organisation that describe themselves as “...for the ones who believe in small solutions for results here and now”. The main idea is that it often is just simple assets that will make people act differently. One challenge was to reduce food waste at Choice hotels. They tested out what the effect would be with smaller plates at the buffets. The result was 20 % less food waste on all Choice hotels in Norway. The example is interesting for the hotel industry to bring with them in integration of all kinds of sustainable solutions. Nudging is also interesting to assess in terms of change in behaviour outside the area of Nudging. As they say on their web site: “All though people have been educated and know a lot about the climate challenges, solutions etc., they will not always act or choose green. They need an extra Nudge. Therefore this as integration tool as a part of the green service experience, could also be investigated.

As stated in the text it is not sufficient literature or research on the topic of values and environmentalism. Whether values may change after staying at a green service provider should be investigated, for example with a before-and-after survey on a service experience.

This could also detect whether transformational experiences actually happen.

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Appendix:

Appendix:

Interviews:

Kirsten – PR/ Communication manager at the Guldsmiden chain

Interviewed over email and phone.

(First the original interview in Danish and then the transcription in English follows)

- Hvordan differensierer dere dere i markedet?

Først og fremmest via vores gennemførte bæredygtighed. Alle vores hoteller er Ø-mærkede og Green Globe certificerede. Dernæst er konceptet anderledes end de fleste andre kæder, da vi er privatejede, og det er en virksomhed, der er bygget op fra grunden med ejernes personlige holdninger til værtsskab og indretning som grundlag.

- Hvem er en typisk kunde hos dere?

Vi har ikke typiske kunder, der er all walks of life. Vi har lige mange forretningsrejsende, som leisure gæster, af begge køn. Det er nemmere for mig at sige, hvem der IKKE er vores typiske kunder: personer, der har pris som primære parameter og personer, der har en lidt mere gammeldags tilgang til det at bo på hotel, og ikke vil overraskes, hverken positivt eller negativt.

- Hva oplever kunden som er unikt hos dere?

Den tætte kontakt til vores personale (ingen har uniformer på, og det skaber større nærhed), den smukke indretning (alt er designet af os, og lavet specielt til os), den uformelle stemning, og den gennemførte bæredygtighed.

- Har dere større kostnader på grunn av deres bærekraftige profil?

Ja, det er lidt dyrere at være bæredygtig hele vejen igennem, og processerne i driften bliver mere vigtige. Men samtidig giver det mening: et eksempel er vores store fokus på madspild. Madspild er en af de store syndere indenfor miljøproblemer i dag, og hoteller er typisk slemme til at smide mad ud, da det ikke er kerneproduktet og der ikke er nok fokus. Vi har kæmpefokus på madspild, dels fordi det kræves af vores bæredygtige koncept, dels fordi vi ikke har råd til at smide dyr og lækker øko-mad ud.

- Går øko-konceptet noen gang på bekostning av komforten?

Nej, vi mister vores certificeringer, hvis vi går på kompromis med de retningslinier, der er udstukket af hhv. Ø-mærket og Green Globe. Men man kan som regel altid finde en løsning, der er til at leve med. Gæsten mærker aldrig, at vi prioriterer bæredygtighed over andre hensyn.

- Hvilke sertifisering ligger dere under?

Ø-mærket og Green Globe. Vi har fravalgt Green Key, da vi finder den for uambitiøs, og de lokale mærkninger som Svanen o.l. finder vi ikke super-relevante, da vi har mange udenlandske gæster.

- Har dere noen slags måte å måle kundetilfredshet?

Kun via vores tætte kontakt til gæsterne i det daglige. Derudover holder vi selvfølgelig øje med reviews på tripadvisor, [booking.com](https://www.booking.com) o.l.

- Merker dere en økt etterspørsel (etter dere) i markedet?

Ja, i høj grad.

- Har dere lojale kunder?

Vi har virkelig mange loyale gæster, flere end gennemsnittet.

- Hvordan tror dere at kundens oplevelse forsterkes ved at deres tjeneste tar hensyn til et bærekraftig miljø?
Helt afgjort, og det har jeg faktisk holdt foredrag om et par gange, hvor jeg belyser de principper, der gør sig gældende her. Jeg vil gerne gennemgå præsentationen for dig online, hvis du har behov for det.

- Hva eksplisitt gjør dere for å forsikre dere om en bærekraftig utvikling?

Vi har udvalgt de to mest omfattende og krævende certificeringer, og så sørger de for at holde os i ørerne. Ø-mærket betyder, at vi ikke har mulighed for at købe mad eller drikke, der IKKE er øko, og GG er en 360 graders certificering, der vender alle sten i virksomheden. Derudover kræver GG en 5% forbedring årligt, så vi skal hele tiden holde fokus på forbedringer.

- Hva var grunnen til at det ble startet opp i Oslo?

Egentlig blot den, at vi altid har haft utrolig mange norske, glade gæster. Det ser ud til, at Guldsmiden og nordmænd er et godt match, så vi syntes det var oplagt at prøve der.

- Er der andre steder som er interessert i at have franchise med dere?

Vi er ofte i dialog med nogen, men det er ikke så ligetil. Udover rentabilitet og økonomi, så skal vi også finde en person, der passer godt til vores personlighed, og fremfor alt en person, som er ligeså dedikeret til at arbejde med bæredygtighed, som vi er. Ikke sådan forstået, at de skal være øko-freaks fra begyndelsen, men de skal være villige til at indgå fuldt i konceptet.

In English:

Kirsten – PR/ Communication manager at the Guldsmiden chain

- How do you differentiate in the market?

Kirsten says that Guldsmiden is delivering a different experience primarily through their dedicated focus on sustainability. All their hotels are Ø- branded and have or about to have the Green Globe certificate.

Secondly, since they are privately owned, they have been able to keep the owners personal attitudes, values and decisions regarding hostmanship, furnishing and decoration as the foundation of what the hotel are built on.

- Who is your typical guest? If you have any.

We do not have any typical guest, it is from all walks of life. We have an equal share of business travelers as leisure guests, of both sexes. It is easier to say who is not our guest; which is people that have price as their primary parameter, and individuals that have a more old fashioned or traditional approach to living in a hotel, and who appreciate not to be surprised neither positively or negatively.

- What does the customer experience as unique at yours?

The close contact between the staff and the guests (no one is wearing uniforms, which creates a greater closeness), the esthetic decoration (everything is designed by us and made especially for us), the informal atmosphere and the thoroughly sustainability.

- Do you have additional costs than a non-eco hotel?

Yes, it is a bit more expensive to be sustainable the whole way through, and the processes in the business have become more important. At the same time it gives more meaning: one example is our attention on food waste, which is one of the greatest offenders in the environmental politic, and hotels are especially bad on wasting food. This is due to food not being the core product and that there has been too little focus on this. We are very much into not wasting, partly because it is part of our sustainable concept and partly because we don't afford throwing animals or gorgeous organic food.

