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## **Master thesis**



# **Explaining the Requisite Variety of Scandic Hotel Ørnen A Case Study Approach**

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## **Abstract**

The Norwegian hotel industry is knowledge-intensive. In the context of egalitarian Norway, managing differences can be challenging. Hotels are dependent of managing their contingencies and understand their external environment. Their perspectives need to be diverse and so does their employees. One way to solve this is through diversity management. However, diversity alone is not enough, it needs to be connected to knowledge. This thesis regards diversity and knowledge as knowledge assets that can create value for the organization as the requisite variety of the organization. The requisite variety is the necessary difference within the organization that is needed to take on the challenges that the company faces. By doing a qualitative case-study of Scandic Hotel Ørnen, the knowledge assets are conceptualized to represent the requisite variety of Scandic Hotel Ørnen. Culture diversity is included when mapping out the organization.

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# 1. INTRODUCTION

Despite 14.1 percent of the population descending from countries outside Norway (SSB,2018), progressive views on how cultural diversity can increase competitiveness and innovation are met with resistance in Norway. A former IBM-employee and now leader of the government agency of innovation, Innovation Norway, Anita Krohn Traaseth argued for the positive effects of cultural diversity within Norwegian companies on organizational outcomes:

If Norwegian companies are going to become world-class, we need to a larger extent represent the world we want to be a part of. (Dagbladet, 2017)

The Norwegian business world can be seen as trying to adapt their diversity into valuable managerial concepts.

One such concept is requisite variety (Nonaka and Takeuchi, 1995). Although this concept is under-researched as a topic within diversity management, it has merit in terms of understanding what variety, or diversity, the organization needs to gain knowledge from its environment and act upon it. Requisite variety will consist of the necessary knowledge assets (Nonaka, Toyama and Konno, 2000) that the organization needs to manage according to their environment:

To cope with many contingencies, an organization has to possess requisite variety, which should be at a minimum for organizational integration and a maximum for effective adaptation to environmental changes. (Nonaka, Toyama and Konno, 2000, p. 28)

This thesis conducts a case-study applying a knowledge-based case of diversity management in the Norwegian context and the scope is to explore Scandic Ørnen, one individual hotel within the Scandic Hotels hotel-chain, to better understand how diversity and knowledge creates value within the Norwegian hotel industry. Running a hotel has always been about handling diversity. Each guest has their own preferences, needs and is in a specific situation when choosing to stay at a hotel. The hotel needs to be able to acquire knowledge about their guests and put this knowledge into action to ensure a good hotel experience. Hotels need diversity. The Norwegian hotel industry is no exception. Scandic Hotels are ambitious. Scandic Hotels are developing diversity as part of their company culture to reflect the society they operate in. Through this

practice they hope to understand their guests better. To stay on top of their competition also within diversity management, Scandic wants to lead the hotel industry by 2020 (Scandic, 2018). As the hotel industry in Norway has shown to be willing to adopt diversity as a focus area, this industry is important to investigate when aiming to understand more about the knowledge-based case of diversity management. The main tool for this investigation the concept is the concept of requisite variety and the theory of knowledge creation (Nonaka and Takeuchi, 1995).

## **1.1 Problem formulation and delimitation of study**

According to Yang and Konrad (2011) researching the "fit between diversity management practices and other organizational systems" is an under-researched topic. More and more research coupling diversity and knowledge shows potential of creating organizational practices that harness diversity and create unique knowledge-based organizational advantages. Therefore, this thesis places knowledge at the core of a model that researches the value of diversity within a company. The study researches the effects of diversity on how knowledge is created and disseminated within an organization.

This thesis has through an explanatory study aimed to research the following parts of the organization:

The extent to which diversity management practices can generate a rare and inimitable diverse human capital base. The extent to which diversity management practices can generate a rare and inimitable positive working relationship in a diverse set of stakeholders (Yang and Konrad, 2011, p. 20).

The aim of the thesis is to contribute to our understanding of the knowledge based organizational practices within diversity management. Diversity management touches upon many, if not all, parts of the organization (Mensi- Klarbach and Hanappi- Egger, 2012). Diversity, whether it is being managed or not, will always be present within an organization and the same can be said about knowledge. To understand the occurrence of diversity and knowledge this thesis combines the conceptual framework of Nonaka and Takeuchi (1995) and various theories concerning diversity management.



Having introduced the thesis theoretical framework, I now propose the main research question:

RQ: How can knowledge and cultural diversity create organisational value  
within the Norwegian Hotel Industry?

This question revealed a large field of diversity theories and diversity management-literature. The research question has been used to create a general overview over both the topics of diversity, diversity management, knowledge within organizations, knowledge creation and innovation. Early stage-research has been dealing with secondary data like academic papers, thesis and articles, furthermore news-articles, current events, politics and other sources have been investigated. When discovering the multiplicity of research concerning both diversity and knowledge in organizations it became clear that a delimitation of subject was necessary. As diversity is clearly context-dependent the Norwegian context has been added to delimit the study and make the content more concrete and adherent. To ensure adequate focus the unit of analysis was chosen to be the knowledge-case of diversity in Norwegian hotel industry.

Here the term of *diversity management* clarified that it is not diversity as a general term that is researched, but rather diversity as an organizational artefact. Furthermore, knowledge creation points to theories and models made by Nonaka and Takeuchi (1995 and 1998) and the organizational perspective that their research is based upon. This thesis researches Scandic Hotel Ørnen as a “knowledge-based organization”. This term concerns organizations that regard knowledge as their “basic economic resource” (Drucker, 1993) .

Prior to formulating a case-study, a number of sub-research questions have been developed. Diversity management tends to be closely related to the corporate communication and implementation of diversity efforts. Therefore, it seemed relevant to ask about how the employees are conscious and aware about diversity:

Sub-RQ1: How is diversity perceived within a knowledge-organization and how is diversity managed as consequence of this perception?

Sub-RQ2: Do they have a “value-in-diversity”<sup>1</sup>-perspective?

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<sup>1</sup> «Value-in-diversity»-perspective is a concept created by Cox and Blake (1991) which will be further explained in Chapter 2.

This study did not have full access to the knowledge network of Scandic Hotels, and this limited how much one can discuss the extent of their knowledge management. Yet, how the employees create knowledge was investigated, and the following questions were researched for that purpose:

Sub-RQ3: What processes for development and creation of knowledge dominates within Scandic Hotel Ørnen?

Sub-RQ4: Is diversity regarded as an organizational resource within Scandic Hotel Ørnen and seen in relation with development and creation of knowledge?

To answer these questions, qualitative data will be used to describe different workplace-experiences. These experiences will be identified, investigated and analyzed through using the perspectives of Nonaka (1998) to describe the processes.

## **1.2 Thesis structure**

The thesis is divided into six parts. The introduction gave early insights about the context of the research and the research-topic. Furthermore, the first chapter explained the research purpose, delimitation of study, research-questions and sub research-questions. In chapter 2, different parts of theories related to diversity management and organizational knowledge creation were reviewed to form a theoretical framework. In the third part, the research is put into a methodological framework consisting of philosophy of science and the data collection methods, followed by analytical strategies, which explain how and why the analysis were conducted. The subjects of research ethics and access of data are also mentioned.

In the fourth chapter, the data and the analysis are presented. Secondary data, like official company statements and other publicly available data, is presented. Data from social media and interviews from a key employee form the primary data sources. The fifth part discusses issues that emerged through analysis and theory driven insights. Finally, the sixth part is the conclusion of the thesis where the research project is briefly summarized. Additionally, limitations and suggestions for future research are mentioned.

## **2. THEORETICAL FRAMEWORK**

### **Choice of theory**

Initially, a literature review was conducted to get a comprehensive overview and understanding of the two main theoretical research strands on diversity management and knowledge creation. Both these strands have an abundant amount of research history. However, the field of diversity management is subject to a multitude of different discourses and can be judged to lack coherence. Therefore, this thesis chose to highlight aspects of diversity management that could be of analytical value given the knowledge-based view of diversity. The concept and theories related to knowledge creation show a large degree of consistency and coherence. Nonaka has continued to develop his framework and theoretical application including more companies and somewhat new concepts as well (Nonaka, 1994; Nonaka and Takeuchi, 1995; Nonaka and Konno, 1998). The theory of organizational knowledge creation has been adapted to the scope of the thesis and the case-company, Scandic Hotel Ørnen, with some parts of the theory highlighted. This thesis centers around what knowledge processes and knowledge outcomes that result from the diversity within and beyond the organization. The focus is on the quality and perhaps innovation of the organizational processes and knowledge outcomes in form of products, services, organizational practices or other value that can be created through knowledge creation. Finally, a theoretical framework based upon combining diversity management and knowledge creation is synthesized from the body of knowledge derived from the literature review.

## 2.1 Diversity Management within Organizations

Firstly, this thesis bases its investigation of the management-concept of diversity management on the following theoretical grounding:

Diversity management may be defined as a management concept which, acknowledging the value of difference, strategically and systemically strives to promote equity among its workforce in order to create added value (Mensi-Klarbach and Hanappi-Egger, 2012, p. 162).

The definition denotes that diversity management is a flexible construct that makes it impossible to adopt a “standard” framework for all organizations. The diverse nature of the American society has given rise to large parts of the current literature and research produced on the area although diversity and how it should be managed is clearly context-dependent. The fact is that there is no one single optimal approach that organizations can employ to foster diversity (Mensi-Klarbach and Hanappi-Egger, 2012). The same conclusion might apply for different national contexts and countries. Risberg and Söderberg(2008) researched how Danish companies and organizations construct their own diversity management. They concluded that the somewhat universal managerial concepts of diversity has to be translated into the local context to be accepted by the local actors; Denmark possesses unique cultural and societal characteristics that differ from the UK and the US where the current framework of diversity management have been developed and implemented. As Denmark is a neighboring country of Norway and has cultural similarities, one might presume that also Norwegian companies construct their own diversity management.

Diversity management as a managerial discipline relies both on a moral grounding and business benefit. The moral case for diversity “aims at combining discrimination by legal means while fostering social diversity in the workplace” (Mensi-Klarbach and Hanappi-Egger, 2012, p. 68). Alternatively, diversity can be seen as opportunity for the organization. In that case it is labeled as a business case consisting of clear and concrete economic goals to be reached through implementing diversity practices (Mensi-Klarbach and Hanappi-Egger, 2012). There exists firm data that confirms diversity as profitable in many areas of company growth (McKinsey & Company 2015 and 2017). The increased validation of the *business case of diversity* is making successful diversity efforts an aspiration for many organizations. Still, there needs to be

developed able strategies that do not only follow the old models of what diversity management was in the past. Dobbin and Kalev (2016) reports that many diversity programs are stuck in the past following blindly the anti-discrimination methods born in the US of 1960s and that most diversity programs are not increasing diversity.

This is not a legal-paper concerning the *moral case of diversity*, nor a paper investigating the typical *business case of diversity* dealing with the profitability of diversity, although these perspectives have merit and there exists abundant research along those lines. This thesis is a paper about the organizational creation of knowledge on the basis of *cultural diversity* and the theories included are used for that purpose.

There are common patterns that have been established through analyzing how diversity has been dealt with within companies. Dass and Parker (1999) says that one can roughly differentiate how diversity is being managed into three approaches:

The *episodic approach* where diversity is handled as isolated incidents on an ad-hoc basis possibly due to lack of pressure towards diversity-efforts. Secondly, the *freestanding approach* where diversity-initiatives are seen as somewhat unrelated with the organizational tasks and often get branded as insignificant and overly political in nature within the organization. Thirdly, when diversity is linked and integrated with the core organizational tasks and diversity is being regarded as a strategic issue, the organization at hand has adopted the *systemic approach* which also lies the basis for the definition of *diversity management* by (Mensi-Klarbach and Hanappi-Eger, 2012, p, 162).

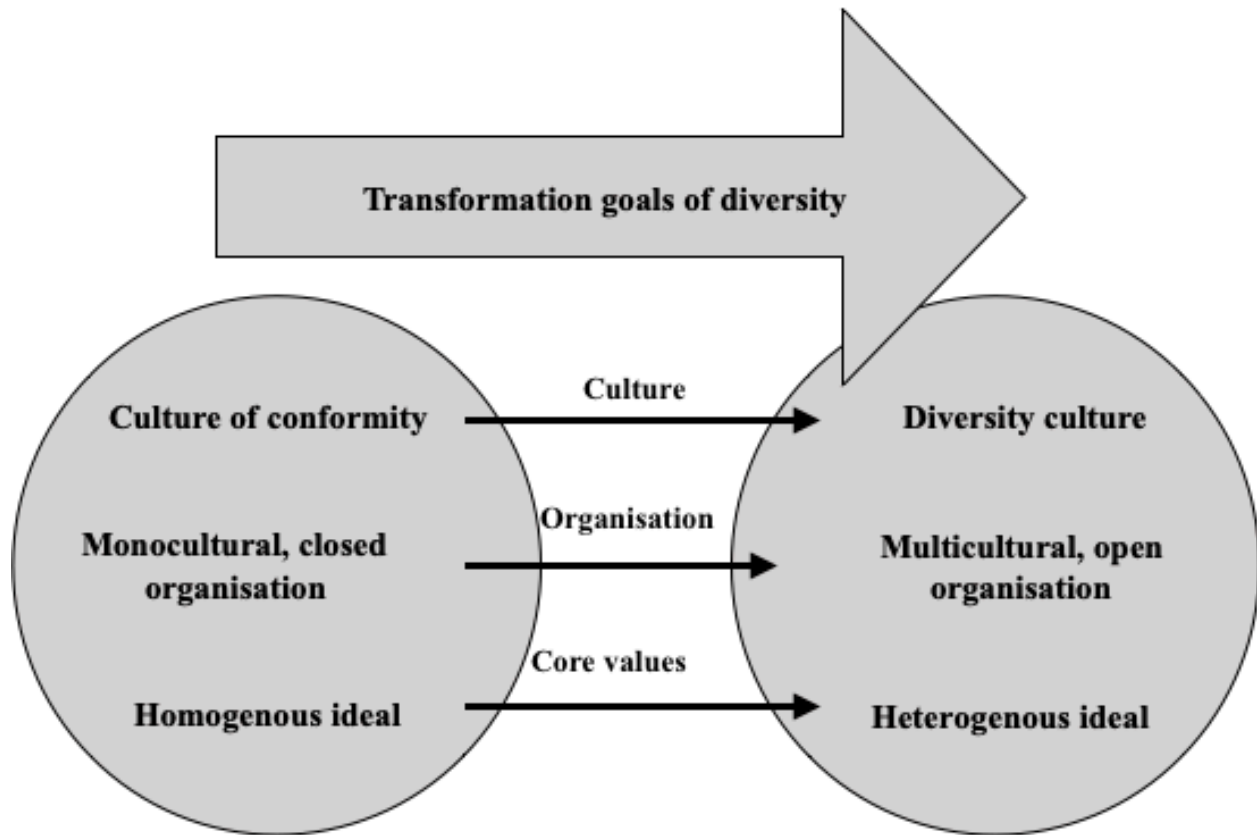


Figure 1: *Transformation goals of Diversity Management*, Hanappi-Egger, 20012, p.163, adapted from Schulz (2009)

Thusly, the diversity management concept becomes complex. According to Schulz (2009) and highlighted through figure 1, *diversity management* takes place at the cultural, organizational and core value-level, all at the same time. The organization needs to go from a culture of conformity to a diversity culture while changing from a closed and monocultural organization into a multicultural and open organization. Finally, the core values need to change from having a *homogenous ideal* to adopting a *heterogenous ideal*. Potentially, *diversity management* can become one of the key drivers of value creation within the organization.

Yet, to be able to establish a unit of analysis, this thesis recognizes the underlying assumptions of diversity management:

Context-specificity: Every organization will require its own unique form of diversity management depending on the individual contextual framework.

Systemic strategic approach: Diversity management must be integrated into the core business activities of an organization.

Learning perspective: Diversity management means engaging in a long-term learning process at the individual, group and organizational levels.

(Hanappi-Egger and Hofman, 2012, p. 163)

Accordingly, this thesis adopts a *learning perspective on diversity management* as initially proposed by Thomas and Ely (1996). At the same time the study takes the perspective where the researched organization can potentially utilize diversity and knowledge strategically. This is done by using a systematic approach highlighting context-specificity through the *organizational knowledge creation* theory developed by Nonaka (1994). This unified approach acts as an analytical model for handling the organizational practice of *diversity management* and seeks to build upon a knowledge-based view for developing diversity within organizations.

### 2.1.1 Cultural Diversity

*Cultural diversity* means “the representation, in one social system, of people with distinctly different group affiliations of cultural significance” (Cox, 1994, p 3). This is associated with the *value-in-diversity* perspective introduced by Cox and Blake (1991) which argues that organizational value is created by diversity if diversity is managed well.

The *cultural diversity* an organizational member brings into the organization does not exist independently, it will be both influenced by and influence the *organizational culture*.

Organizational culture refers to values, artefacts (office design, logos and websites), norms (guiding principles and shared implicit and explicit expectations and roles, behavior and practices) that influence social interactions

(Danowitz and Hannappi- Egger, 2012, p. 140).

People are recruited into the organization due to their background and skill-set, still the *organizational culture* can modify behaviors and utilization of skills and experience:

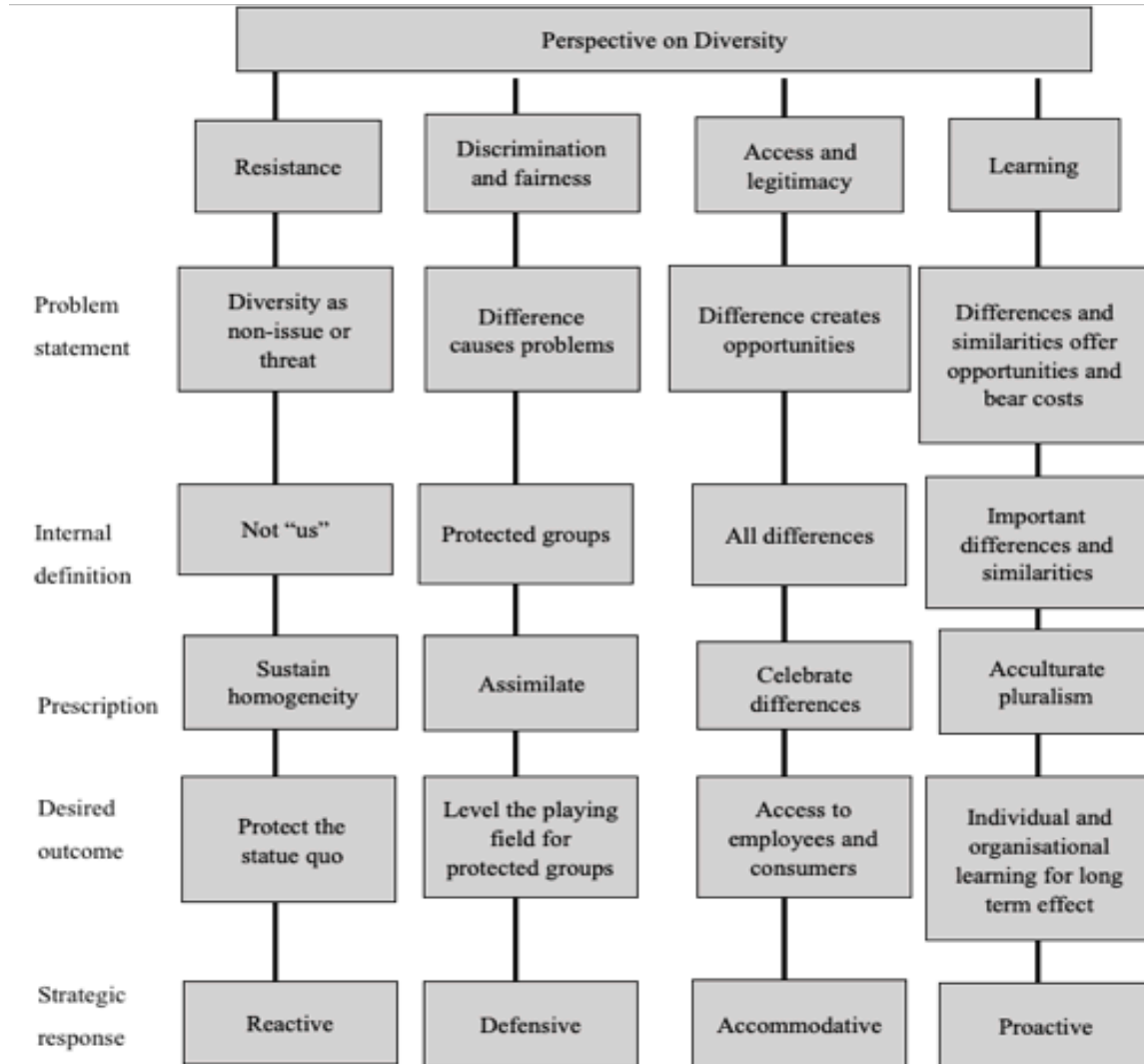
Diversity exists both within and among cultures; however, within a single culture, certain behaviors are favored, and others repressed. The norm for a society is the most common and generally acceptable pattern of values, attitudes, and behavior. ... A cultural orientation describes the attitudes of most of the people most of the time, not all of the people all of the time. (Adler, 1986, p. 17)

People need to “fit in” and sometimes organizations might lose out on potential added value creation from their employees. Ideally, all organizational members should be able contribute fully to the organization. To achieve this, you need *inclusion* which “means enabling and valuing the participation of all employees so that they contribute fully to the organization.” (Hanappi-Egger, 2012, p 26) In Norway, non-discrimination is protected by the law on discrimination and equality (Lovdata, 2008) while egalitarian ideals of equality stand strong (Schei and Gelfand, 2018). To what degree you have an *inclusive organization* or not, will be determined by how the *organizational culture* responds and relates to diversity. To answer this question, it is decisive to analyze what perspective on diversity the organization currently has. The *diversity perspective* of Dass and Parker (1999) has implications that influence an organization’s ability to create value from diversity. The model of Dass and Parker (Figure 2) is essentially assessing an organizations *diversity climate* defined as:

A shared understanding among organization members of an organization’s diversity related structures and actions. It comprises the perception of fairness regarding inclusion and exclusion of people from diverse backgrounds.  
(Danowitz and Hanappi-Egger, 2012, p 147)



Figure 2: *Perspective on Diversity*, adapted from Dass and Parker (1999), p. 70



If the organization has the perspective of *resistance* or *discrimination and fairness* it will be either reactive or defensive to all issues that are connected to diversity. On the other hand, the perspectives of *access and legitimacy* and *learning* already have an organization trained to look for opportunities within diversity and will be able to respond in an agile way to all issues concerning diversity. A *resistance*-organization works to sustain homogeneity and hopes to protect the status quo while a *learning*-organization knows the effect of diversity and heterogeneity on its organization and utilizes this insight proactively. These characteristics have similarities with the change-model of Schulz (2009). This thesis uses the learning-perspective on diversity as the basic outlook and ideal.

### **2.1.2 Fluency heuristics**

In psychology, a fluency heuristic is a mental heuristic in which, if one object is processed more fluently, faster, or more smoothly than another, the mind infers that this object has the higher value with respect to the question being considered. (Jacoby and Brooks, 1984)

The fluency heuristic might explain that members of an organization with a “homogenous ideal as core value” (Schulz 2009) would shy away from people that are looked upon as heterogenous or “different”. These organizational members would tend to choose to interact with or even recruit people that they would perceive “fluently” which means that they are accustomed to those kinds of people and “get what they expect” from them. Going further, if the heuristic is valid in the case of assessing diversity, people would naturally involve more people like themselves when it comes to sharing knowledge, solving problems or creating solutions. Homogeneity will be naturally favored over heterogeneity because it is easier to process. It takes the least amount of effort to make sense of something you already know.

## 2.2 Organizational Knowledge Creation

*Organizational knowledge creation* (Nonaka and Takeuchi, 1995; Nonaka and Konno, 1998) is an organizational theory that can encompass the diffusion of diversity within and around an organization. This organizational theory is seen appropriate to investigate the effects of cultural diversity on organizational value creation. The value creation of *cultural diversity* on its own can be looked upon as somewhat ambiguous, difficult to measure and research. This thesis applies *knowledge creation* as a way of connecting the contribution of *cultural diversity* to the knowledge resources within the company.

Nonaka and Takeuchi (1995) states that knowledge is created only by individuals and that an organization cannot create knowledge without individuals. *Organizational knowledge creation* is a process that supports and helps individuals by enabling contexts for them to create knowledge. This process is designed with the aim of creating knowledge that leads to streams of profit through offering an event and not merely an object (Nonaka, 2012). Hence the process of *knowledge creation* values subjectivity. Having a shared context designated for the creation of knowledge is the ontological dimension of *organizational knowledge creation*.

One has to accept the ontological foundation of *knowledge creation* to be able to see the universal applicability of *organizational knowledge creation*; Nonaka's framework of the "ba" or "the place" is based on the works of Nishida's "basho" and how he explains experience as seen from the Japanese perspective giving name to the term "pure knowledge". In attaining "pure experience" "the self itself is only realized through the act of experiencing" (Chia, 2004). The way that Nishida sees it, the viewpoint of *knowledge creation* is the pursuit of pure knowledge. And this is regarded as the reason for the success of the Japanese view on *knowledge creation* (Nonaka, Konno and Toyama, 2000). Nishida and Nonaka alike put high emphasize on the value of tacit knowledge, as the knowledge is of human character, always connected with human experience:

Truth and knowledge cannot be obtained by theoretical thinking but through one's total mind and body. ... Perfect truth cannot be expressed in words (Nishida, 1921).

To conceptualize the process of *knowledge creation*, Nonaka and Takeuchi (1995) introduced an epistemological dimension that recognizes the complementarity of *tacit knowledge* and *explicit knowledge*. Nonaka and Takeuchi use Polanyi's (1966) definition of *tacit knowledge* as "we know more than we can tell" and points to the part of knowledge that is personal and context-specific and that is not immediately easy to express using words or language. The tacit knowledge has both a cognitive dimension and a technical one (Nonaka and Konno, 1998). The cognitive dimension is often intangible and contains mental models, ideas and values while the technical dimension or *techne* is more concrete consisting of skill-oriented "know-how".

On the other hand, explicit or codified knowledge is "transmittable in formal, systematic language." Polanyi argues that by taking merely explicit knowledge into hand one is barely considering the "tip of the iceberg of the entire body of knowledge" (Nonaka and Takeuchi, 1995, p 60). Accordingly, to acquire the full depth of knowledge one needs to act as a subjective part of the environment to tacitly use one's senses to integrate the particulars of presence. It is necessary "to integrates one's body with the particulars" (Nonaka and Takeuchi, 1995, p 60) creating a knowledge of experience in the "here and now" of a specific context. This is a process of acquiring tacit knowledge. When this has been done one can create knowledge of rationality in the "there and then" oriented past. The outcome is a context-free theory producing explicit knowledge. This knowledge is of an objective kind.

### 2.2.1 The SECI-model of Knowledge Conversion and the Concept of Ba

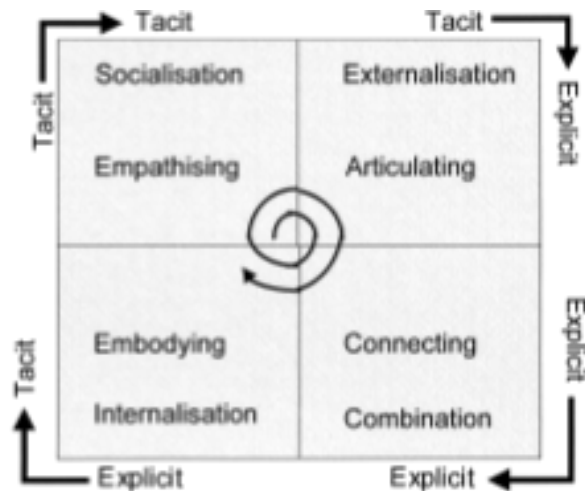


Figure 3: *The SECI-model of Knowledge Conversion*, Nonaka, Toyama and Konno, 2000, p.12

*Knowledge conversion* regards tacit and explicit knowledge as complementary entities. Nonaka and Takeuchi (1995) assumes that knowledge is created through the interaction between tacit and explicit knowledge. The SECI-model shown in figure 3 (Nonaka, Toyama and Konno, 2000) shows 4 stages of *knowledge conversion*, each with different knowledge-exchanges taking place: 1) *socialization* (from tacit knowledge to tacit knowledge); 2) *externalization* (from tacit knowledge to explicit knowledge); 3) *combination* (from explicit knowledge to explicit knowledge); and 4) *internalization* (from explicit knowledge to tacit knowledge).

Nonaka and Konno (1998) developed the SECI-model further to include what they called the *ba*, literally meaning “place” in Japanese and thusly pointing to the place of *knowledge conversion*. *Ba*- thinking” highlights and conceptualizes the importance of context in *organizational knowledge creation* theory. It is based on the idea that knowledge does not take place in a vacuum (Nonaka and Takeuchi, 1995). Knowledge needs a place and a context. The purpose of the *ba* is to build inter-subjectivity between the people involved in the *ba*, it is a “shared space for emerging relationships” (Nonaka and Konno, 1998, p.1). *Ba* is meant to act as a helpful metaphor and conceptually aids and supports the SECI-model.

In the *socialization-phase*, conversion of tacit knowledge takes place through shared experiences both emotionally and physically. Tacit knowledge is time- and space-specific (Nonaka and

Takeuchi, 1995) which means that people have to meet in the same *ba* to be able to develop knowledge together. Tacit knowledge is accumulated, and people exchange their worldview. The exchange is often largely informal and casual. “The individuals’ emotions, feelings, and mental models have to be shared to build mutual trust” (Nonaka and Takeuchi, 1995, p.85). This is also referred to as an originating *ba* where the individual transcends the boundary between self and others through emphasizing and sympathizing with other people (Nonaka, Konno and Toyama, 2000). The outcome of this is what Nonaka calls sympathized knowledge (Nonaka and Takeuchi, 1995).

In the *externalization-part* of the process, tacit knowledge is articulated and becomes the basis of new knowledge in the form of explicit knowledge. Mental models and skills are converted into common terms and concepts through dialogue and extensive use of metaphors (Nonaka and Konno, 1998). This process crystallizes the knowledge allowing people to share knowledge and develop new knowledge.

The next stage of knowledge creation is the *combination-stage* where explicit knowledge is being converted to more complex levels of explicit knowledge. This phase is also called *cyber-ba* and is a rigid and highly logical process (Nonaka and Konno, 1998). This explicit knowledge is gathered from inside or outside the organization and disseminated throughout the organization. This process also includes “breaking down” concepts, from overall organizational concepts to smaller conceptual pieces of knowledge that can be handled by individuals or distinct groups within the organization (Nonaka and Takeuchi, 1995).

The final stage of the SECI-model is where the explicit knowledge is being embodied into tacit knowledge, this process is called *internalization*. Here the explicit knowledge is shared throughout the organization and transformed into tacit knowledge using various training-modules, meetings and other shared organizational practice.

### 2.2.2 Knowledge assets

The company builds up *knowledge assets* to gain competitiveness:

At the base of knowledge-creating processes are knowledge assets. We define assets as firm-specific resources that are indispensable to create values for the firm. Knowledge are the inputs, outputs and moderating factors of the knowledge creating process.

(Nonaka; Toyama and Konno, 2000, p. 20)

The knowledge assets are dynamic in the sense that the type of knowledge can change as they go through the knowledge creation process. Figure 5 shows the different types of knowledge assets that are products of the different type of stages within the SECI-model. The experiential knowledge assets are connected to the socialization-stage, the conceptual knowledge assets are from the externalization-stage, the systemic knowledge assets are from the combination-stage and lastly, the routine knowledge assets are from the internalization-stage.

<b>Experiential Knowledge Assets</b> Tacit knowledge shared through common experiences <ul style="list-style-type: none"><li>• Skills and know-how of individuals</li><li>• Care, love, trust, and security</li><li>• Energy, passion, and tension</li></ul>	<b>Conceptual Knowledge Assets</b> Explicit knowledge articulated through images, symbols, and language <ul style="list-style-type: none"><li>• Product concepts</li><li>• Design</li><li>• Brand equity</li></ul>
<b>Routine Knowledge Assets</b> Tacit knowledge routinised and embedded in actions and practices <ul style="list-style-type: none"><li>• Know-how in daily operations</li><li>• Organisational routines</li><li>• Organisational culture</li></ul>	<b>Systemic Knowledge Assets</b> Systemised and packaged explicit knowledge <ul style="list-style-type: none"><li>• Documents, specifications, manuals</li><li>• Database</li><li>• Patents and licenses</li></ul>

Figure 4: *Four categories of knowledge assets*, Nonaka, Toyama and Konno, 2000

As the knowledge assets are connected to the actions of each stage at the SECI-process, it is difficult measure them. However, Nonaka et al. (2000) suggests that an organization should map out its knowledge assets to the best of its ability. In this thesis, the concept of knowledge assets is used when explaining the knowledge creation of Scandic Ørnen.

### 2.2.3 Requisite Variety

Nonaka started with the concept of *requisite variety* when developing the *organizational knowledge creation theory* (Nonaka, 2013). The concept comes from cybernetics and was intended to have a wide range of applications; biology, medicine and sociology (Ashby, 1956). When it comes to *requisite variety* in the realm of business-organizations, this can happen when the organization is faced with unknown external stimuli as a consequence of a sudden change. This is a test to see if the organization has the *internal diversity* of people, information, ideas and other factors to handle the urgent event, that is to check if it has the necessary *requisite variety*:

An organization's internal diversity has to match the variety and complexity of the environment in order to deal with challenges posed by that environment.

(Nonaka and Takeuchi, 1995, p. 82)

Thusly, an organization can adapt to outside events to the extent of its own capacity within its *internal diversity*. A company's ability to perform *organizational knowledge creation* relies on *requisite variety*:

To cope with many contingencies, an organization has to possess requisite variety, which should be at a minimum for organizational integration and a maximum for effective adaptation to environmental changes. (Nonaka, Toyama and Konno, 2000, p. 28)

Figure 5: *Creating knowledge with outside constituents*, Nonaka, Toyama and Konno, 2000, p.13, page 24

Figure 5: *Creating knowledge with outside constituents*, Nonaka, Toyama and Konno, 2000, p.13, page 24



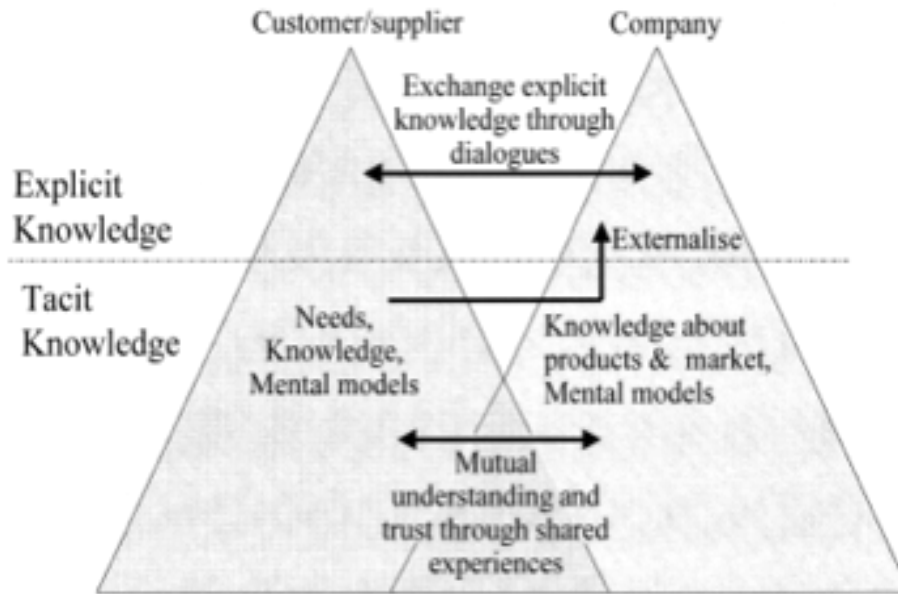


Figure 5: *Creating knowledge with outside constituents*, Nonaka, Toyama and Konno, 2000, p.13

Nonaka et al (1995 and 2000) clarifies the importance of *knowledge creation* through the active knowledge conversion between *tacit* and *explicit knowledge* to sustain *requisite variety*. How knowledge creation occurs when dealing with outside constituents are shown in figure 4. The figure displays how the company needs to understand and utilize both explicit and tacit pieces of knowledge and information, from within and outside the company, to sustain its requisite variety. Moreover, the figure shows how internal and external constituencies interact and cooperate to understand relevant contingencies and create relevant and immediate knowledge. The goal of these dynamic processes is to enable the company to grasp the full breadth of knowledge available at any given time.

Figure 4 shows the knowledge conversion processes of SECI. Firstly, in the process of a *socialization*, is where the company and the customer gain “mutual understanding and trust through shared experiences” (Nonaka, Toyama and Konno, 2000, p.20). Through this process, the company gets insights from the customer’s tacit knowledge and also share their own tacit knowledge in form of knowledge and mental models about the customer or its own company. They have created an *experiential knowledge asset*. Secondly, when the company is utilizing a process of externalization, the company works consciously to *externalize* tacit knowledge from

the needs, knowledge and mental models of the customer so it can be utilized for the purpose of the company. The result of this process are *conceptual knowledge assets*. Additionally, the company creates opportunity to exchange explicit knowledge directly with the customer, often through different *cyber-ba* through the process of combination of knowledge. Here the knowledge outcome is a *systemic knowledge asset*. According to Nonaka it is necessary to establish such an intricate system of knowledge processes to sustain *requisite variety*.

## **2. 3 Competitive advantage through diverse knowledge**

Where the only certain is uncertainty, the one true source of competitive advantage is knowledge. (Nonaka, 2013)

Nonaka's *organizational knowledge creation* commits to include tacit knowledge in the *knowledge creation* and thereby value creation of an organization. The cognitive part of tacit knowledge involves mental modelling of each individual employee crafting unique perspectives of the organizational reality. This tacit knowledge goes through the SECI-model, and this gets fortified into different types of knowledge (Nonaka et.al, 1995, 1998 and 2000). This reliance of the individual's ability to create knowledge freely can be interpreted as being an advocacy for heterogeneity within the organization. *Organizational knowledge creation* is an organizational theory that is dependent on diversity within the organization, and how this internal diversity can interact internally and externally to create knowledge and competitive advantage for the organization as a whole.

*Knowledge creation* was a consequence of Nonaka's investigations of *requisite variety* (Nonaka, 2013) where diversity was a central concept. The *knowledge creation company* (Nonaka and Takeuchi, 1995) recognized the need to understand different cultures through introducing the practice of *cross-cultural socialization* (Nonaka and Takeuchi, 1995, p. 209). This practice involves going to foreign countries and spending short periods of time in different cultures as a mission from the company to gain first-hand understanding and insights from the foreign context. These insights proved to give key insights to the knowledge creation of the companies.

Cultural diversity can potentially increase the level of *requisite variety* within the organization. Having a workforce consisting of a higher degree of *cultural diversity* will increase the number of worldviews, languages and perspectives within the organization. Of course, there has to be an open company-culture that permits multiple perspectives and points of view (Thomas and Ely, 1996). According to Justesen (2007), the collective understanding of a heterogeneous group of people can potentially give a larger and more competitive pool of knowledge compared to a more homogenous group. Justesen (2007) explains a dichotomy of heterogeneity and homogeneity of organizational practices. An organization will need homogeneity to form groups, social structures and organizational culture, yet it needs heterogeneity to get different input and creativity. Companies succeed with creating innovative output through designing organizational knowledge processes that combine and balance homogeneous and heterogeneous input (Justesen, 2007). This can potentially lead to innovative practices and increased competitive advantage. The double-edged sword of diversity (Basset-Jones, 2009) points to this dynamic as risky in terms of outcome. If diversity is not managed well it might result in conflict among heterogeneous groups and individuals instead of leading to innovation (Basset-Jones, 2009).

Thomas and Ely (1996) encourages that there should be possible for the employees to bring on their full range of knowledge and skills to tackle the challenges of their organization. Cognitive and experiential diversity adds to the perspectives within the organization while at the same contributing to clarification, organization and combination of new approaches (Thomas and Ely, 1996). Cognitive and experiential diversity are mainly tacit knowledge. Therefore, an organization that would like to benefit from diversity must put value in the tacit knowledge that lies within their organizational members. Increased cultural diversity can add new dimensions to the requisite variety of an organization and can create different and new knowledge

## **3. METHODOLOGY**

Methodology is “a combination of techniques used to inquire into a specific situation” (Easterby-Smith et al., 2012, p. 18). This thesis is an explanatory qualitative case-study that does not aim to formulate a hypothesis, but rather use theories and models to explore the research question “How can knowledge and cultural diversity create organizational value within the Norwegian Hotel Industry?” The assembled data is gathered to give depth and reflection to the same question.

### **3.1 Philosophical background**

#### **3.1.1 Philosophy of Science**

To gain a fundamental understanding of the research process and the research project as a whole it is necessary to establish a conscious relationship to the philosophy of science in the unique case of the thesis. According to Easterby-Smith et al. (2012) this can help to clarify research designs, direct the researcher towards the right approach and possibly create alternate research designs outside prior experience. The ontology of this thesis is based on relativism:

An ontological view that phenomena depend on the perspectives from which we observed them. (Easterby-Smith et al., 2012, p. 345)

The relativist perspective is considered beneficial when investigating cultural diversity because it allows for multiple viewpoints (Easterby-Smith et al., 2012) and unique cognitive models of realities. This perspective will also permit to tap deep into the tacit dimension (Polanyi, 1966) of knowledge creation.

The epistemological standpoint of this thesis is a social constructionist worldview and according to this view “reality is determined by people rather than by objective and external factors” (Easterby-Smith et al., 2012, p 23). “Diversity is in itself a social construction” (Tienari and Nentwich, 2012, p.129). Diversity is constructed within the social space created and the social interactions thereof. The objective of the thesis is to look carefully into the social interplay between diversity and knowledge creation. Therefore, it seems natural to adopt social constructionism for this purpose. Diversity is thought to always be salient, but whether it is applied to reach organizational performance is reliant on how diversity is socially constructed by the organization, the group and among individuals. According to the theoretical framework these

dynamics will play on the collectivity of knowledge, the awareness of *value-in-diversity* and how circumstances for *knowledge creation* to exist.

### **3.1.2 Research Approach**

The research goal of this thesis is to analyze and utilize existing theory within a novel context. A deductive approach involves “the testing of a theoretical proposition by the employment of a research strategy specifically designed for the purpose of its testing” (Saunders et al. 2016, p.714). The process started out as a deductive approach where existing theory on organizational knowledge creation and diversity management was gathered and investigated. During this stage of the research, secondary data about the context of Norway and commonalities between the two strands of diversity management and knowledge creation modified what type of theoretical framework that was seen relevant. However, it remains firmly placed within the organizational knowledge creation paradigm (Nonaka and Takeuchi, 1995) when it comes to the perspective on the organization at hand.

## **3.2 Data Collection**

### **3.2.1 Research Ethics**

As the topic of diversity can be somewhat controversial and politically sensitive it is important to consider the ethical aspects of doing such a research project. Research ethics are “the standards of the researcher’s behavior in relation to the rights of those who become subject of a research project, or who are affected by it” (Saunders et al., 2016). The absolute goal is not to inflict any harm to the individuals that are being interviewed or in any other way put them in an unwanted position due to participating in the data gathering of this thesis. The topic guide and the way companies were approached were adapted to accommodate such considerations. The respondents were informed about the type of research. There were conditional agreements that their names would not be used within the thesis. The sharing of social media content was fine as long as the name of the Instagram-profile was not visible. Recorded interviews were not to be shared with any other party other than the academic staff of CBS for evaluation of this thesis. Although, going through the formalities of research ethics instilled a sense of severity among the interviewees, it was important for the author to be honest and transparent when presenting the research. However, mentioning research ethics before initiating the interviews might have influenced the answers of the respondents.

### **3.2.2 Research Design**

Originally, a comparative study of two or more organizations was envisioned. However, due to lack of access to suitable organizations, and time constraints the scope of the research changed. It was considered necessary to steer towards a single-case approach to ensure quality of the case data, especially in terms of own capacity to process and handle the data in hand.

As the selection of a case to study should be related to theory or theoretical propositions of interest (Yin, 2018), the case-organization had to have stated strategies both in terms of knowledge and diversity. After researching many companies within the Norwegian business-environment, it became evident that the Norwegian hotel industry was knowledge-intensive and had several players that had developed a strategy related to inclusion and diversity.

The case of Scandic Ørnen forms a “common case” which tries “to capture the circumstances and conditions of an everyday situation - because of the lessons it might provide related to some theoretical interest” (Yin, 2018, p. 50). One ambition of this thesis was to tap into the knowledge, both tacit and explicit, that is created at the actual *ba* of one of Scandic Hotels. Therefore, proximity of the knowledge processes connected to the specific value being offered to the customers are of key importance. Furthermore, *internal diversity* and how it relates to the unique *requisite variety* of the hotel. The small organization of Scandic Hotel Ørnen was also made to specifically investigate the *context-specificity* of the diversity existing within that unique organizational unit. An exploratory research design means “research that aims to seek new insights into phenomenon, to ask questions, and to assess the phenomena in a new light” (Saunders et al, 2016). Since, the research goal is to discuss existing theory and ask questions about the phenomenon of diversity in a knowledge perspective, this study exhibits an *explanatory research design*.