- Is the eco-concept compromising for comfort?

No, we will lose our certificates if we compromise on the guide lines issued by these certifications. However there is always possible to find solutions that are worth living with. The guest will never think we are prioritizing sustainability

above other concerns.

- Which certifications do you have?

The Ø-brand and the Green Globe are the certifications we have and aim for. We have decided not to go for the Green Key because we think it lacks ambitions and the local brands such as the Swan (Svanen) is not very relevant due to our decent share of foreign guests.

- Do you have any way of measuring guest satisfaction?

We sense and pick up on the satisfaction of our guests through our close contact in the daily operations. Additionally we are following the reviews and feedback on TripAdvisor and Booking.com, which gives good indication on how and what to improve in order for them to have the best possible experience.

- Do you experience an increased interest in the market?

Yes, we do to the greatest extent experience an increased interest after hotels such as ours.

-Do you have loyal customers?

We do have many loyal guests, more than the average. This is also viable through TripAdvisor.

- How do you think the customers experience is affected by your sustainable environment politic?

We definitely believe that they are affected. This is also our ambition, that is a more genuinely natural experience in a tranquil environment.

- What explicit do you do to ensure of a sustainable development?

We have chosen the two most extensive and demanding certificates, who also are making sure that we are within their guidelines. The Ø-brand makes sure that we are not able to buy any food or drink that is not organically, and the Green Globe is a 360 degrees certification program, which is turning all the stones in our business. In addition demands Green Globe an improvement of 5 % so we are all the times on our toes for improvement.

-What was the reason for the start up in Oslo?

The startup in Oslo was basically because we always have had so many happy Norwegian guests. It looks like Guldsmeden and Norwegian is a good match, they like what we offer them, so it was an obvious choice.

- Is it other places/countries which are interesting to start up a franchise?

We are often in dialog with people; however it is a big deal. In addition to profitability and economy we also need to find the right individual that fits our personality and mostly important to have the same passion and dedication to work with sustainability in the way we do. Not that they have to be eco-freaks from the beginning but they need to go totally into the concept.

Intwerview with Inger Matsson at Scandic:

Environmental chief Scandic

Interviewed over email:

How do you differentiate in the market?

When it comes to sustainability? All hotels meet standards (not just some). All hotels also perform their local society activities. Eco label (Swan). We care about the details. We do (not talk).

Who is the typical customer?

80 % are international. 60 % business. 30 % leisure. 10 % meeting.

What does the customer experience as unique at your hotel?

When it comes to sustainability – they can experience our sustainability work (not only read about it) through waste separation, wooden key cards, eco labeled shampoo, organic breakfast...

Do you have additional cost compared to a non-eco hotel?

Svar: for organic food, to some extent for purchasing of eco labeled products. Licence for Swan label. At the same time this help us to focus on saving resources.

Are you under any green cetifications?

Nordic Ecolabel (Swan). Debio (organic food). Fairtrade coffee.

How do you measure guest satisfaction?

Yes a survey being e-mailed. There is also an instant feedback form in the hotel room. And we do an annual market survey.

Do you have loyal customers?

Yes. Close to a million members.

- How do you think the customers experience is affected by your sustainable environment politic?

It contributes to a brand that you can respect, trust and share values with. This is often subversive for the guest.

- What explicit do you do to ensure of a sustainable development?

The Nordic Ecolabel is a good system to focus on the most important environmental actions. We also have a code of conduct to secure ethics. We engage in society. We adjust our hotels to special needs. We have guidelines for sustainable purchasing and sustainable refurbishment and furnishing. We co-operate with universities. We engage in networks.

Interview with Gustav Stenbeck at Choiche: Environmental chief at Choiche

Interviewed over email, first in Norwegian/Swedish then translated to English

Hvordan differensierer dere dere i det norske markedet?

Vi är det bærekraftige alternativet om du jämför oss med konkurrenterna. Vi var først med att göra alla hotell helt rökfria och införa en komplett ekologisk frukost t.ex.

- Hvem er typisk kunde hos dere?

Då vi har fem kedjor och ytterligare två fristående hotell i Norge finns det ingen typisk Nordic Choice kund. Däremot finns det kunder för varje varumärke. Om dessa hittar du lättast info på varje varumärkes sida på choice.no

- Hva opplever kunden som er unikt hos dere?

Service med passion, samt våra tre ledord: energi, mod og begeistring är vanligast förekommande som sticker ut.

- Har dere større kostnader på grunn av bærekraftige tiltak?

Ja. Ekologiska ägg är dubbelt så dyra som "vanliga" ägg. Ekologisk agurk är fyra gånger så dyr. Sen sparar vi förstås också pengar på effektiviseringar inom energi, kemikalier och avfall.

- Har dere noen form for grønn sertifisering dere ligger under?

Alla hotell är certifierade enligt ISO14001

- Har dere noen slags måte å måle tilfredshet til gjester?

Alla gäster får en spørrelseundersökning med sju frågor de svarar på. Ett av dessa frågor är om bærekraft.

- Har dere lojale kunder?

Ja. Jag har inte siffrorna framför mig men enligt senaste undersökningar är de mest lojala i hotellnorge.

- Tror dere at kundens opplevelse forsterkes ved at en tjeneste tar hensyn til et bærekraftig miljø? I så fall hvorfor?

Självklart. Vi märker det på svaren på spørrelseundersökningar. Framförallt den ekologiska frukosten är uppskattad.

- Hva eksplisitt gjør dere for å forsikre dere om en bærekraftig utvikling?

Arbetet med miljöledning är en nyckel. Utöver detta är det viktigt att vi har en motiverad ägare som fortsätter satsa ekonomiskt på miljö och bærekraft.

In English:

How do you differentiate in the Norwegian market?

We are the sustainable choice if you compare us to our competitors. We were first to have a smokefree hotel, and incorporate complete organic breakfasts

Who is a typical customer at yours?

We got five different chains and another two independent hotels in Norway, so it is no typical choice client. However there are customers for every of these five brands. Information about the five brands can be read at choice.no

What does the customer experience as unique at your hotel?

Service with passion. In addition to our three main leading words: energy, courage and enthusiasm.

Do you have additional cost compared to a non-eco hotel?

Yes. Organic eggs are twice as expensive as “traditional” egg. Organic cucumber is four times as expensive. But then we save on optimizing electricity, energy, chemicals and waste.

Are you under any green certifications?

All our hotels are under ISO14001

How do you measure guest satisfaction?

All the guests get a survey with seven questions they answer. One of these are about sustainability

Do you have loyal customers?

Yes. I don't have the numbers in front of me, but in the latest investigation we have the most loyal customers in Norway.

- How do you think the customers experience is affected by your sustainable environment politic?

Of course. We notice it on the answers from the survey. Above all the organic breakfast is highly appreciated.

-What exactly do you do to ensure a sustainable development?

The work with environmental management is important. In addition it is important that we have a motivated owner that keeps on investing on environment and sustainability.

Interview with Lise Sunsby –Environemntal chief at Rica

Interviewed over email, first in Norwegian, then translated to English.

- Hvordan differensierer dere dere i det norske markedet?

Vi skiller mellom forretning-, privat- og kurs-/konferansemarkedet.

- Hvem er typisk kunde hos dere?

Dette vil variere alt etter region, hotell, sesong og ukedag. For å generalisere kan vi si at i midtuke vil gjerne forretnings- og kurs- og konferansetrafikken dominere, mens i helger eller i fellesferien er det privatreisende som bor på våre hotellrom.

- Hva opplever kunden som er unikt hos dere?

Vi håper og tror kunder opplever serviceleveransen og gjesteopplevelsene som unik for Rica Hotels. Vi jobber hardt hver eneste dag, ved hvert eneste hotell, med å være «Det Gode Vertskapet». I tillegg serverer vi Norges beste frokost. Rica Nidelven Hotel har vunnet kåringen «Twinings best Breakfast» de siste 7 årene, og halve finalefeltet besto i 2012 av Rica-hoteller. Mer enn 500 hoteller i hele Norge ble vurdert.

- Har dere større kostnader på grunn av bærekraftige tiltak?

Ulike bærekraftige tiltak fører stort sett til økte kostander. Men de tiltakene som fører til redusert forbruk av energi, vann, redusert restavfall og redusert forbruk av kjemikalier, vil også gi en økonomisk gevinst på sikt. Det håper vi også at bærekraftige tiltak som Ricas satsning på Lokal Mat vil gi gjennom flere og mer fornøyde gjester.

- Har dere noen form for grønn sertifisering dere ligger under?

Vi har som et ledd i vår miljøsatsning valgt å strekke oss mot de strengeste kravene til miljø innen hotellbransjen. Derfor skal vi sertifisere våre hoteller med det offisielle miljømerket Svanemerket. Dette sikrer oss en uavhengig vurdering og innebærer at våre hoteller må tilfredsstille strenge miljø- og kvalitetskrav.

- Har dere noen slags måte å måle tilfredshet til gjester?

Ja, vi har en svært omfattende gjestetilfredsundersøkelse hvor vi måler alt fra generell tilfredshet med oppholdet til de ulike avdelingene. Vi vet for eksempel noe så smalt som hvor mange som ble ønsket «God morgen» ved ankomst i frokostrestauranten ved et gitt hotell for en gitt periode.

- Har dere lojale kunder?

Ja. Vår gjestetilfredsundersøkelse viser at vi både har fornøyde og lojale kunder som kommer igjen og igjen. Vi kan dessverre ikke gå ut med tall på dette området.

- Tror dere at kundens opplevelse forsterkes ved at en tjeneste tar hensyn til et bærekraftig miljø? I så fall hvorfor?

Ja vi tror at kundene opplever det som positivt at vi har valgt en offentlig og anerkjent miljømerkeordning. Noen kunder arbeider selv i miljøsertifiserte bedrifter med retningslinjer som tilsier at de skal etterspørre og

benytte miljømerkede hotelltjenester. I tillegg tror vi at fokus på god, lokalprodusert og trygg mat gir kunden en forsterket opplevelse.

- Hva eksplisitt gjør dere for å forsikre dere om en bærekraftig utvikling?

Her vil vi henvise til svarene over. ”

In English

-How do you differentiate in the Norwegian market?

We are separating between business, private, meetings and conferences.

-Who is a typical customer at yours?

It depends on where in Norway it is, what hotel, season and weekday. To generalize we can say that midweek is usually business, meetings and conferences, while in weekends and holidays it is the private people.

-What does the customer experience as unique at your hotel?

We hope and believe that they will notice our service delivery and the guest experience, which is unique for Rica Hotels. We are working hard every day at every hotel to be the “Good Host”. In addition we serve Norway’s best breakfast the last 7 years, we have won Twinings best breakfast. With over 500 hotels in Norway in the competition.

-Do you have additional cost compared to a non-eco hotel?

Yes, various sustainable efforts leads to greater costs. But the efforts that will lead to reduced energy, water, reduced waste and chemicals will too give an economic profit in the long term. We also hope Rica’s own sustainable initiatives such as Local Food will attract more and satisfy customers.

-Are you under any green certifications?

We are striving towards the highest certifications there is within the hotel industry. We have the Nordic eco label (the swan). This ensures us an independent assessment and implies that all of our hotels must satisfy the strict environmental requirements.

-How do you measure guest satisfaction?

We do have a thorough survey where we measure everything from satisfied guests and happiness with the various hotels. We know for example how many who were wished Good Morning in the breakfast room by a given hotel over a period of time.

-Do you have loyal customers?

Yes. Our survey shows that they are happy and loyal. We can not give any numbers on this I am sorry.

- How do you think the customers experience is affected by your sustainable environment politic?

We do think they feel it is positive that we have a governmental approved and acknowledged certificate. Some guests work in branded work themselves with guidelines that they are required to ask for hotels with certificates. In addition we believe in good, local and safe food to give the customer an enhanced experience.

-What exactly do you do to ensure a sustainable development?

Look at the answers above.

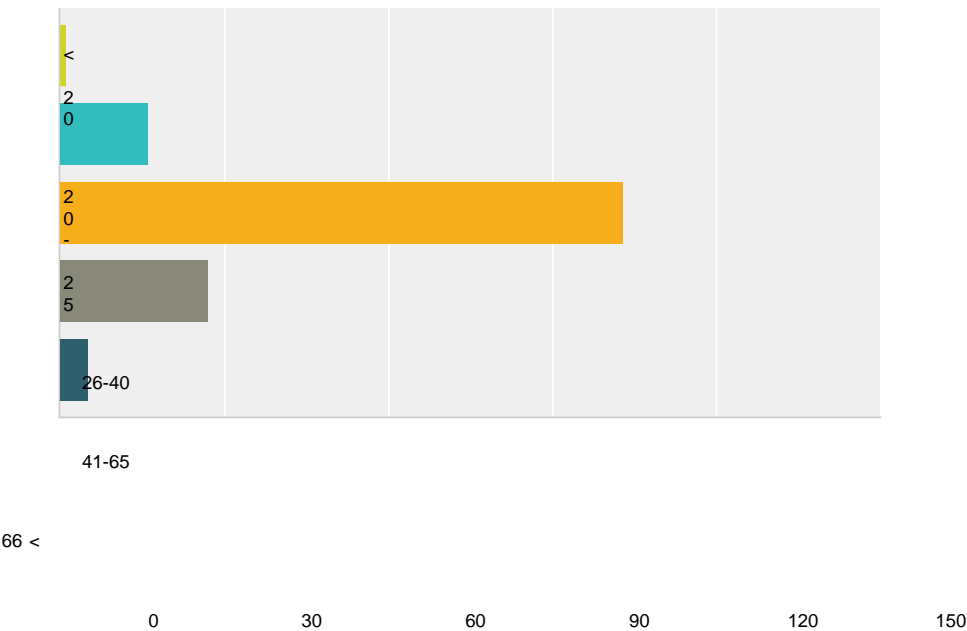
Environmental features in a hotel:

- ▣ Cleaner more efficient technologies
- ▣ Energy efficiency
- ▣ Water Use
- ▣ Refuse disposal
- ▣ Recyclable or biodegradable products
- ▣ Temperature monitoring system
- ▣ Fluorescent lightning
- ▣ F&B
- ▣ Low flush toilets
- ▣ Water saving showers
- ▣ Energy saving light bulbs reduce consumption
- ▣ Mattresses from cotton wadding
- ▣ Clothes hangers made from wood
- ▣ Curtains and bed covers from organic cotton
- ▣ Wood lamps
- ▣ Painting is water based
- ▣ Recyclable TV-parts
- ▣ Reduced power consumption for the TV during standby mode
- ▣ Shipping goods being packed in environmental friendly materials
- ▣ Reuse, remanufacture, repair, disposability
- ▣ Raw materials
- ▣ Health and safety measures
- ▣ Pollution Measurement
- ▣ Organic food
- ▣ Organic drinks
- ▣ Waste management

1) Survey – 152 respondents – result:

Q1 How old are you?

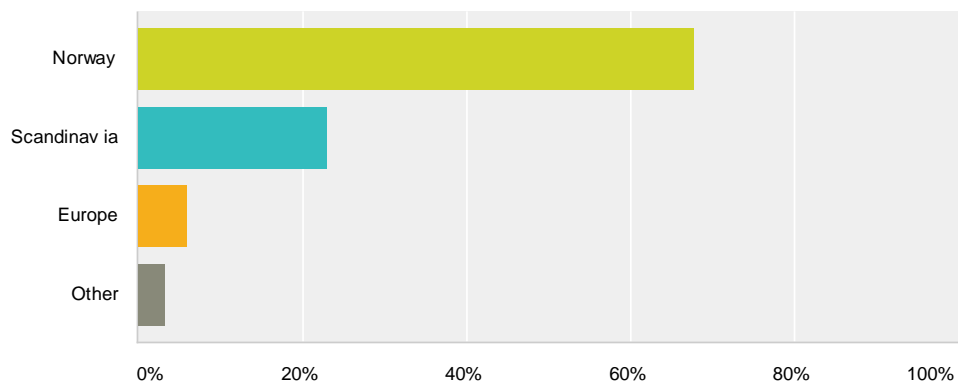
Besvart: 152 Hoppet over: 0



Sv ar v alg	Sv ar	
< 20	0,66%	1
20- 25	10,53%	16
26-40	67,76%	103
41-65	17,76%	27
66 <	3,29%	5
Totalt antall responder: 152		

Q2 Where do you live?

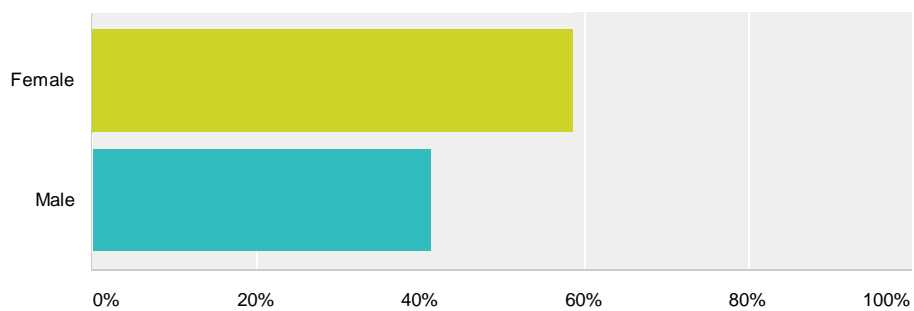
Besvart: 152 Hoppet over: 0



Sv arvalg	Sv ar	
Norway	67,76%	103
Scandinavia	23,03%	35
Europe	5,92%	9
Other	3,29%	5
Totalt antall respondenter: 152		

Q3 Are you:

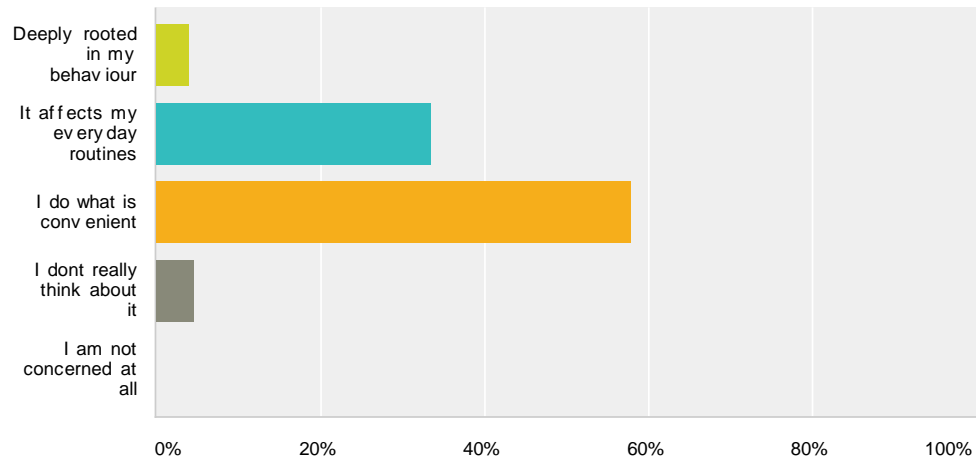
Besvart: 150 Hoppet over: 2



Sv ar val g	Sv ar	
Female	58,67%	88
Male	41,33%	62
Totalt antall respondenter: 150		

Q4 How environmental conscious are you?