Unit of analysis may be defined as: “The main level at which data is aggregated: can be individuals. Groups, events, organizations, etc. Within relativist studies researchers look for relationships between that vary across different unit of analysis” (Easterby-Smith et al., 2012, p.347). The primary unit of analysis of this study are individuals and groups at Scandic Hotel Ørnen involved in creating organizational value through *knowledge creation*. These people have to be willing to share their experiences concerning their diversity on an individual, group and organizational level. However, the unit of analysis involves the choice of interviewing subjects that are working within the small organization of the local hotel of Scandic Ørnen within a larger organization consisting of a chain of hotels, namely Scandic Hotels. As this is a relativist study, the relationships between the smaller organization of Scandic Ørnen and the larger organization of Scandic Hotels are also being analyzed. This is done because these two organizations are mutually dependent of each other. Moreover, the primary unit of analysis, Scandic Ørnen is not an independent organizational entity.

### 3.2.3 Research Strategy

This study involves investigating complex cultural dynamics regarding the creation of organizational value in the form of knowledge. For this purpose, qualitative methods in the form of semi-structured interviews and data in the form of social media were the main source of data. The purpose was to answer the research question and to help us determine the case company's *diversity perspective* and processes of *knowledge creation*. A study of company reports, webpages, social media and news-reports were investigated to form a representative selection of relevant secondary data. The secondary sources complemented the primary data. It was seen relevant to take official company statements into account to check if the perceived *diversity perspective* was similar. This was essential to identify discrepancies between the official and perceived *diversity perspective*. Additionally, the knowledge creation of Scandic and how Scandic utilized different types of knowledge was investigated. During the interviews, there were ongoing attempts to tap into the tacit knowledge of the interviewee. The reason for employing such a tactic, was to get to know her mental models and her own unique perspective on her work tasks and Scandic Hotel Ørnen.

In this analysis, the *cyber ba*-analysis constitutes an *etic* view, while the interviews from the field represents data from an *emic* perspective. This was done to get an “insider-outsider”-perspective of the hotel. Combining insider and outsider-perspectives can potentially lead to better insights because one can notice and distinguish different parts of the social interactions from inside and outside the organization (Easterby-Smith et al, 2012) .

When it comes to organizational and management research, an *emic view* means getting an insider perspective on the organization. The interviewee gave two interviews and several informal conversations concerning Scandic Ørnen Hotel. The author also visited the hotel as a guest in February 2019 and as a participant of a staff-event in December 2018. Familiarization of the hotel were made through several conversations on-site to understand the *ba*-structure of the organization and also to adapt to the hasty working-style of the hotel-employees.

This was done to get a more *emic* view upon the hotel and get a feel of its *organizational culture*. Using methods like this has the opportunity to challenge and extend the conventional wisdom and generate new insights into human behavior (Easterby-Smith et al, 2012, p. 51). In this case the



interviewee can be said to be a “native” within the culture of the hotel. Initially, she was interviewed informally once and through a semi-structured interview the second time. Furthermore, the private Instagram-account of the interviewee was also used as data. Also, upon visiting the hotel and through numerous informal conversations, many unstructured and fragmented pieces of information was shared with the author. Although the author was far from being a native within the culture of the hotel, many impressions of the hotel and how they work have been accumulated.

To get the outsider-perspective of Scandic Ørnen, but at the same time be certain that the data collected was relevant for understanding the organization, the Instagram-account of Scandic Ørnen was researched. According to Danowitz and Hannappi- Egger (2012) websites constitute organizational artefacts that is a part of the organizational culture. Of course, an account on Social media does not cover the full width of an organizational culture, but it can both document and influence social behavior within that organization. Observing the Instagram-account of Scandic Ørnen provided an *etic*- perspective on the organization through being removed from the social dynamics of the organization, but at the same time getting insights into organizational culture through following how events were displayed through Instagram-posts.

### **3.2.4 Topic Guide Structure**

A topic guide is “a prepared list of areas that need to be covered during the course of an interview” (Easterby-Smith et al., 2012, p.346). A topic guide during the interviews was used to give the conversation an overall design while at the same time keeping the conversation casual. Using a topic guide as a framework for each interview made it possible to get the respondent to talk freely about different concepts and experiences related to diversity and knowledge creation. Before each interview, the intention and form of research was carefully explained, and the respondents were asked if they had any questions regarding the type of research or the research process. This part of the conversation was not recorded as it was not seen as part of the content relevant to research. The interviews lasted for 33, 23 and 30 minutes. The three interviews were conducted in Norwegian both face to face and by telephone. After the interviews had been conducted the interviews were listened to and two of the interviews were transcribed (Appendix 3.2). The topic guide is in appendix 3.1.

The first part of the interview concerned subjects connected to knowledge creation at the hotel. Here the interviewer tried his best to contextualize the questions so that the respondent could relate the questions to their daily work. The questions centered around the forms of knowledge, how they spread knowledge around the organization and knowledge about the guest.

The second part of the interview is about diversity. Initially, several questions to try to explore the awareness and understanding of diversity was asked. Then, whether diversity could or should be related to management was questioned. Questions concerning what kind of diversity management that had developed within the hotel were also asked. Through the interview anecdotes and stories related to diversity within the organization were encouraged.

### **3.2.5 Access to Case Data**

It proved difficult to gain access into organizations when stating that the subject of research was diversity and how it is managed. The subject of knowledge also seemed to be somewhat difficult to explain to the listener. After attempting to contact a few organizations it seemed evident that a more stringent approach could be useful. Therefore, a call script (Appendix 1.2) was written and utilized. This helped the flow of the conversation and avoided that crucial aspects about the

research project were carelessly omitted. Furthermore, it also gave consistency in terms of communication with the organization because the same information that was initially revealed during a phone-conversation could be sent to the person via mail. Though positive initial interest from the organizations was achieved, still, when referred to sending an email to the organization there was no response from the organization. Nordic Choice Hotels and MAK (Mangfold, Ambisjon, Kompetanse) which is an organization dedicated to spreading knowledge about diversity within Norway did not reply to mails sent (Appendix 1.1) despite promising to do so after phone conversations.

Paradoxically, the method of accessing data that gave success were through direct contact with individuals within the network of the author. These individuals happened to work within a relevant organization. Initially, a large network of people was supposed to be interviewed as the person working at the hotel that was known to the author volunteered to facilitate such a project. However, when the author asked for 40-60 minutes-interviews this was impossible to facilitate given the busy schedule within the hotel. Still, getting access to an individual that was very closely connected to the hotel from the opening of the hotel, gave in-depth insights that proved valuable within the analysis of the organizations.

### **3.2.6 Time Horizon**

The organizational knowledge creation paradigm is used for “mapping out the organization” and its knowledge processes. This approach aims to describe the current status of how diversity affects the knowledge creation and thusly the organizational value creation of the hotel Scandic Ørnen. The entire sampling was done through three months and it was started with the author visiting the hotel and witnessing their work firsthand. Thereafter, several conversations and meetings were made with members of the organizations. One of them finally accepted a full interview three months after the author expressed his initial interest. The *emic*- part of the analysis was made through interviewing the same person twice and the *etic*- part analyzed data from a total of two years. Parts of the research can be considered longitudinal, but the main emphasis is put on the current situation. A more longitudinal approach on the *emic*- part of the analysis could perhaps provide a more development-oriented analysis of the hotel, but this was hardly possible given the time constraints of the research project. The current approach allows for careful consideration of the current status of the hotel.

## 4. DATA PRESENTATION AND ANALYSIS

This part of the thesis consists of a presentation of findings, both from secondary and primary sources, that are connected to the research question. Theory is being utilized to analyze the findings and give room for reflection concerning the subject matter. The analysis aims to map out the *knowledge creation* processes of the case-company while revealing what role diversity plays when these processes take place through its *diversity perspective*. The overall context of the Norwegian perspective concerning *cultural diversity* is analyzed alongside the *diversity perspective* of the case-organization. The analysis utilizes a combined insider(*emic*) and outsider(*etic*) perspective to understand the organization of Scandic Ørnen. Primary data have been interviews conducted with an employee of the case-organization(*emic*) and data from the social media platform of the case-organization(*etic*). The analysis of the secondary sources has been on publicly available sources that are seen as relevant by the author.

### 4.1 The Context of Norway

#### 4.1.1 The State of Norwegian Diversity Management

As the effect of *cultural diversity* on *organizational value creation* is context-dependent (Stahl et.al, 2010), the context of Norway needs to be explored. It can be argued that Norway can still improve their diversity management:

I recognize a number of international companies situated in Norway that show fantastic results in terms of managing gender equality and diversity, unfortunately these numbers reflect the state of American or international businesses. These numbers do not reflect the situation in Norway. (Brenna, 2018, p. 98<sup>2</sup>)

It can be argued that the country is yet to develop a diversity management of its own for all types of diversity. Norway is regarded as advanced in terms of gender diversity. In 1985 Gro Harlem Brundtland of the Norwegian Labour Party became the first female prime minister and Norway is

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<sup>2</sup> All quotations of Brenna (2018) are the author's translations from Norwegian to English.

currently being led by its second female prime minister. The country has also taken an active role to promote gender equality and have not been afraid to take action. In 2003, the Norwegian government passed a law stating that gender balance of the board of directors of publicly traded companies must be a minimum of 40 percent of both genders (Nærings- og Fiskeridepartementet, 2003). However, the understanding of other forms of diversity still seems to be lagging within Norway.

The development of the Norwegian immigrant population has been significant during the last decades. As of 5th of March 2018 Norway inhabits 916.625 immigrants and Norwegian-born by immigrant-parents amounting to 14.1 percent of the total Norwegian population (SSB, 2018). In 1995 the number was 220.000 amounting to 5,1 percent of the total population (SSB, 1996). Diversity or the novel Norwegian term *mangfold* was a consequence of that development. The term *mangfold* was launched as a part of parliament message 49 (Kommunal- og regionaldepartementet, 2004). Furthermore, in parliament message 49 (Kommunal- og regionaldepartementet, 2004) the government announced that they would opt to pass a law concerning discrimination in the Norwegian society. In 2005 Norway passed the law about ethnic discrimination with the purpose to “promote gender equality and ensure equal opportunities and rights through actively hindering discrimination due to ethnicity, national background, heritage, skin color, language, religion and ethical education”<sup>3</sup>. (Kommunal- og regionaldepartementet, 2005). Norwegian businesses still seem to regard organizational diversity and inclusion as largely being a case of moral value and thusly making it a *moral case of diversity*.

Loveleen Rihel Brenna, founder of Seema, an organization focusing on diversity management in Norway, says that Norwegian companies are currently solving the “issue of diversity” with statistics. Leaders are counting the number of employees with alternative backgrounds without necessarily recognizing their diversity as an opportunity or organizational resource (Brenna, 2018). Thusly, they seem to have the *resistance-perspective* according to Dass and Parker (2009) model of *diversity perspective* where they are taking a defensive strategic response and attempting to assimilate diverse employees within the organization. Brenna says that Norwegian companies need to start leveraging their diversity strategically and not only as statistical occurrence to be mentioned in reports (Brenna, 2018). Brenna clearly states that a change in

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<sup>3</sup> Author’s translation from Norwegian into English.

*diversity perspective* towards the *learning perspective of diversity management* (Thomas and Ely, 1996) is needed within Norwegian organizations.

Norwegian organizations and businesses typically engage in types of management based on high levels of trust. This is often referred to as “*tillitsbasert ledelse*” or trust-based leadership (Bentzen, 2017). This type of management might be aligned with a high-commitment organization:

Organizations that adopt a high-commitment orientation are confronted by many challenges. Because their approach to HRM relies on low staff turnover and retention of scarce skills, they may find it difficult to create a diverse workforce, preferring as they do, the conflict-reducing influence of homogeneity.... This approach, in turn, is founded on a reliance on employee skills and knowledge, rather than high levels of supervision to ensure required levels of quality and output (Bassett-Jones, 2005, p 169).

Bassett-Jones claims that high-commitment organizations are facing a dilemma where they can either harness diversity to increase creativity and innovation or these companies can completely ignore the diversity dimension within the current legal frameworks (Bassett-Jones, 2005). This dilemma might also be valid for Norwegian organizations. However, to convert a typical organization in Norway one needs to be aware of the *organizational ideal* (Schultz, 2009) in regard to diversity (Dass and Parker, 2009). Is *homogeneity* being valued over *heterogeneity* in terms of culture (Schultz, 2009) and the diversity of the employees? Schei and Gelfand (2018) has described a situation in Norway as a country that can be seen as having a *homogenous ideal of organizations*:

In a land of strong social norms, it will also be demanding to initiate innovative processes, because the (Norwegian company) culture relies on conformist values. (Gelfand and Schei, 2018, p 24<sup>4</sup>)

Innovation demands are getting higher even in Norway (Kurtmollaiev, Lervik-Olsen and Andreassen, 2018). Risk- adverse and cost-cut focused leaders are the norm in Norway and

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<sup>4</sup> All quotations from Schei and Gelfand are the author's translations from Norwegian into English.

Kurtmollaiev et al (2018) states that Norwegian exports were primarily driven by primary-resources like oil and gas as an economy of natural resources. As prices for these resources have diminished Norway needs to develop new markets and new products.

One approach to solving this inability to renew itself would be to benefit from an increasing *internal diversity* and then develop *requisite variety* (Nonaka et al, 1995;1998;2000) within the different companies within Norway. The leader of the entrepreneurial division of Innovation Norway states that diversity is key for Norwegian business-ideas. Diversity can help companies understand global markets and to create new markets and capture enough market shares from established markets to succeed. Entrepreneurs need to go from winning the tournaments of their local region to winning the world championships with their ideas (Naess, 2019). However, Gelfand and Schei (2018) states:

Creativity is in its essence non-conformity. In other words: Strong social norms create challenges both in terms of inclusion of those who are entering into our culture and to those who comes from within the culture and try to develop it. It feels safe when we are walking in step. However, it does not make integration and innovation any easier. (Schei and Gelfand, p. 22)

Nowadays almost one 1 out of 6 people with a Norwegian passport are from a different culture and possess potential value in their *cultural diversity*. Still Norway does not regard *diversity management* as a key skill for most Norwegian managers despite innovation and creativity are lacking among its workers. (Brenna, 2018) Norwegian companies do not seem to value the strategic potential of *diversity management*, only the symbolic value of documenting the diversity of their employees. Norway needs to start embracing the value of difference.

## **4.2 Scandic Hotels and the Norwegian Hotel Industry**

### **4.2.1 Scandic Hotels**

According to the 2017 Scandic Hotels annual report, Scandic is the leading Nordic hotel chain: Total number of employees are around 16.000 people and Scandic consists of 280 hotels on 130 locations within 6 countries. Their headquarters are in Stockholm, Sweden. The current national markets within the Nordics are Norway, Sweden and Denmark and Scandic is also present in Finland as Restel. Scandic currently has 85 hotels located in Norway. As of February 2018, Scandic have 6 hotels outside their base-market in the Nordics, located in Europe (Scandic Hotels Group, 2019). They have a loyal customer base which also has a loyal program assigned called “Scandic Friends” and around 70 percent of the net-income is generated through corporate customers and business travelers. Each hotel is its own independent organizational constituency that benefits from belonging to the larger network of Scandic Hotels. This gives large-scale advantages in terms of distribution of services, merchandise and operational resources.

Also, all the hotels are branded under the unified brand of Scandic Hotels. However, each hotel has its own unique location, profile and sometimes also special services that yields competitive advantage and an extra customer experience. One example is the “Scandic Breakfast” which is known as the “best hotel breakfast” in Norway at the hotel in Nidelven in Trondheim (Scandic Hotel Nidelven, 2019). The independent hotels exist due to their own specific positioning.

Scandic has defined six concepts for success. These concepts state how Scandic view their own strong points and on what grounds they compete in the Nordic hotel market. Their first concept is “one strong proprietary brand” which describes how they leverage a 99 percent brand awareness in the Nordic markets. The brand stands for “an informal approach, openness, personal service, Nordic design and diversity” (Scandic, 2019, p. 10). Scandic has an apparent emphasis on their version of Nordic values and therefore they have launched a cultural platform “Inspiring Nordic” to strengthen their brand and organizational culture. When it comes to customer-demand Scandic is positioned in the less cyclical mid-market segment with business travelers accounting for 70 percent of their stays. “Market leading position” is the second concept. Scandic has the largest and broadest hotel network in the Nordic region. Economies of scale and strategic geographical placement of the hotels generate a steady income that often surpasses their competitors. Scandic



take advantage of their dominant position in the Nordic markets with a focus on the operational side of their business-activities:

Scandic's operations are based on clear concepts and processes with centralized support functions while the hotels focus on interacting with guests and optimizing local operations (Scandic, 2019, p.10).

The third concept is “commercial platform”. This platform manages the brand, offering, distribution and ability to drive revenue for Scandic. However, the individual hotels are responsible for their own revenues and adaptation to the local market. The platform also includes customer-relationship-systems connected to the loyalty-program Scandic Friends, where they work specifically to reward and retain loyal customers. The centralized administration creates digital solutions that can keep customers within the Scandic-system when booking and looking for a room. The fourth concept is called “variable lease”. As model for operating hotels Scandic uses rental agreements where the leases are long-term. The agreements involve variable rent which are based on the hotel's revenues and also a share investment commitment with property owner. This leasing-structure has been an instrumental reason for the low number of foreign hotel chains in the Nordics.

“Sustainable footprint” is the fifth concept of success. This concept concerns that Scandic aims to have a positive effect on its surroundings. Scandic regards themselves as a pioneer in the hotel industry when it comes to sustainability and this position is maintained by working proactively towards remaining responsible. These initiatives are said to be affecting the perception of Scandic from the perspective of the guests and society at large. Scandic has clear sustainability goals to back up their commitment on sustainability: Diversity, inclusion, health and the environment. The efforts of Scandic to increase diversity and employee commitment are also helping to provide a better guest-experience. Lastly, the sixth concept of success is “engaged and motivated team” and work towards the cultural ideal of Inspiring Nordic:

Inspiring Nordic which is the starting point for all daily relationships, both external and internal. Inclusion and diversity, gender equality and employee well-being are prioritized areas within Scandic that help boost competitiveness. (Scandic, 2018, p. 10)

Figure 6: Scandic - The Leading Nordic Hotel Company (Scandic, 2018, p. 11)

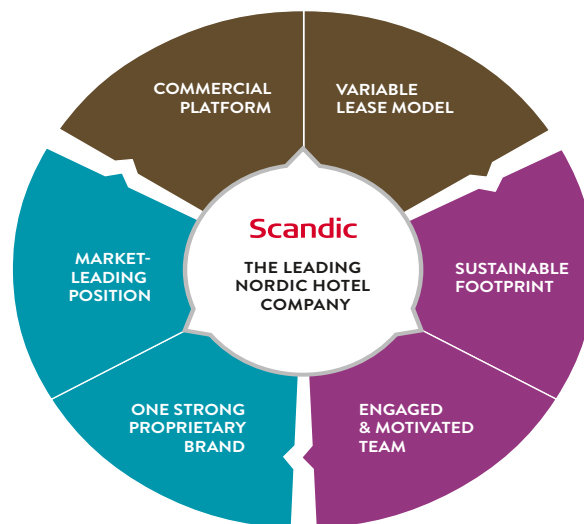


Figure 6 forms an overview over the six concepts of success. These concepts form the foundation of how Scandic works with the key areas of their business: Marketing, organization and operations. This form the basis for how Scandic responds and acts when they develop as a chain of hotels.

#### 4.2.2 Norwegian Hotel Industry

The Norwegian hotel industry is profitable and has shown steady growth of revenue since 2013. In 2018 it generated 14.35 billion Norwegian kroner (Euromonitor, 2019). In 2018 the major players in the Norwegian market are Scandic Hotels (Scandic Hotels AB) with a market share of 24.7 % and Nordic Choice Hotels (Choice Hotels International Inc) with 21.2 % of the market. The challengers consist of Thon Hotels (Olav Thon Gruppen) with 12.9 % and HNA Tourism

Group Co Ltd with 12.1 %. The remaining 29.1 % of the market are scattered among smaller companies (Euromonitor, 2019).

The market dynamics within Norway are affected by the fact that popular destinations are spread throughout the extent of the country. The local characteristics in terms of tourist attractions and business environment decide the demand for hotel rooms. The most popular regions are also the most populous cities in Norway, namely Oslo and Bergen where about 35 % of all rooms are sold, but other regions are also expanding (Hotelia, 2018). As of 2018 the prospected growth outlook for the Norwegian hotel industry are good. Particularly the larger regions are increasing their capacity in terms of rooms offered and this is expected to yield increased profitability in years to come (Hotelia, 2018). Key trends involve growing customer segments when it comes to business travellers and tourists, but a slight decline in the number of conference guests.

#### **4.2.3 Norwegian Hotel Industry and Diversity**

Petter Stordalen, owner of the hotel-chain Nordic Choice Hotels and a leading Norwegian entrepreneur, opted to change the Norwegian diversity-discourse through creating a business case when stating that an organization that values diversity has less absence due to illness and have better work satisfaction (NHO, 2018). In parallel, Stordalen have launched various initiatives across both Norway and Sweden through his many hotels and business ventures. These efforts have received both praise and racist sentiments as a response. One possible conclusion when evaluating how Stordalen's efforts have been received might be that some Norwegians see value in diversity and heterogeneity while others neglect arguments for diversity and express views favoring homogeneity. These convictions about diversity might exist even if the business case of diversity clearly shows that organizational competitive advantage potentially can be gained through diversity.

Nordic Choice hotels have launched their own "We are Diversity in Practice, and We Love it"-initiative where they actively promote a diverse workplace (Nordic Choice Hotels, 2019).

Scandic Hotels have launched their own diversity initiative as part of their sustainability goals (Scandic Hotels, 2018). Despite that the two leading actors in the Norwegian hotel industry, Scandic Hotels and Nordic Choice Hotels, are working strategically with their diversity

initiatives, not all the hotels are conscious enough about diversity to include it in their corporate strategy. Thon Hotels focuses on corporate social responsibility, but they do not mention diversity or diversity management in any of their strategic documents (Thon Hotels, 2019). Radisson Hospitality (HNA Tourism Group Co Ltd) does not have any concrete and open strategic statements in their annual reports or strategic documents (Radisson Hospitality AB, 2019). Still, even though the focus on diversity is not shared by all, Scandic and Nordic Choice hotels contribute to the fact that hotels with a clear diversity-strategy have a 45,9 % market share.

#### **4.2.4 Diversity at Scandic Hotels**

Diversity is listed as one of Scandic's 4 sustainability goals:

Goal 2020: Scandic will lead the hotel industry in giving all employees the same opportunities and reflect the society in which we operate (Scandic, 2018, p. 15).

Furthermore, to reach this goal they have launched the following internal initiative:

An inclusive culture with a clear focus on diversity. Scandic strives to have an inclusive culture throughout its operations. By reflecting the society in which it operates, Scandic can deliver a better guest experience (Scandic, 2018, p. 46).

These statements put Scandic Hotels into the *access and legitimacy-diversity perspective*. This view upon diversity states that differences creates opportunities and seeks to gain added access to both employees and customers through being accommodative towards all differences (Dass and Parker, 1999). Scandic Hotels also makes it clear that they have a strong belief that diversity makes Scandic more competitive (Scandic, 2018, p. 46). In terms of written statements Scandic Hotels has adopted a value-in-diversity perspective (Cox and Blake, 1991) on *cultural diversity*. An element that might tilt the *diversity perspective* a bit is the fact that Scandic also has their organisational value "Nordic DNA" and they refer to a certain Nordic way of thinking (Scandic, 2018, p. 1). Scandic has on the one hand a clearly stated diversity initiative while on the other hand their cultural platform "Inspiring Nordic" (Scandic, 2018, p.12) appears culturally biased and with the aim of creating homogenous staff. To some extent these two strategies can be considered contradictory. However, this might indicate that Scandic has a tendency to assimilate

its employees towards the Nordic culture and in that case the joint strategy aiming towards “Nordic diversity” makes sense.

#### **4.2.5 Knowledge at Scandic Hotels**

Our employees use knowledge about our guests and are curious about their changing preferences when developing new offerings and experiences. For example, we use this knowledge to improve the room experience and drive bookings through our own channels, allowing us to control distribution and costs. (Scandic, 2018, p.6)

Reports, manuals and digital content are published forming *operational knowledge* that is disseminated throughout the organization to help to develop the services of Scandic. For this purpose, Scandic launched Fuse in 2017. Fuse is a digital platform to “facilitate sharing news, experiences, best practice and inspiration. All employees now have access to Fuse via a smart phone app and/or computer” (Scandic, 2018, p. 45). To enable their employees to pick up and develop knowledge of the necessary quality they have extensive training-programs like Scandic Business School. Fuse functions as a learning platform where for example a best-practice like how to make scrambled eggs better can be distributed as digital content among the chefs (Fuse, 2019).

Scandic proclaimed in 2009 to be the “smartest hotel in the world” during their “Scandic- Stay Smarter”-campaign (Scandic, 2009). This statement shows that Scandic has regarded knowledge management as one of their competitive advantages the last 10 years. Currently, the Scandic Friends App gives special offers and discounts to users. In return Scandic leverages their loyal customer base through creating a database over customer behavior and preferences. Keeping in mind that Nordic Choice Hotels and Thon Hotels also now both have unique apps designated for their customers this can be regarded as more of a competitive parity than a competitive advantage. Still, Scandic has leveraged their loyal customer base Scandic Friends that accounts for around 35% of their reservations into a digital interface to ensure that they can harvest large amounts of knowledge. This shows that Scandic puts high value and attention to their *systemic knowledge* (Nonaka and Takeuchi, 1995) through the way they create and sustain knowledge that can be utilized as business intelligence.

### 4.3 Scandic Hotel Ørnen

Scandic Hotel Ørnen is located centrally in Bergen. The hotel was opened in 2014 and has 368 rooms and 16 meeting rooms. The hotel specializes in meetings and business travelers, but also has seasonally a large amount of traffic from tourism (Scandic, 2019). The hotel-market in Bergen has been expanding the last years and has experienced a decline in occupancy-rate, but a rise in overall rooms sold. Bergen is an attractive market both in terms of tourism and business travelers (Hotelia, 2018). Scandic Ørnen was the biggest hotel in Bergen at the time of its opening. It is divided into five different departments that together work to create the hotel experience for the guests: Reception, housekeeping, operations, sales and event and meetings. Besides the conventional overnight-stays Scandic Ørnen offers conferences and meetings for up to 450 people. At that time all the departments must be coordinated successfully to run the event. The staff at Scandic Ørnen call themselves Team Ørnen and work as a team to deliver good services to the guest (Interview 1).

#### 4.3.1 The Cyber ba of Scandic Hotel Ørnen – The etic view

This part of the analysis is done from the perspective of an observer of the social interactions and events taking place at Scandic Hotel Ørnen. This outsider perspective constitutes an *etic view* (Easterby-Smith et al, 2012). The Instagram-account of Scandic Ørnen is observing the organization of the hotel from a distance while being removed from the social dynamics of the organizational members. A *cyber ba* is a variation of the combination-phase within the SECI-model (Nonaka and Konno, 1998) where explicit knowledge is combined with other explicit knowledge in a digital environment. This environment is collaborative and creates a place where different knowledge can come from different sources like hotel guests, hotel staff or even people unknown to the hotel experience.

When it comes to Scandic Ørnen, the *cyber ba* facilitates the interaction between customer and the hotel. Sometimes explicit knowledge in the form of likes and comments on the pictures are exchanged as a result. Even though Scandic is one proprietary brand (Scandic, 2018) it is evident when researching the different social media platforms that each individual hotel has freedom to create their own social media content. When the hotel posts knowledge about the hotel, customers comment, press “like” and engage with the content. This exchange of knowledge

creates a customer interaction concerning the activities of the hotel. The knowledge that the hotel internally values as important is being combined with how guests and prospective guests view the hotel through the digital platform. How Scandic Ørnen is profiled online is a part of their product. It creates expectations about what the hotel-experience offers and since it is interactive it is also a negotiation between the customers and the hotel about what the hotel should offer. To be profiled on a social media platform as Instagram has value as Instagram creates demand for the hotel-experience as a product.

Two definite periods of time have been analyzed to further investigate how knowledge about the hotel is developed online. The first period was the first year of the hotel starting 7th of May 2014, 3 days after the hotel opened, and ending 10th of May 2015. This period was seen as important because of the expectation that the hotel was experimenting to find their identity rooted in its local surroundings and also define a clear product-offering and market. The second period was the last year of the hotel starting 8th of February 2018 until 11th of February 2019. This is almost 4 years after the first period, and it is interesting to see how the hotel has developed. In total 57 online posts were analyzed, 39 in the first year period and 18 from the last year period. The events that are depicted through the pictures are divided into themes: Work-activities, Norwegian traditions, product-offerings and Scandic campaigns. The scenery and the motif of the pictures have been shortly described.

#### **4.3.1.2 The making of a cyber ba**

During the first year it is evident that Scandic Ørnen tried to create the unique *ba* of the hotel. They wanted to create the context for which the hotel could exist within. The hotel is portrayed as an important place in its own city Bergen. This is exemplified by showing pictures of the Norwegian prime-minister in the hotel-lobby, announcing to be the biggest hotel in Bergen and by hosting Kygo, Bergen og Norway's most popular DJ. In addition, Scandic Ørnen is identifying what type of hotel activities that resonate with their customers. According to the amount of "likes" the different posts receive it is clear that content showing authentic hotel activities are more valuable for the online audience of the hotel than professionally made communication to endorse future events at the hotel. The hotel shows that they are conscious about what is going on around the hotel and this has large appeal within their online audience. The hotel shows an ability to create relevant knowledge. One example is making a gingerbread-house (Pepperkakehus) to

enter the local gingerbread-competition. In contrast more generic posts like a product-offering of holding a Christmas-party (Julebord) at the hotel receives less acclaim. Scandic Ørnen are consciously pinpointing their local identity and relationship to the surrounding community by communicating that they follow local tradition, local customs and acknowledge the hotspots of their surroundings. They create a clear connection to the local knowledge surrounding the hotel and energize a local *ba* by showing how the hotel shares the context of the local community.

#### **4.3.1.3 The development of the cyber ba**

There are clear differences between the first and the last year of the hotel. The tables of the pictures can be found in Appendix 2(A2). The pictures show a tendency towards moving away from showing day-to-day activities to a more special-event oriented approach. According to the analysis of the first-year content the Instagram of Scandic Ørnen was initially a *cyber ba* where employees were externalizing tacit knowledge into pictures expressing their day-to-day value creating activities that were uploaded up to Instagram. This employee-interaction with the online media is also representative of the *organizational culture* (Danowitz and Hannappi-Egger, 2012) as it is an organizational artefact in the form of a website that describe social interaction of the organization.

Social media creates an opportunity for “social proof”; that through sharing a common context, the employees of Scandic Ørnen, members of the work-group Team Ørnen manifest this context by sharing digital content online. They verify the significance of their work, and they show how it is related to the service-offerings of the hotel. This could be a lunch-setting, the reception with its welcoming employees or how the chefs work. The content of the last year is somewhat different where 35 % of the content are product-offerings that you can buy. There are only two posts that show actual non-staged workplace-activity; desserts on a lunch-table and two welcoming receptionists. The *knowledge creation* taking place does no longer show the work-processes done by the hotel-employees, but the Instagram-content acts more and more strictly like a commercial platform. Possibly it can now be defined as part of the central Scandic commercial platform (Scandic, 2018, p. 10) as the online content appears to be professionally edited using graphical design and staged photos.



#### 4.3.1.4 Manifested knowledge creation

The pictures show the result of several knowledge creation-processes which leads to special product-offerings. It shows how the house bartender made his own coriander-drink to win a national bartender-competition (A2, Last year, picture 7). The hotel-kitchen are highlighting their creations several times: Like making handmade sausages (First year, picture 18) and raspberry-sorbet made with liquid-nitrogen (A2, First year, picture 30). Through uploading these pictures on Instagram Scandic Ørnen are making their tacit-skills or *techne* (Nonaka and Takeuchi, 1995) available for a larger audience and possibly introducing added value for prospective guests. Furthermore, the pictures also tell about stories related to the knowledge creation connected to the day-to-day activities at the hotel. There are three posts involving the process of making and serving lunch, two pictures where staff are welcoming guests and three pictures where chefs are cooking. Posting this online fuels the curiosity around what actually goes on during a day at the hotel.

Team-oriented activities are also displayed. Six staff that completed a marathon were pictured in the hotel lobby (A2, First year, picture 38) and the cleaning-staff also made an own commercial-video where they are collectively are cleaning the hallway (A2; Last year, picture 10). It is difficult to know if this has a cohesive effect on Team Ørnen with the data available. Meetings at the hotel are only depicted with three occurrences during the two years that are included in the data collection. As 70 percent of Scandic-guests are business travelers and conference guests one could imagine that this was a key part of their knowledge creation, but this part of their activities are given a small portion of the online-presence of Scandic Ørnen.

#### 4.3.1.5 Diversity expressed online

In terms of how the Instagram-pictures reflect the staff-diversity of the hotel it is clear that the multinational, multicultural or diverse employees are not at the forefront of the hotel. Norwegian faces are mainly used to brand the hotel. Perhaps it is expected that a hotel-chain named Scandic should have Scandinavian-looking employees and that the pictures online reflect that they are trying to fulfil these expectations? There exists considerable *cultural diversity* within the hotel. When looking at the 4th year anniversary photo from 3rd of May 2018 (A2, Last year, Picture 7) there are 7 employees with a distinct foreign appearance of the 37 employees that are photographed. However, during the first year of the hotel only 2 people out 94 people in the

photos looked as if they were of non- Norwegian descent. Within the last year 13 out of 61 people in the photos are of visible foreign descent so the trend is changing towards promoting more non- Norwegians. 1 of these employees were handed a rose on Women's day the same year as an exception to the norm of not fronting multinational employees (A2, Last year, picture 3). However, the monocultural focus on Norwegian culture is evident by the complete lack of foods from other cultures being displayed online. In total the Norwegian foods are displayed nine times. There are strictly Norwegian pastries and dishes displayed online from Scandic Ørnen.

Throughout the first and the last year of the hotel the theme "Norwegian tradition" shows the highest frequency of posts among the different events with 12 posted events. These events include Christmas-parties, Norwegian constitutional day, Easter-holidays and other seasonal holidays. Many of the events from the first year are repeated during the last year. There are no other events that are representative for other cultural traditions. Scandic Ørnen is a Norwegian hotel by geography, but according to their online presence it is very much Norwegian by tradition as well. According to the pictures online there are few signs of a diversity culture like the diversity-initiative of Scandic aims to develop, but there are clear signs of a culture of conformity typical for Norway (Schei and Gelfand, 2018). The contradictory situation of at the same time developing a Nordic cultural platform while they are promoting diversity seems evident through the online communication.

#### **4.3.2 Inside Scandic Ørnen - An emic view of Scandic Ørnen**

This part of the analysis is giving an insider-perspective of the Scandic Ørnen hotel. The interviewee has worked within the hotel industry her entire working career in several different roles and within different hotels. As she regards herself as experienced saying: "Yes, I have been in the game for many years" (Interview 2). When it comes to her role at Scandic Hotel Ørnen she has worked at the hotel since the opening and helped build it up from the start. She started out as a receptionist and she has worked her way of up to a more administrative role with her responsibilities within sales, event management, meetings and conferences. To do her job she has to know her way around the hotel. She is an insider and an important part of the local hotel organization of Scandic Ørnen. Although her role is now that of an "office rat" (Interview 2), a

person that should always stay at her office, she chooses to make her role something more by actively approaching customers and ensuring that their stay lives up to their expectations:

If the customer pays 3 million NOK for a couple of days of an event it is important that they have someone to talk to (Interview 2).

While the interviewee was not used to explaining her knowledge and its development in academic language, it was apparent that she has a large share of tacit knowledge and practical wisdom concerning the hotel. This is clearly expressed when she says the following about how her department works in the system of Scandic Ørnen in her own words:

We are the heart of the hotel. If the heart does not beat, the whole hotel stops (Interview 1).

Her sales-department and the meeting and event-coordinators work closely together to attract and organize events at the hotel. Scandic Ørnen potentially hosts events for up to 450 people and precise organization is a must. She coordinates all the 6 departments of the hotel to ensure successful events. Oftentimes she is put in the same role when they do not have a larger event (Interview 1). When the author was at the staff-event in December 2018 the interviewee gave a tour of the hotel and explained how the hotel functions and introduced the author to the people working in the different roles of the hotel. During this tour, the author witnessed how socially connected the interviewee was with the people of Scandic Ørnen.

She says that the hotel is a big part of her life and that she shares many of the events happening at the hotel on her Instagram and mixes it with her private life (Interview 1). The interviewee has a behavior that can be described as a form of knowledge activism by Krogh, Nonaka, and Ichijo:

Although they are seldom directly involved in the sharing of tacit knowledge within micro-communities and smaller groups, knowledge activists help establish the right enabling context - the essential space and relationships that allow tacit knowledge to be unleashed. (Krogh, Nonaka and Ichijo, 2000, p. 148)

She ensures that the right people meet and communicate with the right people, she facilitates relationships. She documents and shows what kind of space that Scandic Ørnen is and the value of the hotel experience through her private Instagram:

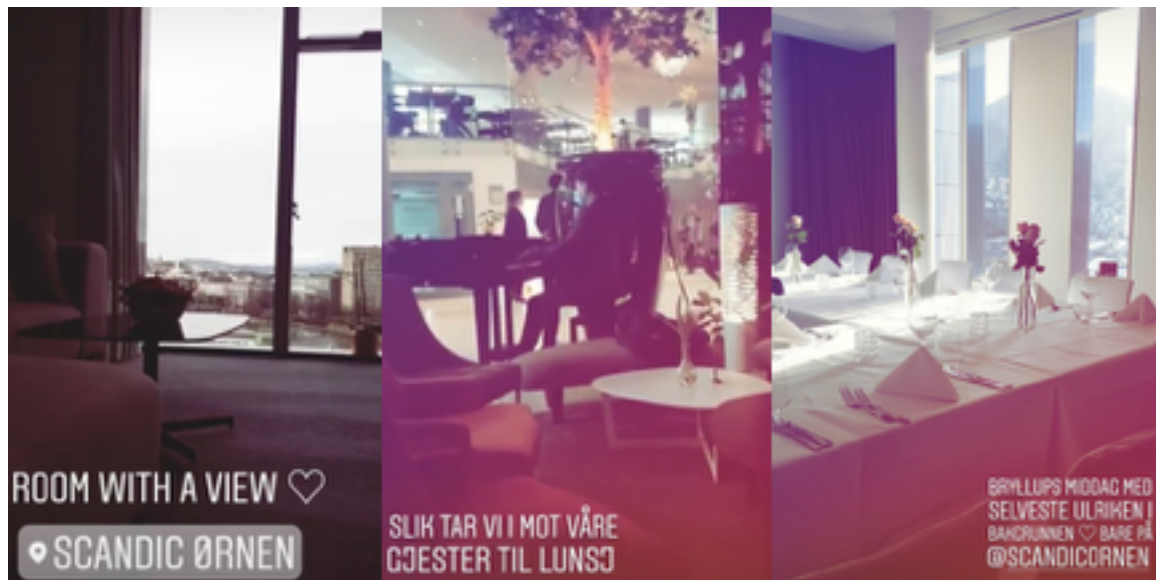


Figure 7, Personal Instagram pictures, Interviewee, 2019

The picture on the left shows the location of the hotel and the view from a hotel room. This is a value proposition of what a guest could expect if staying at Scandic Ørnen. The mid-picture shows how the hotel welcomes their lunch-guests with live music in the hotel-lobby (Figure 6): “This is how we welcome our guests for lunch”. In other words, live music is an added explicit value for customers’ lunch experiences. Lastly, the picture on the right displays a table-setting for a wedding-dinner (Figure 7): “Wedding-dinner with The Ulriken itself in the background. Only at Scandic Ørnen.” Here she has caught a moment of pride for the hotel when the guests of the wedding can see the most famous mountain-top in Bergen while enjoying their meal. In the end she writes “Only at Scandic Ørnen.” To emphasize the unique added value item of the hotel experience that Scandic Ørnen can provide.



Figure 8, Personal Instagram pictures, Interviewee, 2019

Some pictures (Figure 8) relate to the positive experiences of Team Ørner. “We celebrate 100 percent room coverage tonight.” On the picture on the left, the hotel had a 100 percent room coverage and are celebrating in the reception-area that an important organizational goal has been accomplished. The mid-picture are the employees celebrating Valentine’s day with muffins. The picture on the right is a testimonial declaration on the occasion of Women’s day that all the male employees love the female employee at Scandic Ørner.

This data displays her own perspective of the hotel and to some extent her understanding of the *organizational culture* of Scandic Ørner. Her role can be seen as a knowledge-activist within Scandic Ørner. This can be summarized below:

Most of all, activists are essential for cross-leveling of knowledge, since they are the people responsible for energizing and connecting knowledge-creation efforts throughout a company. (Krogh, Nonaka and Ichijo, 2000, p. 148)

She displays versatility when she moves around the different departments. The photos show that she has been in the reception celebrating accomplishment of organizational goals, she is at her sales-office socializing at a company-event, she is in a hotel room to market its value on Instagram and she is hosting guests coming to have lunch. This ability to accumulate knowledge from different parts of the hotel organization and to energize the employees is essential for the hotel being able to host guests. Throughout our talks she repeats that the guest is her focus and

that Scandic Ørnen as an organization and she herself adapts in every way they can to accommodate the preferences of the guest (Interview 2).

#### **4.3.2.1 The foundation of tacit knowledge - creating a culture of care**

Within Scandic Ørnen it is accepted to show that you care about your coworkers and it is encouraged to show that you care for others (Interview 2). Scandic Ørnen is a workplace that puts value in being sympathetic and they communicate to create a positive environment and context(*ba*). When questioned about how the employees create energy during the day, she explains:

It can be anything: Talk to each other, give each other compliments, tell about different success-stories, talk about what went well yesterday, the day before or the week before, goals that were reached. So, it is really a lot (Interview 2).

The interviewee also says that she has an idea about how her coworkers are doing. Also, she states that she has insight into how they think (Interview 2). Without using the exact word “empathy” she explains that she has developed empathy that she can utilize when working with her coworkers at the hotel. According to the theory of organizational knowledge creation (Nonaka and Konno, 1998) a form of sympathized knowledge is formed through fostering an enabling context of care, sympathy and empathy. The *tacit knowledge* is accessed within that context and based on creating a good foundation for socialization among the individuals. The interviewee describes an environment that can be conducive for knowledge creation because it seems to provide a suitable *ba* for *tacit knowledge* to exist.

#### 4.3.2.2 The inclusive *ba*

We need everyone and everyone needs everyone! (Interview 2)

This thesis envisions the enactment of diversity management being about the interaction of people and focuses on the processes of knowledge thereof. Diversity is in its nature always related to the context. Therefore, it is necessary to explore “the concept of *ba*” or “enabling context” which is the ontological platform for knowledge creation (Nonaka and Konno, 1998). The most important point initially is what role diversity plays when we are entering into a shared place, a *ba*, both physically and mentally, at the workplace. When people meet to cooperate, how does diversity play into the processes towards completing work? Does diversity restrict or enhance the knowledge creation that takes place in our *ba*? Does it hurt or strengthen the commitment needed to create knowledge together? This view promotes the creation of inclusive *ba* as the norm of the organization and a foundation for knowledge creation.

When questioned about subjects related to inclusion and diversity on Scandic Ørnen the interviewee says:

It is not just that we have diversity, but it is about the diversity that we possess: We have waiters with bachelor-degrees, and we have chefs with a doctorate. There are people with a really high level of competence, and they work as a waiter. There is a really high level on our diversity! (Interview 2)

The statement shows awareness not just for the fact that people are different, but a respect and curiosity for how they are different. When asked about what diversity means to her she says:

Diversity - there are a lot of different people....and then I am thinking about everything...I am thinking about their personalities. I am thinking about whether they are bisexual or Asian...Yes, all this! (Interview 2)

She shows a pluralistic view of what the term diversity consists of as a concept. The interviewee says that employees from different cultures are enjoying regional food together. These are events that are encouraged and supported by the hotel-director where people from different countries are

cooking and serving their national food. Thai food, Indian food and even, she jokes, Norwegian food (Interview 2). Scandic Ørnen are showing tolerance for different cultures with top management approval. The hotel seems to value and enable the participation of all employees by creating an inclusive and unifying activity. They are actively building “mutual understanding and trust through shared experiences” (Nonaka and Konno, 1998) and this makes tacit knowledge more available due to the good relations among the staff.

When asked about how diversity management has developed, she says Scandic Ørnen opened in 2014 and are still not five years old so she believes that inclusion and diversity has been a focus area “always” (Interview 2). That means that the hotel has been able to start without having to relate to the legacy of a possibly rigid organizational climate of an older hotel.