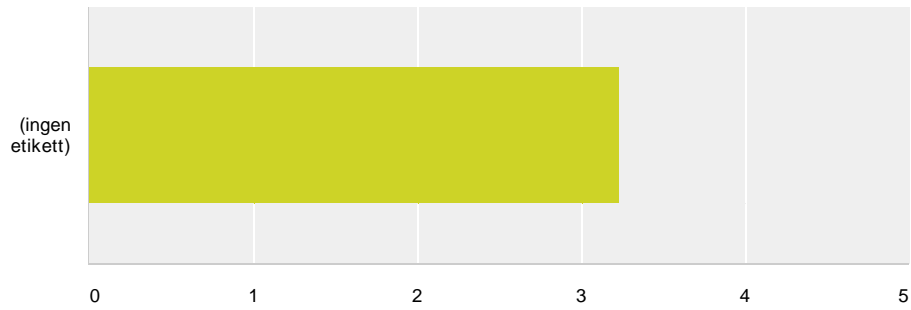
Besvart: 152 Hoppet over: 0



Sv ar val g	Sv ar	
Deeply rooted in my behaviour	3,95%	6
It affects my everyday routines	33,55%	51
I do what is convenient	57,89%	88
I dont really think about it	4,61%	7
I am not concerned at all	0%	0
Totalt antall responder: 152		

**Q5 When chosing a hotel how important
for you is it the hotel has mostly
environmental sustainable solutions?**

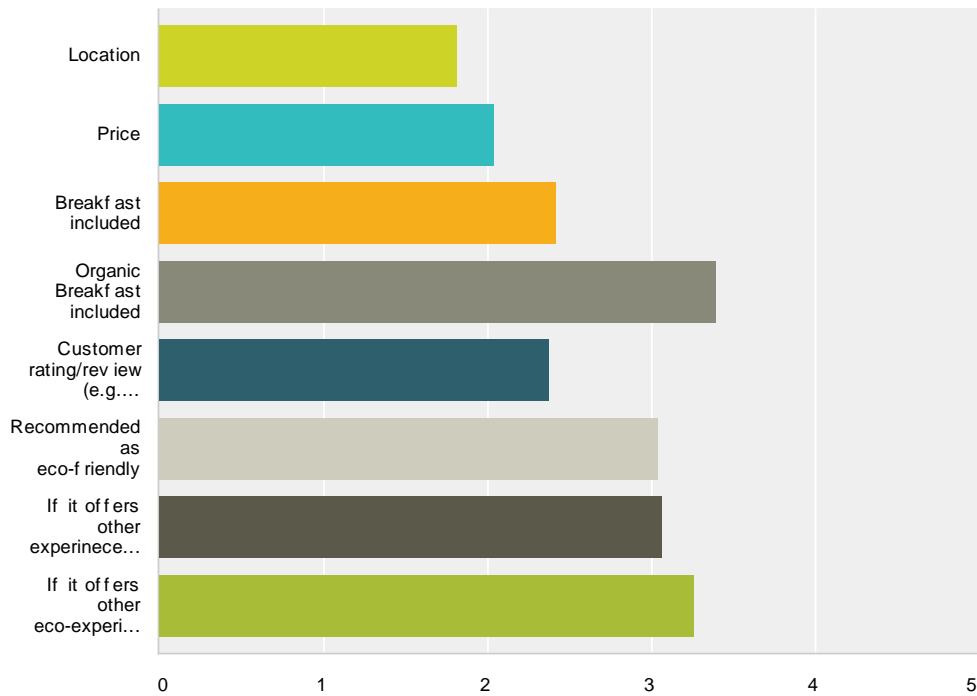
Besvart: 152 Hoppet over: 0



	Crucial	Important	If it's convenient	Not taken into consideration	Not important	Totalt	Gjennomsnittlig vurdering
(ingen etikett)	1,32% 2	11,18% 17	55,26% 84	27,63% 42	4,61% 7	152	3,23

Q6 What would make you choose an eco- friendly hotel? (Please rank the alternatives where 1 = Crucial, and 5= I dont care)

Besvart: 152 Hoppet over: 0



	1	2	3	4	5	Totalt	Gjennomsnittlig vurdering
Location	55,26% 84	26,32% 40	5,92% 9	6,58% 10	5,92% 9	152	1,82
Price	36,84% 56	37,50% 57	14,47% 22	7,24% 11	3,95% 6	152	2,04
Breakfast included	21,05% 32	36,84% 56	26,32% 40	10,53% 16	5,26% 8	152	2,42
Organic Breakfast included	7,24% 11	16,45% 25	29,61% 45	23,03% 35	23,68% 36	152	3,39
Customer rating/review (e.g. Tripadvisor)	21,05% 32	44,74% 68	15,13% 23	13,82% 21	5,26% 8	152	2,38
Recommended as eco-friendly	8,55% 13	27,63% 42	30,26% 46	18,42% 28	15,13% 23	152	3,04
If it offers other experiences (e.g. bike rental, dining opportunities)	6,58% 10	28,95% 44	31,58% 48	17,11% 26	15,79% 24	152	3,07
If it offers other eco-experiences (e.g. bike rental, dining opportunities)	3,29% 5	23,68% 36	34,87% 53	19,74% 30	18,42% 28	152	3,26

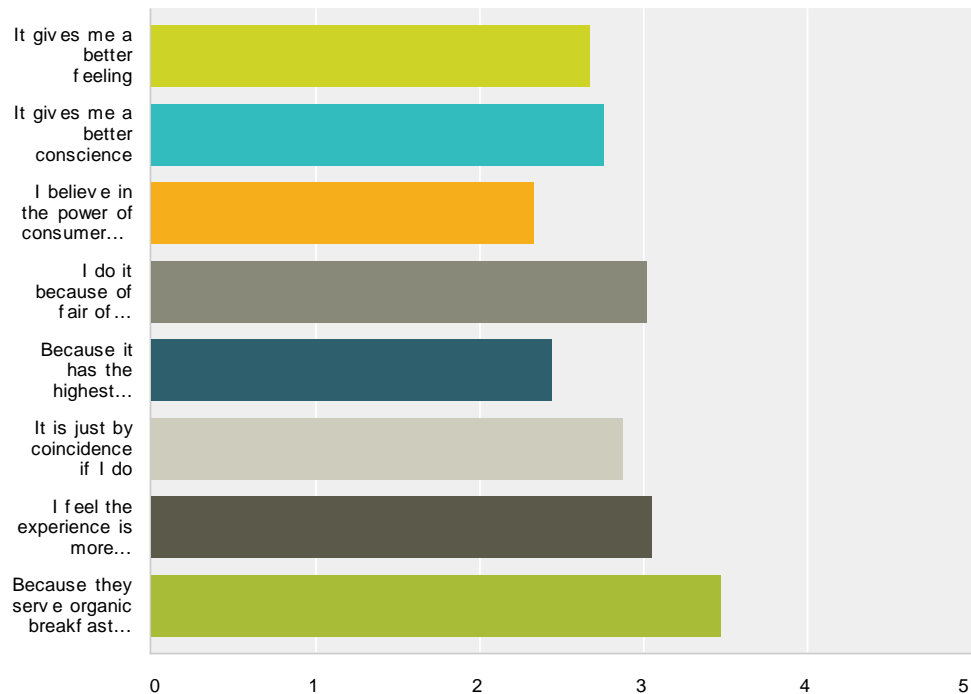
**Q7 Do you think its worth paying extra
for environmentally sustainable
alternatives?**