To answer the question if diversity is related to how they create knowledge at Scandic Ørnen the interviewee was asked about the value of diversity:

I think it is very important for the guests and in general it is important to be diverse. I believe we are getting good feedback just by showing that and they see that we are diverse and that one accepts everyone just as they are. And when it comes to our internal work environment it is really fantastic that we can sit during lunch and learn each other’s languages. We have a lot of fun. It is just great that people are different! (Interview 2)

Diversity is valuable both internally to create a positive organizational climate and externally when attracting and pleasing customers. It reveals a positive attitude towards diversity and a value-in-diversity perspective (Cox, 1991). This perspective highlights the positive effects of diversity and sees diversity as a constructive part of the organization. Being inclusive seems being a to part of their business model:

It is not always easy because there are some cultures that are weird. But we push our limits. Now, I cannot talk on behalf of other hotels because there are hotels that have guidelines which they follow one hundred percent. But at Ørnen we are putting those guidelines away all the time and we are only thinking - Guest, guest, guest! And we are never going to get tired of that. As an example: We have had someone from Israel. They



are very special. They want really special food, they will not have ordinary breakfast, they are not going to have regular anything. So, we have let them go into our kitchen and cook their own food because they did not trust that we would cook the right food for them.

(Interview 2)

Scandic Ørnen adapts to the needs and preferences of their guests even if they have to break their own guidelines in certain cases. This relentless focus on value creation for the guest demands great flexibility and “pushing the limits” of what the hotel can do, both organizationally and practically. The interviewee say that they are doing weddings for Indians and Eritreans. Even though they do not know how to make the right food they still do it because they know how much it matters for them (Interview 2).

## 4.4 Summary of findings

The effect of cultural diversity on organizational value creation is context-dependent and the context of Norwegian diversity management is challenging. 14.1 percent of the Norwegian population consists of immigrants and Norwegian-born with immigrant-parents and there is a need for more diversity management to increase levels of creativity and innovation (SSB, 2018). Still, Norway is yet to adopt the learning perspective of diversity management. Both homogeneity of Norwegian organizations and strong social norms inhibit Norway of making progress.

However, the hotel-industry are proactive with the two leading actors Scandic and Nordic Choice Hotels stating that they are focusing on diversity as part of becoming more competitive. Scandic is attempting to have on the one hand to have “Nordic DNA” with a cultural platform “Inspiring Nordic”, while on the other hand, having a diversity and inclusion. The outside-perspective shows what Scandic wants to show about diversity. The stories from an employee show something quite different. It seems the manifestation and internalization of diversity is not acknowledged as a marketable aspect of the Scandic Brand, but the employees recognize that it has relevance for how the organization functions. The social interaction where people share customs, food, traditions and stories related to their cultural heritage brings people together and is part of the inclusive *ba*.

The change of the organizational culture within Scandic Ørnen due to diversity has not emerged to the surface of the organization and is not very visible for the people following the hotel as an outsider. However, internally a *diversity culture* (Schultz, 2009) is forming. According to the interviews, Scandic Ørnen has a large reservoir of *tacit knowledge* in the form of tacit skills connected to *cultural diversity* within their organization. The interviewee shows depth of understanding and a mature outlook towards diversity with numerous examples of how diversity among staff provides value for the organization and guests of Ørnen. When asked about whether employees with multiple cultural backgrounds adds value to the organization the interviewee says:

Especially during the tourist-season when all these are here, then it is a strength. If you do not understand something, we call each other, make them translate, so we use each other

for all it is worth. We have a common goal, and everyone are very clear when it comes to that: To satisfy the guest and everyone pushes the limit! And if is something that we in the reception do not know, then the chef comes down and talks to them in French. Or if it is Indian or if it some kind of food that they have to get hold of and do not know how to get, but the guy from Indonesia knows! And we can call him up. So, we are using it (multiple cultural backgrounds of employees) all the time and especially at a hotel it is gold to have people from all over the world present. (Interview 2)

This internal diversity is visible to the insider (*emic*) while the diversity displayed online is visible to the outsider. This thesis has analyzed both. Shown through the *etic* analysis, Scandic Ørnen promotes a *homogeneous ideal* that they show externally focusing on people with Nordic appearance and Norwegian traditions and foods. This does not however rule out that this internal diversity makes Scandic Ørnen more competitive through utilization of their requisite variety. This knowledge of internal diversity does not break the surface. It does not get published through the external channels primarily controlled centrally by Scandic as the analysis of the *cyber ba* shows.

It is stated in Scandic's annual report that "Diversity makes us competitive" (Scandic, 2018, p. 46) and this might be true according to the analysis. Scandic Ørnen internally within their hotel organization has a *heterogeneous ideal* that is shown in their ability to be flexible towards the guests and utilizing diversity as a strategic knowledge asset. For *knowledge creation* to occur successfully it is the *internal diversity* that matters. *Requisite variety* resides within the organization and how diversity can positively change the organizational processes will decide whether the organization can benefit from diversity. Diversity does not limit itself to a symbolic phenomenon that can be used for PR. Justesen (2007) states that diversity in the perspective of requisite variety leads to multiple interpretations of the events in question and through this will have a greater chance of reacting successfully to both unforeseen contingencies and grasping external opportunities. The inherent capacity of the *internal diversity* will also lead to an immediate ability to react and act upon the in-depth insight acquired. The *emic* analysis confirmed this through stories about various events and tacit skills that existed within the organization of Scandic Ørnen as a pool of knowledge connected to the diversity of the staff.

Knowledge is a key asset within Scandic, and Scandic Ørnen show that they develop and utilize knowledge successfully. Scandic Hotels regards knowledge as a key component to be able to compete in the marketplace. Scandic uses analysis of trends, markets and guest preferences. This knowledge comes in different forms. The knowledge can be more systemic in kind where Scandic for example picks up on a request online in their own systems or a post on social media. Scandic aims to keep most of the data about a guest within their own systems. It can come in the form of tacit knowledge through observation of the customer behavior and picking up on habits when sharing context and socializing with the guest. Lastly, it can arrive as articulated knowledge through listening to guest feedback both written and oral. Scandic Hotel Ørnen create their own knowledge locally within their own organization. In addition, the hotel gets systemic knowledge from the Scandic-headquarters in Oslo and in Sweden. This knowledge comes from the larger knowledge network of the Scandic Hotels chain (Interview 1, 2019). How knowledge is utilized at Scandic and Scandic Ørnen will be further elaborated using theoretical concepts in chapter 5 – Discussion.

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## 5. DISCUSSION

Chapter 5 forms the discussion-part of the thesis. By using the findings and analysis many subjects are introduced and discussed using elements of the theoretical framework. Processes of knowledge creation of Scandic is explained and how it relates to the knowledge creation of Scandic Ørnen are discussed. Furthermore, the context of the Norwegian hotel industry also affects the subject matter. Then, how cultural diversity can become valuable as a knowledge asset in the case of the smaller organization of Scandic Ørnen as a constituent in the larger organizational system of Scandic Hotels is considered.

### 5.1 From Theory

#### 5.1.1 The Knowledge Creation of a hotel stay

The interviewee describes her customer-dialogue as she always wants to “know too much rather than too little” (Interview 2). She dwells into the tacit parts of the hotel experience making the experience *explicit knowledge*:<sup>[L]  
[SEP]</sup>

We ask all our guests whether or not they would have recommended us to others. And then we get feedback. We send out surveys after their stay, every time we host meeting or events, we send out mails or we call the customer personally and ask how their stay was and how we can make it better, or... Yes, we are always very updated on how they their experience has been with us. We are obligated to stay updated (Interview 2).

Through her line of questioning she creates created a method related to the work-processes: To “dig into the preferences and expectations of the customer”. She says: “We are determined to dig...And sometimes they react, the ones that we are selling to, that we ask too many questions” (Interview 2). When she “digs” she is setting the premises for articulating about the experiences. She goes further by exemplifying a hypothetical conversation she could have with a customer:

- Hey, I want a room for a meeting? Then we might ask - Why?! Yes, why are you going to have that room for a meeting? And then they go - Huh, what do you mean? - No, I just

wanted to know why you were going to have the room to be able to accommodate and map out your need in the best way possible (Interview 2).

This process of making *tacit knowledge explicit* through using her empathy and relational “chemistry” with the customer is a key part of her job. The interviewee is *inducing* concepts together with the guest, based on the knowledge that she can derive from the conversations through utilizing her conversational technique and her tacit skills of adapting her approach to the customer. With this knowledge she is building a *conceptual knowledge asset* (Nonaka and Konno, 2000, p.20). She creates a dialoguing *ba*. A concrete example on how such a customer-dialogue might evolve is the distinction between arranging a funeral and a bachelor-party:

Let us say there is a bachelor-party. - Well, okay. Then you would need some champagne?  
- Yes, we just have to have that! Or it is a funeral...well, then... they have to have a private meeting room to avoid feeling stared at...Well, that is really important!  
(Interview 2)

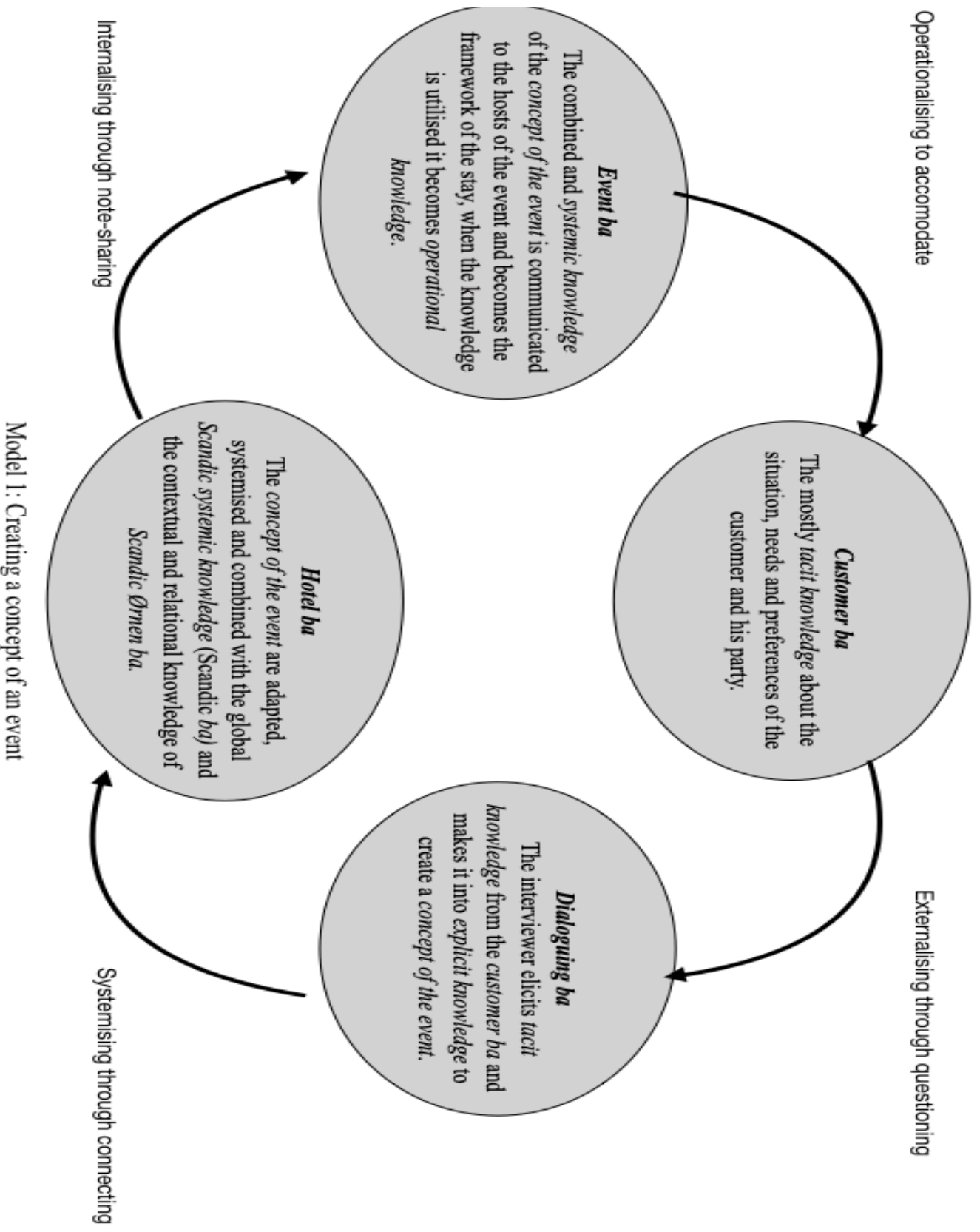
She defines the limits and possibilities for what an event might be because she knows the unique context and *ba* of the hotel very well. Therefore, she puts the funeral-guests in a room where they will not be stared at. She shows understanding and respect for their situation while also adapting the concept of their stay to their needs and laying the foundation for a successful event.

When she has mapped out the needs and preferences of the customer, through a customer-interview, she produces knowledge in the form of a *routine knowledge asset* (Nonaka, Toyama and Konno, 2000, p.20) that can be internalized and used tacitly by the staff welcoming the guests at the event. This can be in the form of a simple note with the essential information they need to carry out at the event, or it can be more extensive instructions written in a mail or document:

For us that are sitting and selling it is very important for the people that welcome the guests that we always write a little piece of text - These people are here because.... And then they know how they will take care of them (Interview 2).

Thusly, it is not only the actual stay that her feedback is based upon. She gets feedback on whether the concept that she created for and with the guest worked well for the guest. This knowledge is a *conceptual knowledge asset* (Nonaka, Toyama and Konno, 2000). The final question that always occur after a completed stay: “Would you recommend it to others?” (Interview 2) is a continuance of the “Why?”-question she asks when they book an event. It brings her closer to know “How?” (Interview 2) she and the hotel can best serve the guest which is the central part of their *knowledge creation*. Through this loop they create knowledge that lay the basis for their *continuous improvement* (Nonaka and Takeuchi, 1995) of the hotel experience at the hotel.

The knowledge concerning the guest develops to form relevant knowledge for an event or a stay at the hotel (Model 1). This model shows that *tacit knowledge* is important for the knowledge creation at Scandic Ørnen. It also highlights the importance of contextualization of knowledge, which is understanding the unique context of the hotel experience of the guest, eliciting what aspects that are relevant to include in the offering of the hotel and sharing this knowledge with the right people within the local organization of the hotel. The aim is to provide the guest with the best hotel experience possible. Thusly, the quality of knowledge and giving the correct knowledge at the right time within the process of hosting a guest is important.





This process is illustrated through Model 1. Initially she accesses the tacit knowledge of the customer through entering into the *customer ba*, which is a *experiential knowledge asset* held jointly by the customer and herself. She focuses her efforts on “digging” into the mostly tacitly held knowledge about the situation, needs and preferences that constitute this knowledge asset. When this is articulated through her questioning behavior asking “Why” until she knows enough it becomes externalized knowledge. Then, the knowledge is conceptualized into the *concept of the event*, a *conceptual knowledge asset*.

A conceptual knowledge asset can exist in the form of a product concept (Nonaka, Toyama and Konno, 2000). At the *hotel ba*, the product concept gets packaged and systemized into systemic knowledge. According to what she knows about *hotel ba* she systemizes the knowledge through combining the customer’s preferences with the available resources that both the *global Scandic systemic knowledge*, consisting of knowledge from the commercial platform primarily, and the *local knowledge of Scandic Ørnen*. The last action she makes, is to simply communicate the packaged explicit knowledge with the most important aspects described on a small note. This note represents the basis for the know-how that the staff physically hosting the event needs to fulfil the expectation of the guest. When used as a basis for actions of the staff it has become a *routine knowledge asset* which means “tacit knowledge embedded in routines and practice” (Nonaka, Toyama and Konno, 2000, p. 20). This note can be worth a large income stream for the hotel as it is condensed knowledge that is adapted to the guest as a result of going through the SECI-process. As mentioned in the interview 2 she always follows up on the guests to listen to their feedback.

### **5.1.2 The Contingency of a Guest**

Contingencies from the outside environment that test the *requisite variety* of the hotel can come from the guest. Websites like trip advisor are hubs for feedback and an extension of the hotel in the form of *cyber ba*. The big difference between the Instagram-profile of Scandic Ørnen is that now the customers manage the content. Scandic are not in control over a very important *cyber ba* that can create detrimental knowledge about the hotel. The bad review of one angry guest can damage the online presence of the hotel dramatically if enough people read it online. Therefore, control of these knowledge platforms is stated as one of their key challenges as customers are finding hotels and doing their bookings online (Scandic, 2018). According to Scandic an open

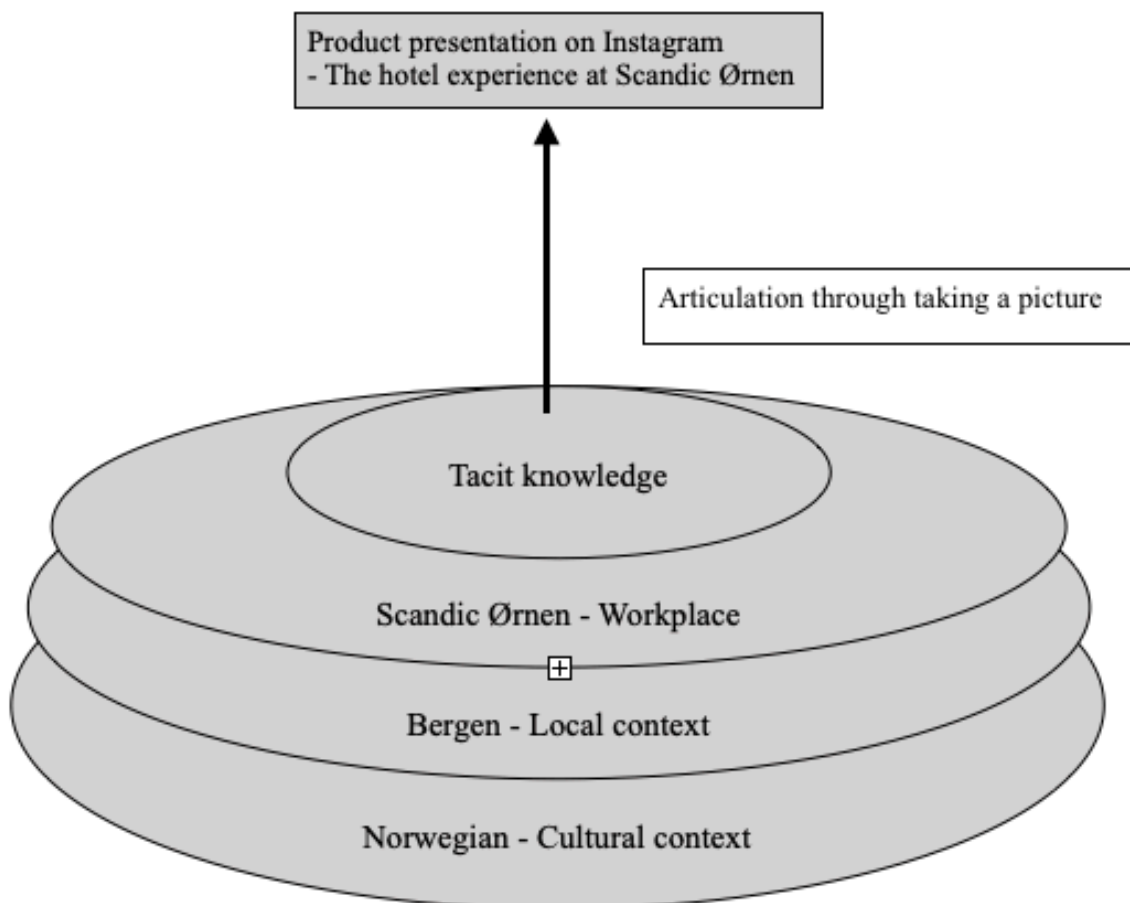
and transparent dialogue with the customers is the solution to the challenges of digitalization (Scandic, 2018, p. 15).

The control-question “Would you recommend it to others?” opens up a relevant dialogue with the customer that yields relevant knowledge in the form of positive and negative feedback. However, asking the question “Would you recommend it to others?” before the displeased guests leave the hotel has a hidden effect (Interview 2). This is done because Scandic Ørnen can elicit the *tacit knowledge* while the guest is still at the hotel and let them articulate any concerns, they might have through conversation with hotel staff, instead of articulating this knowledge online.

The result of a successful questioning is when Scandic avoids bad feedback online, bad publicity and decreased value of the Scandic brand. If this is done successfully, the knowledge about the stay of the guest is retained within the organization of Scandic Ørnen, it is kept in their *ba*, so Scandic Ørnen can use the feedback to continuously better their services. This practice is of clear relevance for the *knowledge creation* of Scandic Ørnen. It verifies that they have developed an overview over where one of their most valuable knowledge assets are. These are the perspectives and knowledge of their guests. To manage this knowledge, they have made a standard-phrase, a piece of *internalized knowledge*, that every employee should use. However, more importantly the simple question “Would you recommend it to others?” constitutes the last interaction between a guest and an employee, and the end of the *knowledge creation*-process connected to the unique stay of that guest. This organizational practice shows that the hotel knows the value of facilitating functional processes of *knowledge creation*.

### 5.1.3 Instagram as a Conceptual Knowledge Asset

According to Nonaka and Takeuchi (1995) the *knowledge conversion* from tacit to explicit knowledge happens when bodily experiences are captured and articulated through symbols and statements. The uploaded content on the Instagram-account of Scandic Ørnen has the quality of being symbolic in the sense that it symbolizes the events taking place at the hotel. Instagram as a digital knowledge-platform can be described as being composed of *conceptual knowledge assets* which is “explicit knowledge in the form images, symbols and language” (Nonaka, Toyama and Konno, 2000, p. 20). These social media-postings represent a *conceptual knowledge asset* for Scandic Øren. It is composed of both postings from both guests and staff. Still, primarily it is representative of the workplace of Scandic Ørnen, Bergen as the local context and the cultural context of Norway.



Model 2: *Cyber ba of Scandic Ørnen*,

adapted from figure 8.4 *Nytenking i kontekst* (Von Krogh, Nonaka and Ichijo, 2001, p. 224)

Model 2 shows how these contexts interplay to form a *ba* which is used create the knowledge that is published online. The model is adapted from Von Krogh, Nonaka and Ichijo (2001, p.224) and shows how knowledge is converted from tacit, subjective and context-related knowledge, an *experiential knowledge asset*, into explicit and objective knowledge adapted to the *cyber ba* of Instagram. The *tacit knowledge* of the employees of Scandic Ørnen is experienced on their workplace, adapted to some extent to the local context of Bergen and moderated by the cultural context of Norway.

#### **5.1.4 Scandic are Changing the Way They Handle Knowledge**

One central aspect that became clear during the interviews is that Scandic are changing how they handle knowledge. Scandic Ørnen and 24 other hotels are going to make one hub. This hub will handle the majority of bookings. The hub will also deliver and execute the business delivery, not only for the individual hotel, but with the whole Western region of Norway in mind:

Before the only thing that was on our minds was: Hotel, Hotel, Hotel! Now we are being forced to think: Scandic, Scandic, Scandic. Now, it is not important to think about Ørnen, and that those rooms are full. Now we are going to fill the rooms of Western Norway. You know, the individual hotel might be worse off, but Western Norway are succeeding. We just need to spread the guests around...No, this is going to be interesting to be a part of.

(Interview 2)

The 280 hotels of the hotel chain of Scandic Hotels form a greater context of knowledge that each individual hotel is a part of, the Scandic *ba*. Ideally, forming such a large interrelated organization should enable a context, through knowledge and other resources, that makes the value of this hotel-network greater than the sum of its parts. Scandic places great emphasis in developing their commercial platform (distribution, booking system, branding, economies of scale, mobile application) and their learning platform Fuse. Yet, there are many aspects to consider when focusing on so many technological implementations.

This changes the focus and work processes of the individual worker. When it comes to knowledge, they will now focus more on the information they get from the centralized Scandic commercial platform. The mainly *tacit knowledge* from knowing the context of their “own” hotel

is replaced by digital *externalized knowledge* from a database made to benefit the entire Scandic organization. Scandic Ørnen might lose their organizational knowledge-based resource of contextualization. The analysis of the *cyber ba* shows that they have put some work in developing their local knowledge and connection to the surrounding city of Bergen.

Also, the workers will have limited access to *tacit knowledge*. They will to some extent lose their ability to contextualize and adapt the stay to the unique context of the guest. In model 1 this is defined as the situation, needs and preferences of the guest. The local knowledge of the Scandic Ørnen *ba* is not easily accessible when the geographical proximity is lost. They risk losing the tacit dimension of knowledge about the hotel experience of the guest.

I got to have that contact with the customer. And that is hosting, that is pure hosting. And that is being taken away from me... Scandic Ørnen is really unique because we do it that way. Because we actually are out there and meet the people that we have been in dialogue with. We are with them and we make sure that they are safe. That there are someone who knows precisely what has been ordered and what we have talked about. And that we are taking away. (Interview 2)

Scandic risk losing the unique hosting-element related to what each hotel can offer. The knowledge derived from the customer-dialogue creates the foundational knowledge that produce continuous improvement within the hotel. Scandic Ørnen can improve their hotel experience for their guests as a consequence of the *tacit knowledge* derived from their customer-dialogue. This knowledge is connected to the context of the hotel and to the personal characteristics of each guest and the relationship that the employee has with the guest. This is a *experiential knowledge asset* defined as “tacit knowledge shared through common experiences” (Nonaka, Toyama and Konno, 2000, p.20).

Of course, the workers will now have increased opportunity and ability to handle information and create *explicit knowledge*. They will be pieces within an information management system and they will develop skills connected to combination and systemization of knowledge. But they will be disconnected from the *ba* where they can elicit *tacit knowledge*. As an example, the hotels will have an increased risk of complaints being worded on the net and this might lead to decreased

demand for hotel rooms online. This is because they do not talk to the displeased guests before these guests leave the hotel. When the hotel does not have staff that have been involved in the customer-dialogue prior to the stay that create and know the expectations, they do not know if these expectations are fulfilled.

The *ba* where the staff meet the customer and the customer interaction changes. Earlier this was done by face-to-face or by a phone-conversation where a lot of *tacit knowledge* is communicated, and the worker and the customer were meeting in socializing *ba*. Now, this customer-dialogue is more and more replaced by aggregated data from the intranet or global Scandic *cyber ba* which constitutes the knowledge that form the concept of the hotel experience. This means that Scandic Hotels are prioritizing the development of systemic knowledge and *systemic knowledge assets* defined as “systemized and packaged explicit knowledge” (Nonaka, Toyama and Konno, 2000, p.20). Although this might yield cost-effectiveness and hopefully a smooth and possibly cheaper customer experience in terms of booking a hotel room, it might give a different hotel experience. This because that the knowledge or data that is created to assist hotel employee to accommodate the guest is different from before. It will not be as easy for the hotel employee to know what the purpose of the stay is. As an example: Perhaps they will not be able to tell the difference between a funeral and a bachelor party (Interview 2) as the input into Scandic booking system might be that same. That being said, with time Scandic might create a great database built on incremental development.

### 5.1.5 Diversity at Scandic as Knowledge-based Strategic Resource

Diversity can create value for an organization. It has value for a hotel to have a good *diversity climate* and to be acknowledged as diverse and tolerant towards all people. The guests recognize and value an inclusive environment, it brings them customer value (Interview 2). Scandic hotels has a customer-base within the mid-segment (Scandic, 2018). Thus, they welcome a very diverse range of customers. The hotel needs to be able to understand all these different guests. Therefore, it needs diversity among its employees that reflect its guests. An organization like a hotel becomes more competitive when it focuses on diversity. At Scandic Ørnen the *heterogeneity* among the employees are energizing their workplace environment (Interview 2). However, the analysis of the Instagram of Scandic Ørnen, shows that the *knowledge creation* at the hotel in terms of events, food and product-offerings are mainly focused on the Nordic and Norwegian reality. There seems to be a large potential of using the *heterogeneity* within Scandic Ørnen to create new knowledge and interesting hotel experiences in the future.

The prevalent heterogeneous ideal within the hotel is not openly shared, as the analysis of Scandic Ørnen online communication shows. *Cultural diversity* is described internally as valuable for the organization (Interview 2). However, Scandic wants to protect and solidify their brand. The "Scandic"-brand has 99 percent brand recognition (Scandic, 2018). The hotel chain might be running the risk of losing their favorable brand perception by showing people what they do not expect. Scandic is a Nordic hotel chain and a Nordic brand. Then, showing people of Nordic appearance makes sense. Probably, the customers will choose to stay at the hotels they know and trust. The theory of *fluency heuristics* (Jacoby and Brooks, 1984) suggest that this might be a reasonable logic: If Scandic introduces too many elements of diversity this can be perceived as heterogeneous, different from what people associate with Scandic. In that case, customers might choose an alternate, more recognizable, hotel chain that communicates more homogenous content, consistent with their stated Nordic identity.

Inside the hotel the reality can be different from what one could expect from their online presence. The interviewee describes an inclusive diversity climate at Scandic Ørnen. She describes events for the personnel that include people from different cultures to bond. Numerous examples of added organizational flexibility due to the diversity of the staff are mentioned. This context lets the hotel arrange custom tailored events for people of different cultures allows the

cultural differences to create a positive atmosphere and a good sympathizing *ba*. This results in *sympathized knowledge* (Nonaka and Takeuchi, 1995). The interviewee stated that if there was a challenge that the staff present could not solve concerning foreign guests, they knew who to call. The challenge could be a French guest that only spoke French and needed to communicate or an Indonesian who wanted a spice from their own culinary tradition. The knowledge could be collected from knowing the diversity of the staff at Scandic Ørnen. Thusly, a pool of *experiential knowledge assets* of cultural diversity exists within the hotel. The episodes where diversity can extend the *requisite variety* of the organization are success stories, best-practice and create an inclusive work environment. Currently, the Scandic organization does not create a *learning perspective of diversity* (Dass and Parker, 1999; Thomas and Ely, 1996) because the cultural diversity of the hotel is not treated as an organizational learning resource. The interviews confirmed that currently, such structures are not in place at the local hotels (Interview 2). Until Scandic puts in place structures to further develop their knowledge about diversity, the knowledge assets that exist within the local *ba* of the might not develop any further.

Within the Scandic system, diversity as a knowledge-based resource remains as mainly *tacit knowledge* connected to local *ba* of the individual hotel as an *experiential knowledge asset*. As this knowledge is context-dependent of the local hotel, it is not available for the entirety of the global *ba* of Scandic Hotels. That leaves Scandic with the plausible scenario of some hotels with a lot of knowledge connected to *cultural diversity* while others might be lacking the necessary knowledge to adapt to the guests checking in. The *requisite variety* is not balanced throughout the hotels. Consequently, the diversity knowledge creation stories are not displayed through their online or public communication, it does not become *explicit knowledge*. It does not become systemic knowledge and loses its ability to be internalized as a *routine knowledge asset* which would be: “how we use diversity in Scandic”. Through developing cultural diversity into a routine knowledge asset, the knowledge about diversity becomes embedded in action and practices of the organization (Nonaka, Toyama and Konno, 2000).

Scandic are reporting their diversity-efforts in their annual report and they measure the “share of employees who state in the employee satisfaction survey that Scandic has a good level of diversity in the organization” (Scandic, 2018. p. 50). Their goal for 2020 is reaching a satisfaction-rate over 90 percent, in 2017 they had 87 percent. Diversity seems to only be related



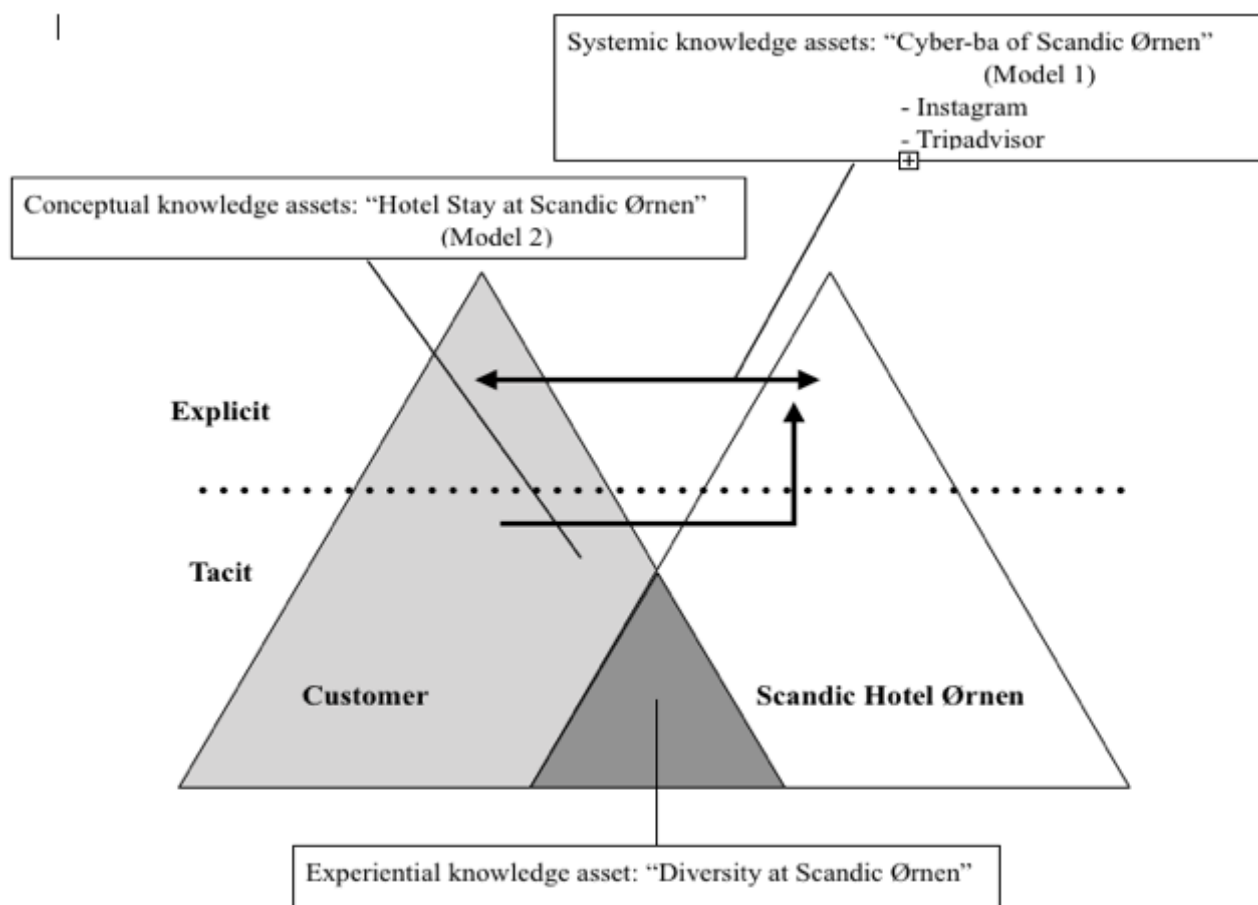
to how satisfied the staff of Scandic are. Still, when it comes to using diversity as strategic knowledge resource Scandic does not have a complete system and they do not tell their stories of diversity. The current strategy is limited to “the diversity we have at Scandic Hotels” and is a descriptive *systemic knowledge asset* with limited opportunity for practical usage.

Practice outside the Norwegian hotel industry show that you can develop diversity as a *conceptual knowledge asset*. Such an asset can be video, or a design concept related to diversity within the company. Fundamentally, this is a way of forging diversity through developing “explicit knowledge articulated through image and symbols” (Nonaka, Toyama and Konno, 2000, p. 20). Creating the concept of “Scandic diversity”. This way the organization develop a concept fits their context.

An example of this is IBM. In 2011 they made the concept of “Diversity at IBM - Doing it differently” where they were showcasing people from different cultural backgrounds. IBM have created many strategies through their work with diversity (IBM, 2019) throughout the years. They are portrayed creating a work environment based on the individual worker can be themselves (IBM, 2011). Just as a hotel needs a diverse workforce to cater to their guests, a global organization like IBM needs a diverse workforce to compete and innovate. In one video from their campaign, people from all over the world are making a meal together. The interviewee explained that they do exactly the same at Scandic Ørnen (Interview 2). IBM are building on the concept “Doing it differently”, showing people from different cultures doing intercultural exchange through cooking a meal together. This is building up the knowledge about diversity within the company. Conversely, at Scandic Ørnen this is a closed staff-event that takes place in the canteen, only for the staff to witness. It could be done more when it comes to creating knowledge about diversity within Scandic. Since the diversity within the company is already there, it is up to Scandic to create opportunities for the cultural diversity to express itself and create knowledge that can be used to build up the knowledge about diversity throughout the organization.

## 5.2 The Requisite Variety of Scandic Ørnen

To sum up the fifth chapter, the *requisite variety* of Scandic Ørnen is mapped out. Earlier in this chapter several knowledge assets have been explained and conceptualized through using the theory of knowledge creation. Model 3 is an overview over the knowledge-dynamics of Scandic Ørnen. It is based on figure 4 and illustrates the requisite variety of Scandic Ørnen. In the case of this thesis, according to the interviews the main challenge of the environment of Scandic Ørnen was related to the customers. Also, as most of the data available has been about the customer or the guest, this model uses “the customer” as the main outside constituent. As it follows from the theory about *requisite variety* (Nonaka and Takeuchi, 1995), the internal diversity of an organization has to match the variety and complexity of the environment to master the challenges laid forth by the same environment.



Model 3: The Requisite Variety of Scandic Ørnen, adapted from Figure 4: *Creating knowledge with outside constituents*

One central challenge at Scandic Ørnen was to understand the needs, preferences and situation of the guest in connection to a hotel stay. This process is explained through Model 1 and although the knowledge changes form through the knowledge conversion process, it is primarily about how to develop a conceptual knowledge asset. The interviewee explained her process of creating the *conceptual knowledge asset of the hotel stay* to tackle this challenge. She developed the knowledge in dialogue with the guest through externalization of tacit knowledge, combining and packaging the knowledge, making it systemic knowledge and passing it on to her coworkers for them to put it out into action. This contingency has to be managed continuously.

Matching the guest's expectations is also an uncertainty. A dissatisfied guest is never good for a hotel. Still, now hotels also have to manage the *cyber ba of Tripadvisor* or other web-sites where the guests can leave feedback. If there's failure, the ratings online drop. To tackle this contingency, the interviewee explained that the hotel staff had a mandatory question that they, invariably, have to ask every guest staying at Scandic Ørnen: "Would you recommend this hotel to others?". This tactic had two reasons. Firstly, the staff could get knowledge about the hotel experience of the guest to help improve the services of the guest. Secondly, in the case of a displeased customer they can keep the negative feedback from being externalized on the web-sites and becoming explicit knowledge by asking the guest this question before he leaves the hotel. This tactic was done to develop the knowledge of the customer into a constructive *conceptual knowledge asset* that the hotel could use. If the guest publishes his complaints online, it can develop into developing into a damaging *systemic knowledge asset*. The hotel cannot control what the guests post online, but they can work consciously to retain the knowledge of the hotel experience, good and bad, at the hotel. They have to relate to the *customer-controlled systemic knowledge assets of Tripadvisor* and other feedback-sites.

A challenge that all businesses face is to communicate with their customers and get feedback on their value propositions. The hotel does this on social media. This *cyber ba* of Scandic Ørnen is a *systemic knowledge asset* that they control themselves. Namely, the Instagram-account of Scandic Ørnen. This knowledge platform is explained through model 2. Scandic Ørnen are externalizing their tacit knowledge and creating a conceptual knowledge asset. Then it gets combined and connected with inputs from people on the internet and this constitutes a systemic knowledge asset. This knowledge-space can be important for Scandic Ørnen to exchange explicit

knowledge with the customer as shown in model 3. The data-analysis (Appendix 2) of their cyber ba shows that the hotel and its employees have worked hard to create content for their Instagram. Still, as the *etic*-analysis of Scandic Ørnen shows this knowledge asset is increasingly becoming an object of control for Scandic's commercial platform. One could ask the question: Is it wise to let someone that is distanced from the hotel control a knowledge asset that is so important for the requisite variety of the hotel?

The last challenge is about how Scandic Ørnen tackles diversity within and outside their company. This thesis has investigated how diversity is looked upon through a knowledge-perspective. Through this analysis cultural diversity at the hotel is found to consist of mainly *tacit knowledge*. Through creating an *inclusive ba*, the hotel creates a tolerant environment that has room for difference and values difference. According to the interviewee the guests prefer such a "diverse hotel". So, the tacit knowledge about cultural diversity and the *ba* that surrounds this knowledge is valuable. Still, there is hardly any signs of explicit knowledge concerning diversity. The interviews also confirm this. Furthermore, subjects concerning diversity is not a part of the content published on Instagram, the cyber ba of Scandic Ørnen. Hence, this thesis classifies diversity at Scandic Hotel Ørnen as being an *experimental knowledge asset* that is bounded to the mainly tacit interactions at the hotel. It is the opinion of this thesis that far more could be done to develop "Diversity at Scandic Ørnen", as a *conceptual knowledge asset of diversity*.

The theory of requisite variety (Nonaka et al., 1995;2000) conveys that an organization cannot completely control its outside constituencies. It needs to adapt its internal diversity and create knowledge that can create opportunities. Model 3 shows a map of the constituencies that Scandic Hotel Ørnen face according to this research study, it also reveals the dynamics of how to create competitive advantage through developing knowledge assets. The model is based on the data gathered. The model could have been far more comprehensive if access to more data had been granted. However, it can possibly give some insights that can be implemented into the strategy of the hotel. Furthermore, model 3 and its methods can be used to map out other challenges that the hotel may encounter.

## 6. CONCLUSION

This thesis was written with the intent of answering the research question: “How can knowledge and cultural diversity create organisational value within the Norwegian Hotel Industry? “. The short answer is by regarding diversity and knowledge as knowledge assets (Nonaka, Toyama and Konno, 2000) and developing value by creating knowledge to sustain the requisite of the organization. This thesis has explained the requisite variety at Scandic Ørnen for that purpose.

Three models on how knowledge creation develops the knowledge assets within Scandic Ørnen have been conceptualized to explain how the hotel does knowledge-work. These models make up the basis for the requisite variety. Model 3 explained the requisite variety of Scandic Ørnen with the data gathered from Scandic Ørnen-sources and it forms the conclusion of the thesis. In the model, four knowledge assets were conceptualized. “Cultural Diversity” as an experiential knowledge asset, “The Concept of The Hotel Stay” as a conceptual knowledge asset and lastly, two cyber ba that are important for Scandic Ørnen, “Instagram” and “Tripadvisor” as systemic knowledge assets. Together this forms a map rooted in the social dynamics of the hotel that represent the requisite variety of Scandic Ørnen.

This thesis has not used Nonaka's models and concepts as a rigid analytical platform, but as a framework to explore and reflect upon the research question. In that regard the analysis represents a mapping out of how knowledge creation and diversity are connected, not a complete empirical analysis. The thesis did not have and does not claim to have full overview over the knowledge network of Scandic Ørnen. The digital knowledge network was not entered. The focus was on the tacit knowledge and how it shapes the hotel experience of the guest. The knowledge assets that are conceptualized are based on data from Scandic Ørnen available to the author.

If more interviews had been conducted, more knowledge assets could be mapped out and there would be possible to construct a more accurate image of the requisite variety of the hotel. There are many functions within a hotel that would be interesting to get insight from. Still, the interview-data from the key employee and knowledge activist was of high quality. This research study has produced a representation of the current requisite variety of Scandic Ørnen and it includes key contingencies, knowledge processes and the conceptualization of relevant knowledge assets.

As this thesis has its main theoretical influence from the *organizational knowledge creation paradigm* developed by Nonaka et al. (1994;1995;1998;2000), a few of the main criticisms should be taken into account. The criticism against Nonaka can also to some degree be relevant when evaluating the work of this thesis, as the work is somewhat embedded in the knowledge creation perspective. Nonaka is considered to be an influential contributor to the field of knowledge management (Hislop et al.,2018) .However, the theories of Nonaka have been criticized extensively since then.

Hislop (2018) have mentioned three main arguments against Nonaka and his knowledge creation theory. Firstly, Gourlay (2006) argues that the empirical evidence supporting the theory are unconvincing and that it relies heavily on brief anecdotes. Actually, the stories of the interviews within this thesis could be further elaborated. That way a more in-depth analysis would be possible to conduct. This thesis only collected data from one role at the hotel. Albeit, this was an important and knowledge creating role, but ideally it would be desirable to have access to more interview-subjects. That being said, the interviews conducted were rich in content and provide material that could be extended and applied through the concepts of requisite variety and knowledge creation.

Secondly, Gourlay(2006) takes a perspective shared by many other theorists(Ribeiro and Collins, 2007; Collins, 2007), “there is an irreducibly tacit element to any and all explicit knowledge, and that it is never possible to make fully explicit knowledge”(Hislop, 2018, p.117). This is a conceptual criticism that it is outside the scope of this thesis to take into hand or discuss. However, the concepts of requisite variety, SECI-model and knowledge creation has given insights into the processes of Scandic Ørnen that is seen as strategically relevant as map of the knowledge assets of the hotel. For the purpose of this thesis, these concepts have been valuable.