Besvart: 136 Hoppet over: 16

Sv ar val g	Sv ar	
Yes - Please explain why	61,03%	83
No- Please explain why	41,18%	56
Totalt antall responder: 136		

Q8 When or if you choose eco-friendly hotels or other experiences, what is the reason? (Please rank where 1 = Highly agree and 5 = Disagree)

Besvart: 152 Hoppet over: 0



	1	2	3	4	5	Totalt	Gjennomsnittlig vurdering
It gives me a better feeling	11,84% 18	38,16% 58	26,97% 41	16,45% 25	6,58% 10	152	2,68
It gives me a better conscience	11,18% 17	32,89% 50	30,92% 47	18,42% 28	6,58% 10	152	2,76
I believe in the power of consumer demands to create a market	23,68% 36	39,47% 60	20,39% 31	12,50% 19	3,95% 6	152	2,34
I do it because of fair of judgement	7,24% 11	25,66% 39	36,84% 56	17,76% 27	12,50% 19	152	3,03
Because it has the highest ranking on costumer reviews (e.g. tripadvisor)	26,32% 40	31,58% 48	19,74% 30	15,79% 24	6,58% 10	152	2,45
It is just by coincidence if I do	14,47% 22	22,37% 34	35,53% 54	16,45% 25	11,18% 17	152	2,88
I feel the experience is more authentic/closer to nature	6,58% 10	29,61% 45	31,58% 48	16,45% 25	15,79% 24	152	3,05
Because they serve organic breakfast (food)	7,89% 12	15,13% 23	24,34% 37	26,97% 41	25,66% 39	152	3,47

**Q9 What are your perception of the eco-
environemental state of the hotel
industry in Norway? (Are some hotels
better than others?)**

Besvart: 152

Hoppet over: 0

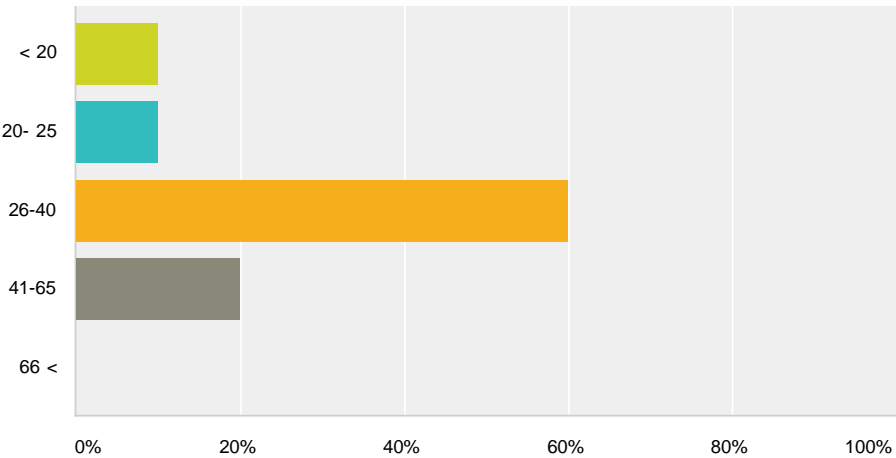
Q10 Do you have any other comments on eco-environmental experiences?:

Besvart: 75 Hoppet over: 77

2) Survey Guldsmede – 10 respondnets – result:

Q1 How old are you?

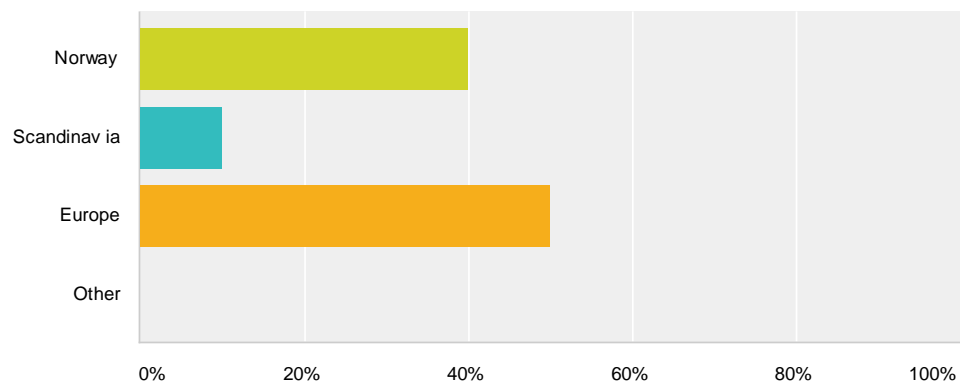
Besvart: 10 Hoppet over: 0



Sv ar v alg	Sv ar	
< 20	10%	1
20- 25	10%	1
26-40	60%	6
41-65	20%	2
66 <	0%	0
Totalt antall responder: 10		

Q2 Where do you live?

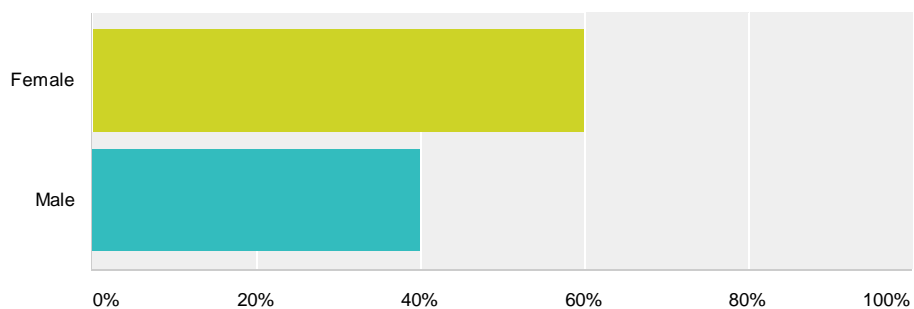
Besvart: 10 Hoppet over: 0



Sv ar v alg	Sv ar	
Norway	40%	4
Scandinavia	10%	1
Europe	50%	5
Other	0%	0
Totalt antall respondenter: 10		

Q3 Are you:

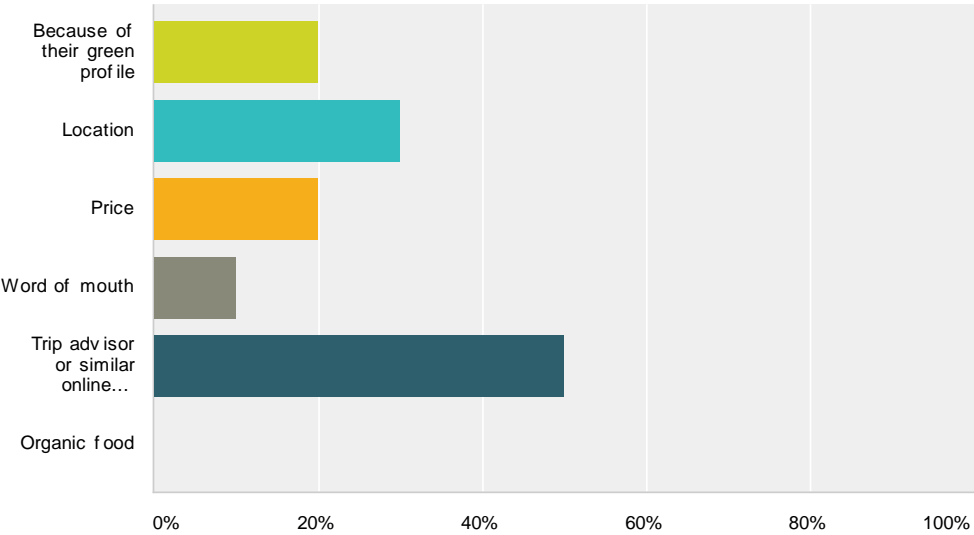
Besvart: 10 Hoppet over: 0



Sv ar val g	Sv ar	
Female	60%	6
Male	40%	4
Totalt antall respondenter: 10		

Q4 Wh did you choose to stay
at Guldsmeden?

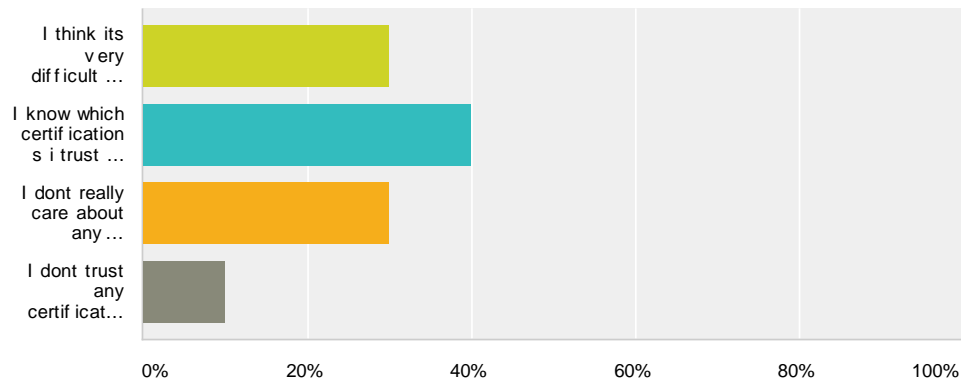
Besvart: 10 Hoppet over: 0



Sv ar val g	Sv ar	
Because of their green profile	20%	2
Location	30%	3
Price	20%	2
Word of mouth	10%	1
Trip advisor or similar online reviews	50%	5
Organic food	0%	0
Totalt antall responder: 10		

Q5 How aware are you on the eco-certifications in the hotels you stay at?

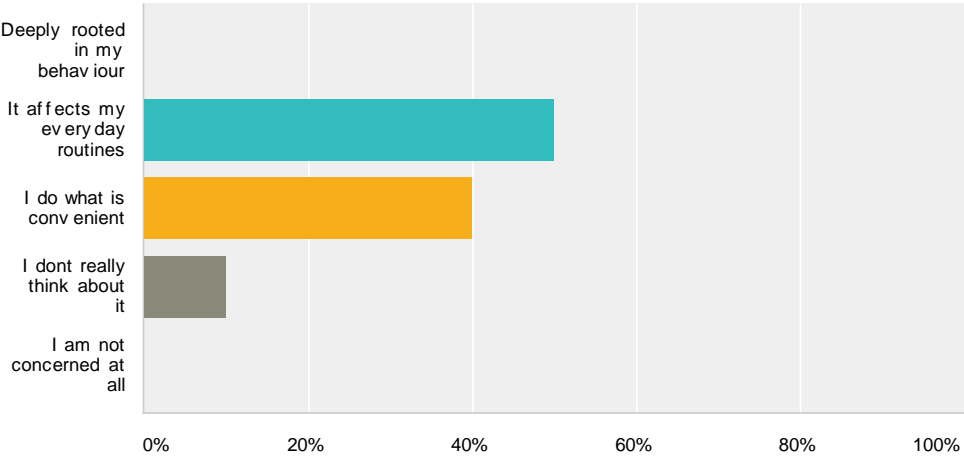
Besvart: 10 Hoppet over: 0



Sv arvalg	Svar	
I think its very difficult to know for certain whether hotels are green or not	30%	3
I know which certifications i trust and which i dont	40%	4
I dont really care about any certificatons	30%	3
I dont trust any certifications	10%	1
Totalt antall responder: 10		

Q6 How environmental conscious are you?

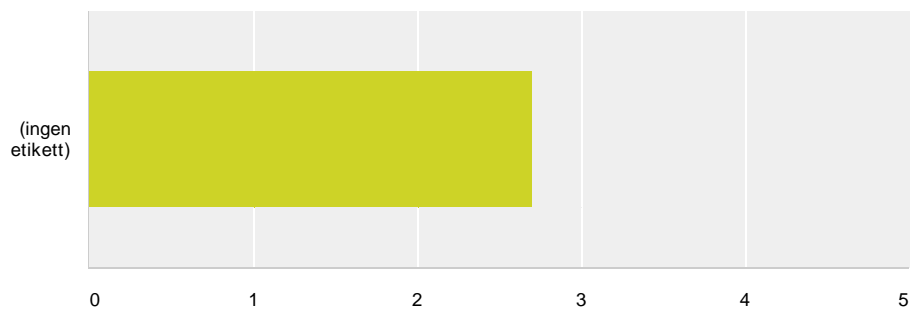
Besvart: 10 Hoppet over: 0



Sv ar val g	Sv ar	
Deeply rooted in my behaviour	0%	0
It affects my everyday routines	50%	5
I do what is convenient	40%	4
I dont really think about it	10%	1
I am not concerned at all	0%	0
Totalt antall responder: 10		

Q7 When chosing a hotel how important for you is it the hotel has mostly environmental sustainable solutions?

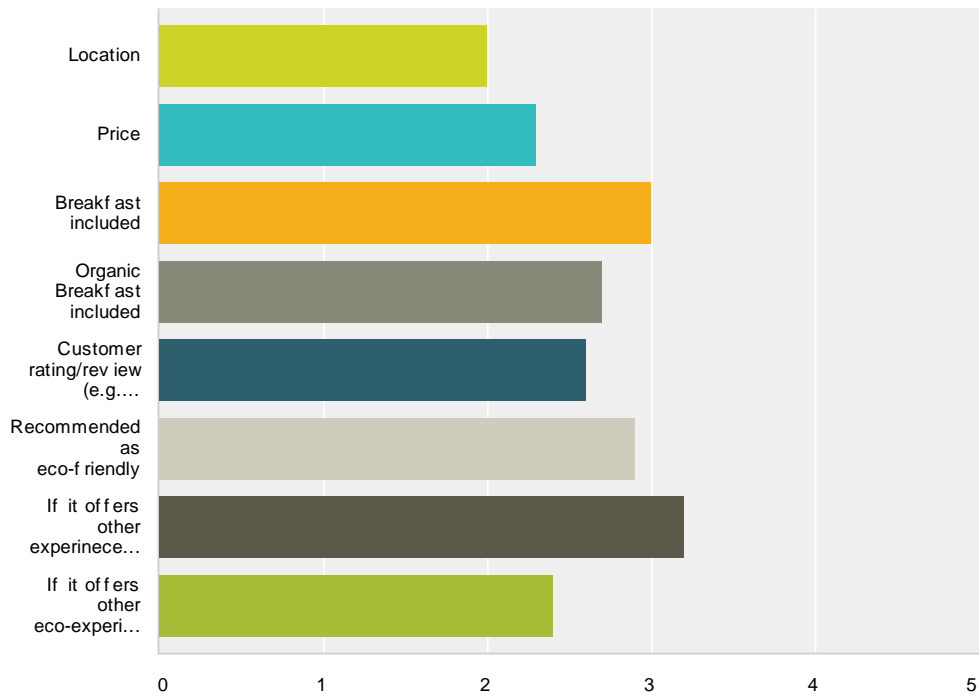
Besvart: 10 Hoppet over: 0



	Crucial	Important	If it's convenient	Not taken into consideration	Not important	Totalt	Gjennomsnittlig vurdering
(ingen etikett)	0% 0	30% 3	70% 7	0% 0	0% 0	10	2,70

Q8 What would make you choose an eco- friendly hotel? (Please rank the alternatives where 1 = Crucial, and 5= I dont care)

Besvart: 10 Hoppet over: 0



	1	2	3	4	5	Totalt	Gjennomsnittlig vurdering
Location	50% 5	20% 2	20% 2	0% 0	10% 1	10	2,00
Price	50% 5	20% 2	0% 0	10% 1	20% 2	10	2,30
Breakfast included	10% 1	20% 2	40% 4	20% 2	10% 1	10	3,00
Organic Breakfast included	20% 2	20% 2	40% 4	10% 1	10% 1	10	2,70
Customer rating/review (e.g. Tripadvisor)	30% 3	30% 3	10% 1	10% 1	20% 2	10	2,60
Recommended as eco-friendly	0% 0	40% 4	30% 3	30% 3	0% 0	10	2,90
If it offers other experineces (e.g bike rental, dining opportunities)	10% 1	20% 2	30% 3	20% 2	20% 2	10	3,20
If it offers other eco-experiences (e.g. bike rental, dining opportunities)	10% 1	40% 4	50% 5	0% 0	0% 0	10	2,40

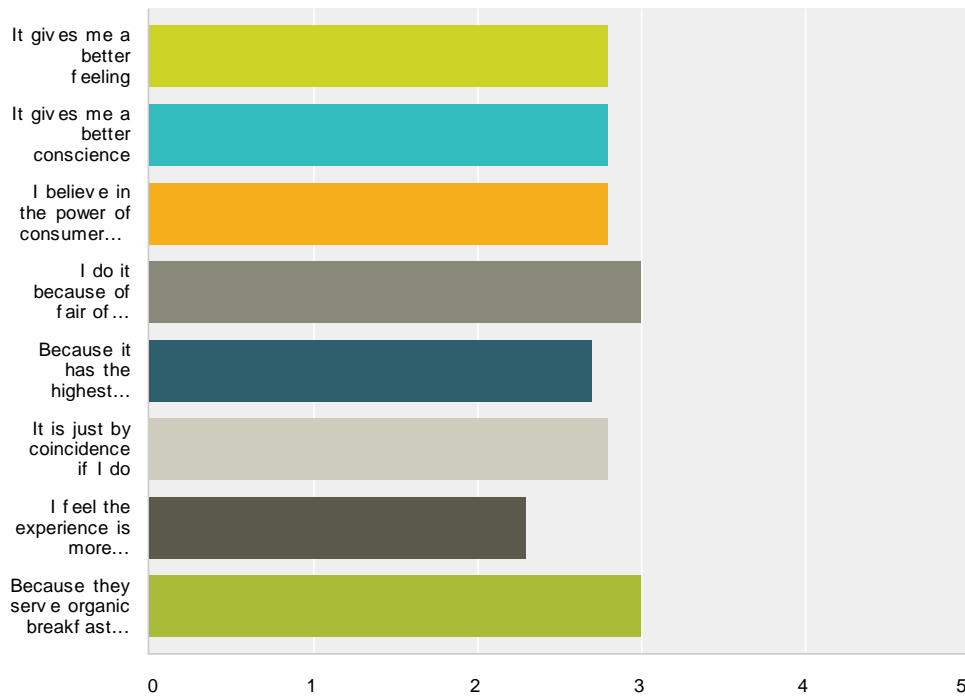
**Q9 Do you think its worth paying extra
for environmentally sustainable
alternatives?**

Besvart: 7 Hoppet over: 3

Sv ar val g	Sv ar	
Yes	100%	7
No- Please explain why	0%	0
Totalt antall responder: 7		

Q10 When or if you choose eco-friendly hotels or other experiences, what is the reason? (Please rank where 1 = Highly agree and 5 = Disagree)

Besvart: 10 Hoppet over: 0



	1	2	3	4	5	Totalt	Gjennomsnittlig vurdering
It gives me a better feeling	20% 2	20% 2	20% 2	40% 4	0% 0	10	2,80
It gives me a better conscience	20% 2	20% 2	20% 2	40% 4	0% 0	10	2,80
I believe in the power of consumer demands to create a market	20% 2	20% 2	30% 3	20% 2	10% 1	10	2,80
I do it because of fair of judgement	10% 1	10% 1	50% 5	30% 3	0% 0	10	3,00
Because it has the highest ranking on costumer reviews (e.g. tripadvisor)	10% 1	40% 4	20% 2	30% 3	0% 0	10	2,70
It is just by coincidence if I do	0% 0	60% 6	10% 1	20% 2	10% 1	10	2,80
I feel the experience is more authentic/closer to nature	30% 3	40% 4	0% 0	30% 3	0% 0	10	2,30
Because they serve organic breakfast (food)	10% 1	20% 2	40% 4	20% 2	10% 1	10	3,00

**Q11 What are your perception of the
eco- evironemental state of the hotel
industry in Norway? (Are some hotels
better than others?)**

Besvart: 6

Hoppet over: 4

Q12 Do you have any other comments on eco-environmental experiences?:

Besvart: 4 Hoppet over: 6