Thirdly, Glisby and Holden (2003) argues that the “tacit universalistic assumptions” (Holden, 2018, p. 118) related to Japanese work practices and culture leaves the knowledge creation theory to be culturally embedded. In the case of this thesis, the context is Norway and as far as the author is concerned the theories of Nonaka worked fine as a framework of analysis also in a Norwegian setting. However, this is not a comparative study, it is explanatory.

Initially, this study attempted to combine knowledge creation and diversity management. The results of the research were mixed. Knowledge creation allowed for insights into how diversity acted as a part of the organizational knowledge within the hotel. But it did not confirm or disconfirm that cultural diversity was conducive to knowledge creation.

When it comes diversity and diversity management, the data was not that comprehensive. According to the key employee, the management of the diversity-policy was probably left to the leaders at the Scandic headquarters. Access to these leaders could potentially have given insights that could make constitute a more complete analysis and discussion concerning diversity related subjects. This thesis did not have access to data to reveal the diversity perspective (Dass and Parker, 1999) of Scandic from a strategic standpoint on a management level. This could have been added as a unit of analysis to get a more well-rounded view of the requisite variety of Scandic Ørnen.

Additionally, further research could be done on whether Scandic Hotels' "Inspire Nordics" cultural platform creates a "Nordic" homogenous ideal (Schulz, 2009) that affects how Scandic display cultural diversity to the public. Paradoxically, according to the data in this thesis, diversity was encouraged and seen as a strength within the hotel by the staff. This depicts a heterogenous ideal (Schulz, 2009). Diversity residing within Scandic Ørnen was used as an experiential knowledge asset and as part of the requisite variety of the hotel. According to the data, Scandic Ørnen has a large degree of diversity knowledge within their organization which they utilize as part of their requisite variety when external circumstances like unknown languages or during tourist-season. This thesis suggest that they could benefit more from this repository knowledge.

Still, cultural diversity created inclusion and tolerance within the work environment. This can be said to be positive in terms of energizing a *ba*, a context for knowledge creation. In sum, effects of cultural diversity are there, but exist as *experiential knowledge assets* consisting of tacit and difficult to grasp knowledge. In sum, Diversity is not only a characteristic of the organization. It shapes the requisite variety of the organization. The diversity of knowledge assets constitutes the ability of the organization to realize and react upon the contingencies of their environment. This

thesis has explained several episodes where cultural diversity has acted as knowledge assets to resolve business-situations. Another idea for further research is to follow how diversity develops as a knowledge asset within an organisation where there was more access to data.

In conclusion, this master thesis explained the requisite variety of Scandic Ørnen. The theoretical framework that was built for this purpose. The gathered data influenced how the requisite variety of the hotel was conceptualized. Knowingly, access to more data and to other data sources the requisite variety would probably be different. Thus, the research of requisite variety within the hotel industry can be further developed.



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# APPENDIX 1

## CORRESPONDENCE WITH COMPANIES

### 1.1 E-mail correspondence

#### 1.1.1 Nordic Choice Hotels

“Takk for telefonsamtalen tidligere i dag.

Jeg skal fatte meg i korthet i forhold til hva jeg ønsker å utforske ved organisasjonen deres så om du eller andre vil ha mer informasjon er det bare å ta kontakt.

Som sagt under samtalen så skriver jeg en masteroppgave på Copenhagen Business School innenfor Diversity and Change Management. Dette vil si at jeg har inngående teoretisk bakgrunn rundt emner som mangfold(diversity), mangfoldsstrategi (diversity management), organisasjonsvitenskap i både "stabile" organisasjoner og organisasjoner i endring. Under studiene studerte vi flere selskaper og i gruppe med andre skrev jeg en større oppgave for IBM Danmark om hvordan man skulle gjøre "diversity management" til et dansk eller skandinavisk konsept.

Under min masteroppgave har min ambisjon vært å se på den norske konteksten for mangfoldsledelse og hvordan man kan skape en konkurransefordel gjennom å drive aktiv organisasjonsutvikling rettet inn mot tiltak knyttet direkte og indirekte til økt mangfold i en organisasjon. Slik jeg ser det så leder Nordic Choice Hotels an i å definere hva mangfoldsledelse er i Norge. Petter Stordalen satte en ny standard på årets NHO-konferanse og ut fra det jeg har lest på deres nettsider og research jeg har gjort om deres historie er dette langt fra tilfeldig, men et bevisst strategisk veivalg. Jeg vil gjerne forske på dette og dersom et slikt masterprosjekt blir vellykket vil jeg bruke innsikten jeg får til å hjelpe dere med deres videre utvikling da jeg oppriktig håper at en bedrift med deres verdigrunnlag lykkes i dagens Norge. Dersom dere ønsker kan jeg tilby full diskresjon på alle måter ønskelig og i ytterste konsekvens blir det kun gitt papirkopier til meg, dere og sensor ved Copenhagen Business School. Om dere skulle ønske å bruke oppgaven min på noen måte i sin helhet eller delvis står dere helt fritt til det.

Kontakt med gjerne på mail eller telefon om dette er relevant for dere og dere ønske et samarbeid.

Mvh

Bård Nesbø Skreien”

### 1.1.2 MAK

Du kan kontakte oss for generelle henvendelser ved å bruke kontaktskjemaet under.

Bård Nesbø Skreien	bard.ns@me.com	CBS-Masteroppgave om Mangli
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Jeg skriver for tiden en masteroppgave om Diversity Management and Knowledge Creation ved Copenhagen Business School som en del av min mastergrad i Diversity and Change Management. I den forbindelse leter jeg etter case-organisasjoner som kunne være relevante for meg å forske på. MAK har mange aktiviteter og et stort nettverk innenfor mitt aktuelle fagfelt og jeg tar derfor kontakt dersom dere har noen ideer om hvilke selskaper eller organisasjoner som jeg kunne kontakte? Dersom dere trenger mer informasjon om hva jeg skriver om er det bare å ta kontakt.

Beste hilsener,  
Bård

Organisasjonsnr.  
916650507

Majorstuen,  
0365 Oslo

Telefon: +4799470665  
E-post: [Post@MAKorg.no](mailto:Post@MAKorg.no)  
Nett: [MAKorg.no](http://MAKorg.no)

## 1.2 Phone correspondance

### 1. 2.1 Call script/ Information sheet in Norwegian

Hei, mitt navn er Bård Nesbø Skreien og jeg er master-student fra Copenhagen Business School. For tiden skriver jeg masteroppgave om mangfold og kunnskapsledelse ved institutt for interkulturell kommunikasjon og ledelse. Jeg kontakter deg fordi jeg er i gang med å skrive om kunnskapsledelse og forskjellighet og at det i den sammenheng ville være interessant å undersøke deres organisasjon.

I mitt prosjekt er jeg i gang med å undersøke hvilken effekt mangfold i en norsk organisasjon har på deres prosesser i forhold til kunnskapsutvikling. Dette gjelder konkret kunnskapsutvikling i forhold til tilbud av tjenester, produkter og utførelse av oppgaver.

Her viser forskning at organisasjoner i ulik grad driver mangfoldsledelse og er bevisst på hvordan de driver kunnskapsutvikling. Jeg vil gjerne se på hvordan forskjellighet kan innvirke på samarbeid innad i organisasjonen og i hvor stor grad organisasjonen klarer å skape verdi ut av sitt mangfold. Dette er særlig interessant i Norge som er et land som blir sett på som dyktige innenfor likestilling spesielt med tanke på kjønnsbalanse i næringsliv og politikk.

Formålet med mitt masterprosjekt er således:

- Finne ut hvilken effekt, om det eksisterer en slik effekt i det hele tatt, mangfold har på en organisasjons evne til å skape verdi. Særlig gjennom analyser av kunnskapsutvikling og kunnskapsprosesser innad i bedriften.
- Se på organisasjonens mangfold og mangfoldsledelse sammen med dens kunnskapsprosesser for å kunne si noe om organisasjonens kapasitet til å takle eksterne trusler og skape nye muligheter. I hvor stor grad er organisasjonens mangfold en konkurransefordel? Dette uavhengig om det eksisterer en bevisst mangfoldstrategi eller om det faller naturlig for organisasjonen.

Rent praktisk vil prosjektet involvere intervjuer på 40-60 minutter med ansatte fra ulike avdelinger. Hovedsaklig vil intervjuet dreie seg om: Hvordan opplever dere at forskjellighet skaper verdi i deres virksomhet?

Det vises full diskresjon rundt utførelse og innhold av intervjuene. Identitet til de enkelte bidragsyterne kan holdes skjult og den ferdige oppgaven publiseres kun med samtykke fra organisasjonen som blir undersøkt. Om det er ønskelig kan innholdet i oppgaven kun deles med sensor og eksaminator ved Copenhagen Business School foruten forfatter av oppgaven.

### **1.2.2 Call script/Information sheet in English**

Hi, my name is Bård Nesbø Skreien and I am currently a graduate-student at Copenhagen Business School. At the being I am writing my master-thesis about diversity and knowledge management at the institute of communication and leadership. The reason why I am contacting you it would be very interesting to investigate your organization in connection with my topic of knowledge creation and the value of difference. My project involves researching what effect diversity within a Norwegian organization has on their organizational processes of knowledge creation. This involves knowledge processes related to the development of services, products and organizational tasks.

I would like to see how difference can influence cooperation within the organization and to what extent the organization are able to create value from their diversity. In the context of Norway, which are well-known for promoting equal rights and are considered by a large international community to have highly developed policies on gender diversity within business and government.

The purpose with this project:

- 1) Find out what effect, if it exists such an effect at all, diversity has on an organizations ability to create value. There will be done analysis of the knowledge creation and knowledge processes within the company.
- 2) To investigate the diversity of the organization and strategies concerning diversity in conjunction with their knowledge processes to be able to assess the organizational capacity to act upon external threats and create new possibilities. To what extent is diversity regarded as a competitive advantage? Regardless of whether or not a “diversity strategy” is developed or if it is naturally formed within the organization.

Speaking in practical terms, the project will involve interviews of 40-60 minutes with employees from various departments or divisions. Mainly the interview will concern:



“How do you experience that diversity creates value within your organization?”

This project aims to have high standards of discretion concerning both the content and execution of the interviews. The identity of the individual participants can remain hidden and the finished

thesis will only be published with the consent of the organization in question. If requested the content of the thesis will only be shared with the sensor and examiner at Copenhagen Business School beside the author of the thesis.



## APPENDIX 2 DATA FROM INSTAGRAM



### 2.1 Data from the first year of Scandic Ørnen, 12.05.2014 – 10.05.2015



Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/nsQxt7MbNJ/">https://www.instagram.com/p/nsQxt7MbNJ/</a>	1	6	07.05.2014	Vi er klar for lunsj	0	0	0	
	<a href="https://www.instagram.com/p/nxAM5esbP5/">https://www.instagram.com/p/nxAM5esbP5/</a>	2	17	09.05.2014	Snart blir det fest, men først er det mange som skal sminkes	5	1	4	
	<a href="https://www.instagram.com/p/pV0oHWsbG0/">https://www.instagram.com/p/pV0oHWsbG0/</a>	3	9	17.06.2014	På kjøkkenet i dag lager Charlotte og May nydelige retter til lunsjbuffeten:-)	2	0	2	
	<a href="https://www.instagram.com/p/pYKQSjsbAD/">https://www.instagram.com/p/pYKQSjsbAD/</a>	4	19	18.06.2014	Er du innom oss i dag, er det denne flotte gjengen du møter i resepsjonen. Kristin, Linda og Johan Andre. Velkommen inn:-)	3	0	3	
	<a href="https://www.instagram.com/p/pgiXPFMbAO/">https://www.instagram.com/p/pgiXPFMbAO/</a>	5	12	21.06.2014	På kjøkkenet i dag lager Madelen et nydelig fruktfat til 2 glade gjester:-)	1	0	1	

Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/pl_Jx9sbOS/">https://www.instagram.com/p/pl_Jx9sbOS/</a>	6	9	27.06.2014	Vi ønsker alle en festlig St. Hans feiring:-)	0	0	0	
	<a href="https://www.instagram.com/p/ptGnp7MbAF/">https://www.instagram.com/p/ptGnp7MbAF/</a>	7	20	26.06.2014	Visste du at Scandic hotels er nordens største hotellkjede, og at Scandic Ørnen er Bergens største hotell? 368 rom fordelt på 13. etasjer. Velkommen inn:-)	0	0	0	
	<a href="https://www.instagram.com/p/pv3WjxsBAc/">https://www.instagram.com/p/pv3WjxsBAc/</a>	8	7	27.06.2014	Iron Maiden fan? Vi varmer opp i morgen fra kl. 12-16 med å spille Iron Maiden i Roast Restaurant og Bar i 13. etasje. Velkommen inn:-)	0	0	0	
	<a href="https://www.instagram.com/p/r42nhiMbK4/">https://www.instagram.com/p/r42nhiMbK4/</a>	9	13	19.08.2014	Endelig har #scandictogo kommet til Bergen! Her er vinneren av #scandictogo i Bergen @ninasaki gleder seg til en spennende opplevelse med Scandic på Bryggen:-)	0	1	0	







Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/r9YUTwsbKJ/">https://www.instagram.com/p/r9YUTwsbKJ/</a>	10	11	21.08.2014	KONKURRANSE Post en selfie foran vårt mobile hotellrom #scandictogo på bryggen, og vær med i trekningen av: Weekend for 2 på valgfritt Scandichotell i Norge, 2 retters middag & 2 billetter til et av høstens show på Ole Bull Scene. Husk å bruk #scandictogo Men vær rask! Vi trekker en vinner mandag 25. august.	1	0	0	
	<a href="https://www.instagram.com/p/sPI8LdMbAt/">https://www.instagram.com/p/sPI8LdMbAt/</a>	11	9	28.08.2014	GJESTER PÅ ØRNEN Det yrer av liv på Ørnen i dag. Denne flotte gjengen traff vi utenfor én av våre møterom i dag:-) Planlegger du et møte eller større arrangement? Ta kontakt med oss på <a href="mailto:meeting.ornen@scandichotels.com">meeting.ornen@scandichotels.com</a> for mer informasjon og booking	3	0	0	


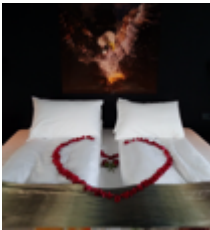
Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/sPqPnDsblE/">https://www.instagram.com/p/sPqPnDsblE/</a>	12	7	28.08.2014	GRATULERER YNGVE EIDSET Du er vinner av vår #scandictogo konkurranse:-) Scandic hotellene i Bergen har gleden av å gi deg et weekendopphold for 2 på valgfritt Scandic hotell i Norge, 2 retters middag & 2 billetter til et av høstens show på Ole Bull Scene. Send oss en melding på Scandic Ørnen sin facebook-side, så avtaler vi levering av gavekort & billetter. Tusen takk til alle som deltok i konkurransen!	4	0	0	
	<a href="https://www.instagram.com/p/s1sLZqsbBL/">https://www.instagram.com/p/s1sLZqsbBL/</a>	13	14	12.09.2014	Er du innom oss i dag, er det disse to vakre damene som møter deg i resepsjonen vår, Thelma og Linda. Velkommen inn:-)	2	0	2	



Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/tXy cvVMb DP/">https://www.instagram.com/p/tXy cvVMb DP/</a>	14	13	25.09.2014	PLANLEGGER DU MØTE-ELLER KONFERANSE? Som Bergens største og nyeste konferansehotell, er mulighetene mange for å tilrettelegge alle typer arrangementer-møter, konferanser eller kick-off. Ta kontakt med oss på <a href="mailto:meeting.ornen@scandichotels.com">meeting.ornen@scandichotels.com</a> eller telefon +47 55 37 50 00.	0	0	0	
	<a href="https://www.instagram.com/p/vY ZdZKsb PY/">https://www.instagram.com/p/vY ZdZKsb PY/</a>	15	3	14.11.2014	Nå braker det løs med julebord på Ørnen! Les mer om våre julebord på <a href="http://www.scandichotels.no/ornen">www.scandichotels.no/ornen</a>  I forbindelse med julebordsesongen har vi ekstra hyggelige priser på overnatting i helgene. Kr 890,- pr. rom, inkludert vår frokostbuffet. →For booking (mrk. Julebord): +47 55 37 50 00, <a href="mailto:ornen@scandichotels.com">ornen@scandichotels.com</a>	5	0	0	

Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/vgM_G6sbDs/">https://www.instagram.com/p/vgM_G6sbDs/</a>	16	21	17.11.2014	Da er Ørnens første pepperkakehus klar for Pepperkakebyen: -)	0	0	0	
	<a href="https://www.instagram.com/p/xzEsmDsbAf/">https://www.instagram.com/p/xzEsmDsbAf/</a>	17	17	13.01.2015	Den røde løper er rullet ut, og F&B Manageren steker varme lapper til kurs- og konferansegjestene. Det er god stemning på Ørnen i dag :) <a href="#">#Bergenskonferansen2015</a> <a href="#">#BergenNæringsråd</a> <a href="#">#visitbergen</a> <a href="#">#scandichotels</a> <a href="#">#bergen</a>	1	0	1	
	<a href="https://www.instagram.com/p/x9GORsMbDi/">https://www.instagram.com/p/x9GORsMbDi/</a>	18	16	17.01.2015	På kjøkkenet i dag lager Martin og Jarl hjemmelagde pølser. Vi gleder oss til å smake! <a href="#">#bergen</a> <a href="#">#scandichotels</a> <a href="#">#scandicornen</a> <a href="#">#visitbergen</a> <a href="#">#hotel</a>	2	0	2	


Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/vXatiesbKC/">https://www.instagram.com/p/vXatiesbKC/</a>	19	25		I dag var selgerne på messen "Bergen genererer muligheter " i Grieghallen :) <a href="#">#messe</a> <a href="#">#bergen</a> <a href="#">#visitbergen</a> <a href="#">#grieghallen</a> <a href="#">#bergengenererer muligheter</a> <a href="#">#scandichotels</a> <a href="#">#kurs</a> <a href="#">#konferanse</a>	4	0	4	
	<a href="https://www.instagram.com/p/vaEhS6MbGs/">https://www.instagram.com/p/vaEhS6MbGs/</a>	20	30	28.01.2015	GULL TIL NORGE Gratulerer Ørjan Johannessen og commis Jimmy Øien som sikret Norges femte seier i Bocuse d'Or i Lyon i dag - verdens mest prestisjetunge kokkekonkurransen. <a href="#">#scandichotels</a> <a href="#">#Bocusedor2015</a> <a href="#">#Kokkemesterskap</a> <a href="#">#bergen</a> <a href="#">#Norge</a>	4	0	0	




Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/vxHKB_MbKm/">https://www.instagram.com/p/vxHKB_MbKm/</a>	21	8	06.02.2015	ROMANTISK OPPLEVELSE 3-retters middag + overnatting for 2 kr 1.995,- Les mer om tilbudet og booking på: <a href="http://www.scandichotels.no/ornen">www.scandichotels.no/ornen</a> <a href="#">#bergen</a> <a href="#">#visitbergen</a> <a href="#">#grieghallen</a> <a href="#">#valentines</a> <a href="#">#love</a> <a href="#">#scandichotels</a> <a href="#">#hotel</a> <a href="#">#weekend</a>	2	0	0	
	<a href="https://www.instagram.com/p/vzNAaJMbnJ/">https://www.instagram.com/p/vzNAaJMbnJ/</a>	22	24	07.02.2015	NY DIREKTØR PÅ ØRNEN Vi har den glede av å informere om at Lise S. Haukedal har takket ja til stillingen som ny direktør her på Scandic Ørnen. De beste gratulasjoner fra hele teamet!!	1	0	1	
	<a href="https://www.instagram.com/p/v1aPoMbLM/">https://www.instagram.com/p/v1aPoMbLM/</a>	23	5	08.02.2015	Vi ønsker alle mødre der ute en riktig fin morsdag! <a href="#">#morsdag</a> <a href="#">#bergen</a> <a href="#">#scandichotels</a>	0	0	0	



Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/zDGvrvMbC3/">https://www.instagram.com/p/zDGvrvMbC3/</a>	24	11	13.02.2015	SOCIAL DINING I ROAST RESTAURANT Ønsker du å bli kjent med nye mennesker og spise god mat? Da bør du prøve vår social dining! Ikke gå glipp av neste mulighet som blir onsdag 4. mars. For reservasjon, kontakt oss på +47 55 37 50 00, eller møt opp i restauranten. <a href="#">#socialdining</a> <a href="#">#scandichotels</a> <a href="#">#bergen</a> <a href="#">#visitbergen</a> <a href="#">#griegghallen</a>	7	0	0	
	<a href="https://www.instagram.com/p/zF55IQMbN-/">https://www.instagram.com/p/zF55IQMbN-/</a>	25	22	14.02.2015	💖 HAPPY VALENTINES 💖 <a href="#">#valentines</a> <a href="#">#romantiskopplevelse</a> <a href="#">#scandichotels</a> <a href="#">#bergen</a> <a href="#">#visitbergen</a> <a href="#">#griegghallen</a> <a href="#">#hotel</a>	0	0	0	



Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/zKkl6rMbBT/">https://www.instagram.com/p/zKkl6rMbBT/</a>	26	8	16.02.2015	FAMILIEDAG SØNDAG 22. FEBRUAR Scandic i samarbeid med Fana IL Skøyter i Bergen, inviterer til familidag på Slotthaug, søndag kl 12-14. Ta med deg skøyter, eller lei på stedet. Det blir teknikk instruksjon, lek og lett servering. <a href="#">#bergen</a> <a href="#">#familiedag</a> <a href="#">#scandichotels</a> <a href="#">#fanaidrettslag</a>	4	0	0	
	<a href="https://www.instagram.com/p/z44JKZMbJf/">https://www.instagram.com/p/z44JKZMbJf/</a>	27	11	06.03.2015	EKSKLUSIV HELAFTEN I ROAST RESTAURANT Vi ønsker velkommen til en eksklusiv helaften i vår restaurant Roast, med Winemakers Dinner sammen med champagnehuset Lanson - onsdag 18. mars kl. 19.00. For booking av bord og mer informasjon se <a href="http://www.roastfood.no/bergen">www.roastfood.no/bergen</a> <a href="#">#bergen</a> <a href="#">#visitbergen</a> <a href="#">#griegghallen</a> <a href="#">#scandichotels</a>	0	0	0	






Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
					<a href="#">#winemakersdinner</a> <a href="#">#lanson</a>				
	<a href="https://www.instagram.com/p/z9n6WqMbMT/">https://www.instagram.com/p/z9n6WqMbMT/</a>	28	12	08.03.2015	<a href="#">scandicornen</a> Gratulerer med dagen alle fantastiske kvinner i hele Norges land! <a href="#">#kvinnedagen</a> <a href="#">#scandichotels</a> <a href="#">#bergen</a> <a href="#">#visitbergen</a>	0	0	0	

Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/0DzsDAMbDX/">https://www.instagram.com/p/0DzsDAMbDX/</a>	29	11	10.03.2015	STEMNINGSFULLE Lunsjgjesterne våre fikk i dag en helt spesiell opplevelse da Harmonien ønsket velkommen med vakker musikk 😊 #harmonien #bergen #visitbergen #griegshallen #scandichotels	3	0	3	
	<a href="https://www.instagram.com/p/0dF7-IsbDs/">https://www.instagram.com/p/0dF7-IsbDs/</a>	30	12	20.03.2015	Det ble litt av et show når Trine, Robert og Martin disket opp med bringebærsorbet med flytende nitrogen til gjestene våre. Denne isen kan virkelig anbefales! Ønsker dere alle en riktig god helg 😊 #bergen #visitbergen #griegshallen #scandichotels #bringebærsorbet	3	0	3	
	<a href="https://www.instagram.com/p/0gOHPmsbM2/">https://www.instagram.com/p/0gOHPmsbM2/</a>	31	25	21.03.2015	<b>scandicornen</b> Hyggelig med besøk av statsminister Erna Solberg i dag!  #statsminister #scandichotels #bergen #visitbergen	2	0	1	





Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/0uzHlkMbGO/">https://www.instagram.com/p/0uzHlkMbGO/</a>	32	16	27.03.2015	PÅSKEN HAR INNTATT ØRNEN Vi ønsker dere alle en riktig fin helg og en solfylt og god påske 😊 #scandichotels #bergen #visitbergen	0	0	0	
	<a href="https://www.instagram.com/p/1S3wrMbFr/">https://www.instagram.com/p/1S3wrMbFr/</a>	33	29	10.04.2015	Vår kjøkkensjef Tore, viser stolt frem husets nye grill. Nå gleder vi oss til grillfester på vår takterrasse! God helg alle sammen 😊 #bergen #visitbergen #griegghallen #scandichotels	1	0	1	
	<a href="https://www.instagram.com/p/1aJdTzsbCa/">https://www.instagram.com/p/1aJdTzsbCa/</a>	34	20	13.04.2015	I dag markerer vi Den nasjonale frokostdagen! Har du funnet oppskriften på en bedre frokost? Del med oss #bedrefrokost @scandicnorge og bli med i trekningen av frokost for to. Delta innen 26. april.	0	0	0	



Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/1swP0ksbPy/">https://www.instagram.com/p/1swP0ksbPy/</a>	35	15	20.04.2015	ENDELIG er grillsesongen i gang! Med vår nye grill på huset kunne vi invitere våre gjester i dag på grillfest i solen 🤨 #scandichotels #bergen #visitbergen #griegshallen #grillsesong #sol	2	0	2	
	<a href="https://www.instagram.com/p/1uucTysbIH/">https://www.instagram.com/p/1uucTysbIH/</a>	36	40	21.04.2015	SCANDIC ØRNEN blir KYGO-HOTEL under BERGENFEST i juni! KYGO-HOTEL vil blant annet være vertskap for eksklusive events, inkludert pressekonferanse og Meet & Greet, Q&A med Kygo og teamet hans på søndag, og et afterparty med DJ-sett med Kygo og hans utvalgte artistvenner på scenen. Se mer informasjon: <a href="http://bergenfest.no/kygohotel">http://bergenfest.no/kygohotel</a>	1	0	0	

Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/10eeJ1sbMB/">https://www.instagram.com/p/10eeJ1sbMB/</a>	37	15	23.04.2015	VELKOMMEN TIL 17. MAI FEIRING Nasjonaldagen er en av årets fineste dager, og det er viktig å markere dagen med god mat og drikke i hyggelig lag. På Scandic Ørnen er mulighetene mange; med 2 restauranter, bar og takterrasse, ligger alt til rette for en minnerik feiring av nasjonaldagen. Ønsker dere å overnatte? Vi tilbyr ekstra hyggelige priser denne helgen. For mer informasjon om våre tilbud og menyer, se: <a href="http://www.scandichotels.no/ornen">www.scandichotels.no/ornen</a> <a href="https://www.instagram.com/scandichotels">#scandichotels</a> <a href="https://www.instagram.com/bergen">#bergen</a> <a href="https://www.instagram.com/visitbergen">#visitbergen</a> <a href="https://www.instagram.com/griegghallen">#griegghallen</a>	0	0	0	
	<a href="https://www.instagram.com/p/16CoNjsbEN/">https://www.instagram.com/p/16CoNjsbEN/</a>	38	30	25.04.2015	Denne spreke gjengen *TEAM ØRNEN* deltok i Bergen City Marathon i dag 🙌👍 <a href="https://www.instagram.com/bergen">#bergen</a> <a href="https://www.instagram.com/visitbergen">#visitbergen</a> <a href="https://www.instagram.com/scandichotels">#scandichotels</a> <a href="https://www.instagram.com/bergencitymarathon">#bergencitymarathon</a>	6	0	6	

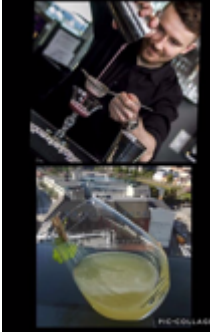


Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/2gQhILsbMJ/">https://www.instagram.com/p/2gQhILsbMJ/</a>	39	30	10.05.2015	FOR EN KVELD OG FOR ET STJERNETEAM! Takk til alle gjester og til alle ansatte som var med å bidra til at #gullruten2015 pre- og afterparty ble en helt fantastisk kveld! <a href="#">#scandichotels</a> <a href="#">#bergen</a> <a href="#">#visitbergen</a> <a href="#">#griegghallen</a>	23	0	0	
			15,94 8717 9487 179			92	2	36	




## 2.2 Data from the last year of Scandic Ørnen, 08.02.2018 – 11.02.2019



Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/BetwEcBML7/">https://www.instagram.com/p/BetwEcBML7/</a>	1	83	08.02.2018	Vår hovmester, Michael serverer deilige fastelavnsboller til våre gjester. 😊 Vi ønsker alle en god helg! #scandicørnen #happyfriday	2	0	2	
	<a href="https://www.instagram.com/p/BfqKelBBYhq/">https://www.instagram.com/p/BfqKelBBYhq/</a>	2	36	26.02.2018	Vi på Ørnen gleder oss til 17.Mai!! Gjør du? Husk å bestille bord for frokost, lunsj eller middag til selveste dagen. Booking sendes til <a href="mailto:meeting.ornen@scandichotels.com">meeting.ornen@scandichotels.com</a>	0	0	0	
	<a href="https://www.instagram.com/p/BgDkNHRFAQa/">https://www.instagram.com/p/BgDkNHRFAQa/</a>	3	101	08.03.2018	Idag feirer vi kvinnedagen! Gratulerer med dagen til alle flotte damer der ute 🌹 #scandichotels #kvinnedagen	1	1	2	
	<a href="https://www.instagram.com/p/Bgt8uZxhOjD/">https://www.instagram.com/p/Bgt8uZxhOjD/</a>	4	51	24.03.2018	Vi slukker alle lys for Earth Hour! 🌍 #earthhour #scandichotels	0	0	0	





Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/BhtWEElGM/">https://www.instagram.com/p/BhtWEElGM/</a>	5	37	18.04.2018	<b>skuespiller dro mmen</b> Anbefales! Vi hadde et fantastisk fint opphold hos dere etter bryllupet vårt, og ble tatt veldig godt vare på av deres ansatte 💕🌸 Frokosten vi fikk tilsendt på rommet var 🙌🌟	0	0	0	
	<a href="https://www.instagram.com/p/BiUTjPmF9HO/">https://www.instagram.com/p/BiUTjPmF9HO/</a>	6	140	03.05.2018	Vi fyller 4 år!! 🥂 Med alle våre nydelige gjester og vårt fantastiske team har vi nå lagt 4 travle, spennende og ikke minst gøyе år bak oss. Vi gleder oss til fortsettelsen!! Happy B-day Scandic Ørnen ❤️	30	7	37	



Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/BkhV99qAfIP/">https://www.instagram.com/p/BkhV99qAfIP/</a>	7	64	27.06.2018	En av våre dyktige bartendere vant cocktail konkurransen Scandic Grand Prix 2018 med en koriander inspirert drink 🍷 Vi er utrolig stolte, og gratulerer Kim så mye med seieren! ❤️ #scandichotels #scandicnorge #scandicørnen	1	0	1	
	<a href="https://www.instagram.com/p/BkxFUwAAgho/">https://www.instagram.com/p/BkxFUwAAgho/</a>	8	48	03.07.2018	Fra kl.17:00 blir det Bruno Mars stemning i Roast i 13.etasje i Skybaren. Vel møtt 😊	0	1	0	
	<a href="https://www.instagram.com/p/BIFj6UEFIqw/">https://www.instagram.com/p/BIFj6UEFIqw/</a>	9		11.07.2018	Vår Skybar er åpen i hele sommer! 😍 Baren er åpen fra kl. 17:00 - 23:00, Mandag til Lørdag. Her kan du nyte den vakre utsikten over Bergen 🍷☀️ Håper vi sees! #scandicnorge #scandichotels	5	1	1	

Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/BlhsEuslMGI/">https://www.instagram.com/p/BlhsEuslMGI/</a>	10		22.07.2018	Vårt fine og dyktige renholds Team ☆ Alltid i godt humør!	5	2	7	
	<a href="https://www.instagram.com/p/BmdD6qWARji/">https://www.instagram.com/p/BmdD6qWARji/</a>	11	33	14.08.2018	Første lørdagen i September kjører vi i gang et av våre nye konsepter på Ørnen, Afternoon Tea i Roast! Ta med venner og bekjente, kom til 13. etasje etter handlerunden i byen. Vi ordner med nydelig mat og drikke for en beskjeden pris! Første og midterste lørdagen hver måned! Vi sees i Roast! 🍷🍸🍹✨ #scandicnorge #scandichotels #scandicørnen	2	0	0	
	<a href="https://www.instagram.com/p/Bm2s2oqgOeh/">https://www.instagram.com/p/Bm2s2oqgOeh/</a>	12	66	24.08.2018	Vi ønsker alle velkommen til Kygo Vorspiel 25. August! Lobbybaren er åpen fra kl. 15:00 🍷🍸	0	0	0	

Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/BooyHtgG9/">https://www.instagram.com/p/BooyHtgG9/</a>	13	26	07.10.2018	Søndag 2. og 9. desember serverer vi fullt julebord med innholdsrik koldtbuffet, tradisjonell julemat og hjemmelaget dessertbuffet. Vår julebuffet står klar fra kl.14:00 - kl.17:00. Vi viser familiefilmer og nissen kommer med gaver til de minste. Kontakt oss for bordreservasjon på tlf 55 37 50 01 eller Mail <a href="mailto:meeting.ornen@candichotels.com">meeting.ornen@candichotels.com</a>  Pris per person kr.545.- Barn mellom 4-12 år halv pris. Barn under 4 år gratis	0	0	0	
	<a href="https://www.instagram.com/p/BpOr6gGgfUY/">https://www.instagram.com/p/BpOr6gGgfUY/</a>	14	14	22.10.2018	Vi gleder oss til torsdag !! Vår restaurant Roast inviterer til Winemakers Dinner - en kveld med Georg Breuer. Vi har fortsatt noen ledige plasser til høstens store mat og vinopplevelse	0	1	1	

Picture	URL	Picture number	Likes	Date	Picture text	Norwegian	Non-Norwegian	Staff	Custom
	<a href="https://www.instagram.com/p/Bp99xiHHsc5/">https://www.instagram.com/p/Bp99xiHHsc5/</a>	15	48	09.11.2018	Endelig fredag! Sandra og Lena ønsker alle en strålende helg 😊 #scandichotels #scandicnorge #scandicørnen	2	0	2	
	<a href="https://www.instagram.com/p/BqWm2EHga7/">https://www.instagram.com/p/BqWm2EHga7/</a>	16	49	19.11.2018	Vi støtter Stiftelsen Sykehusbarn ✨ Alle er velkommen til å legge en gave til Sykehusbarna under juletreet vårt 🎁🌲❤️ (frist 18.Desember) #stiftelsensykehusbarn #scandichotels #scandicnorge #scandicørnen	0	0	0	
	<a href="https://www.instagram.com/p/BtRDKhyn52j/">https://www.instagram.com/p/BtRDKhyn52j/</a>	17	76	30.01.2018	Et stort utvalg av gode fristelser på vår dessertbuffet til lunsjen i dag ✨	0	0	0	
	<a href="https://www.instagram.com/p/BtwJfWeCpiQ/">https://www.instagram.com/p/BtwJfWeCpiQ/</a>	18	54	11.02.2019	Kun få dager igjen til Valentinsdagen 🌹	0	0	0	
			57,875	x		48	13	53	

# APPENDIX 3 INTERVIEWS

## 3.1 Topic Guide

The interview process:

- Presentation of research
- The following subjects will be covered through the conversation.
  - How the company creates knowledge
    - Forms of knowledge
    - Spreading of knowledge
    - Knowledge about the guest
  - Diversity management
    - Awareness of diversity
      - Personally
      - At the hotel
    - Understanding of diversity
      - Personally
      - At the hotel
    - Diversity in relations to management
    - Kind of diversity existing at the hotel
- The form of the interview
  - The interview was originally stipulated to take around 40-60 minutes. However, as it was too much for the respondents to use for the purpose of the interview, the interview was shortened down to around 30 minutes.
  - Anecdotes and stories are encouraged.
- The interviews will be recorded under the consent of the respondent.

Questions for guidance:

Work environment conducive for knowledge creation. Communication within organization.

Mapping out a guest. Input to knowledge creation.

Diversity on a personal level. Diversity-timeline within the hotel.

Diversity perspective of Scandic and the hotel. Reactions to cultural diversity.

## 3.2 Transcripts

### 3.2.1 Interview 1 in Summary

**Purpose of interview:**

Preparation for semi-structured interview at a different time.

**Form of interview:**

The interview lasted 15 minutes and was conducted in a casual yet inquisitive manner to clarify various aspects of Hotel Ørnen.

**Time of interview:**

27th of January 2019

**Background of interview subject:**

Female, early 30s, parents from Chile, grew up in Norway. She has been working at Scandic Ørnen since the start 2nd of May 2014 and is currently working as an event and meeting planner as well as with sales.

**Summary of content:** She opens with explaining the different departments of the hotel that needs to be coordinated for the hotel to function. The reception is for most guests the part of the hotel that welcomes the guests and is supposed to give the guest positive expectations concerning the forthcoming stay. Housekeeping ensures that the rooms are in order and also keeps the hallways clutter free and tidy. The largest department is the operational department where waiters, technical staff and chefs are all assigned under the same unit. This department is responsible for the day-to-day operations and handling issues concerning food, service or technical difficulties. The staff at Scandic Hotel Ørnen call themselves Team Ørnen. When the author mentioned the subject of his research, she wanted to contact HR, but after closer consideration she said that HR in Oslo perhaps did not know so much about what was going on at the hotel on a day-to-day basis.

Sales and the meeting and event-coordinators work closely together to attract and organize events at the hotel. Scandic Ørnen can host events for up to 450 people so she says that precise

organization is a must. She has to coordinate all the departments of the hotel to ensure a successful delivery of the events and she is oftentimes put in the same role when they do not have a larger event. When asked about the role of her department she says: “We are the heart of the hotel. If the heart does not beat, the whole hotel stops.” She says that the hotel is a big part of her life and that she posts a lot on her private social media channel about what happens on the hotel. When questioned about who does the digital marketing of the hotel, she says that the staff provide most of the content, but that marketing division needs to approve everything that eventually gets posted online. The individual hotels have some freedom to create their own concepts, but often this is also subject to scrutiny from the centralized marketing division of Scandic. She further explains that in the near future there will be done significant changes in terms of organization at Scandic. She will change from being responsible for only Scandic Ørnen to doing bookings and arrangements for about 25 hotels. Although she admits that it will be a big change, she says it will be interesting and that she is willing to give it a try.

### **3.2.2 Interview 2 Transcript**

#### **Interview 2**

##### **Form of interview:**

The interview lasted 30 minutes and was conducted using the topic guide.

##### **Time of interview:**

3<sup>rd</sup> of March 2019

##### **Background of interview subject:**

Same person as interview 1.

##### **Conducted by telephone**

##### **Transcribed content:**

Interviewer(I): Hallo. Er du klar?

Respondent(R): Nei, det er jeg ikke. Det har jeg jo sagt, men jeg jobber samtidig som du snakker så får vi se.

I: Ja, ok. Ja, men det er greit det. Tar no det vi får. Ja, første spørsmål.

R: Ja.

I: Tar dere vare på hverandre i arbeidshverdagen?

R: Ja.

I: Ja, kan du utdype? Er det greit å vise omsorg for hverandre?

R: Om det er greit?

I: Ja, er det akseptert å vise omsorg eller er det sånn at det er litt sånn “tabu”, skulle jeg til å si?

R: Nei, det er veldig greit.

I: Det er veldig greit, faktisk.

R: Ja!

I: Bryr dere dere om hverandre?

R: Ja.

I: Så du kan vet eller du har en tanke om medarbeiderene dine og hvordan de har det? Hvordan og hva de tenker og så videre?

R: Ja.



I: Hvordan skaper dere energi i hverdagen?

R: Altså dette er kjempevondt for hodet mitt. Jeg har fullt av så mange andre ting enn akkurat dette nå. Hvordan vi skaper energi i hverdagen?

I: Ja?

R: Det kan jo være hva som helst det. Snakke til hverandre, gi hverandre en klem, gi hverandre komplimenter, fortelle om forskjellige suksesshistorier, snakke om hva som har gått bra dagen før eller uken før, oppnådde mål....så det er mye det.

I: Såpass, men det der var jo....det er mer verdi i det enn du trur, tror jeg. Det er ikke alle arbeidsplasser som er sånn.

R: Nei, det er det absolutt ikke. Vi er veldig heldige her på Ørnen, men jeg kan jo ikke snakke om det, jeg kan kun snakke om det vi har er.

I: Nei, men det er akkurat derfor jeg snakker med deg om akkurat det.

R: Mhmm..

I: Hvordan skaper dere møteplasser for dere ansatte?

R: Hva mener du?

I: Nei, altså en møteplass kan jo være utenfor og på jobb, sant. I løpet av en hverdag så er det jo sånn at du gjerne kan møtes med personen rundt omkring på hotellet, da. Ser jeg for meg.

R: Ja....

I: Er det spontant, eller?

R: Ja, det er veldig spontant.

I: Ja, ok. Legger dere til rette for kreativitet og nye måter å gjøre ting på på hotellet?

R: Om vi legger til rette for det?

I: Ja....

R: Vi har jo en "kjempeåpen" dialog, men.....Aaaaaah..Nå ringer den.. Det er sjefen min som ringer nå. Jeg ringer deg opp igjen.

I: Greit, det. Hei!

R: Ok, ha det!

Problems with recorder when the respondent suddenly called up again so 3 minutes of the interview was cut short.

R: Vi spør alle kunder om de ville anbefalt oss videre. Så snart får vi tilbakemelding. Vi sender ut undersøkelser i ettertid, hver gang vi har møter eller arrangementer sender vi ut mail eller vi ringer kunden personlig og spør hvordan de har hatt det og hvordan vi kan gjøre det bedre, eller...ja, så vi er hele tiden veldig oppdatert på hvordan de har hatt det hos oss. Det skal vi jo være.

I: Du er i forkant av alle spørsmålene mine. Det har du egentlig svart på...Hvordan kartlegger dere en gjest?

R: Hmmm....

I: Altså du får en foran deg eller i den situasjonen der du møter en gjeste - hvordan kartlegger du gjesten?

R: Nå hører jeg deg dårlig.

I: Hallo, hører du meg?

R: Ja, det virker som du har dårlig dekning...

I: Ja, skal vi se. Hører du meg nå?

R: Ja, jeg hører deg, men det er akkurat som du forsvinner veldig mye....

I: Kanskje dårlig dekning...Skal holde den oppe, da. Skal vi se - hører du meg nå?

R: Ja.

I: Ja, skal vi se. Hvordan kartlegger dere en gjest var det jeg skulle spørre om. Hva er det dere ser etter eller hva er det dere spør om? R: Kartlegger. Da tenker du i forhold til å få til et salg, da så klart?

I: For eksempel.

R: Vi er alltid...Vi er jo veldig på "å grave". Altså vi skal heller vite for mye enn for lite. Og veldig ofte så reagerer jo de vi selger til fordi vi er "veldige" å spørre. Og vi skal vite veldig mye. Bare for eksempel der de ringer til oss også sier de - Hei, vil ha et møterom? Da kan jo vi spørre - Hvorfor?! Altså hvorfor skal du ha det møterommet? Og de er sånn - Hæ, hva mener du? - Nei, jeg vil bare vite hvorfor du skal ha det for å kunne tilrettelegge og kartlegge behovet ditt på best mulig måte. HA DET, ALLE SAMMEN! HA DET! (Respondent leaving her workplace)

Eh... Og då spør vi! Vi spør - Hvorfor? Vi spør om alt sammen og på den måten så klarer jo vi å få vite veldig mye. Og for oss som sitter og selger så er det viktig for de som tar i mot de at vi alltid skriver en liten tekst - Disse er her fordi at..... Og da vet de hvordan de skal behandle de videre. Om det er et utdrikningslag eller en begravelse. Det har veldig mye å si hvorfor de er her. Noen ringer bare inn og sier - Jeg trenger et rom! -OK, hvor mange personer er dere? Ferdig! Da

har du booket det! Men, hvordan kan du gjøre den kunden fornøyd hvis du ikke vet hva de gjør på eller hvorfor de er der i det hele tatt?

I: Det kan du si....

R: Hvordan kan du anbefale videre? Hvordan kan du selge de mer? Hvis du ikke vet hva de skal?

I: Ja,ja...

R: Si det hadde vært et utdrikningslag - Ja, ok. Da må dere ha litt sjampanje, da? - Ja, det må vi jo ha! Eller hvis det er en begravelse...altså....da må de få et skjermet møterom for at de kanskje kan føle det som om de ikke blir beglodd eller at de ikke.... Sant, altså det er kjempeviktig!

I: Hmm.

R: Så vi spør. Veldig mye! Veldig, veldig mye. Det er jobben vår å spørre.

I: Så du vil si at den kunnskapen dere får er veldig viktig?

R: Ja, hva tenker du på?

I: Nei, altså det du snakker om...Du vil vite hvorfor, da. Hvorfor de skal gjøre det..

R: Ja, jeg vil vite hvorfor. Ja!

I: Ja, hvorfor. Og da danner jo du på en måte et grunnlag for hvordan dere skal...

R: Jada, det gjør vi. Og så kartlegger vi jo etter penger. Det kartlegger vi jo ofte etter. Budsjett.

I: Selvfølgelig.

R: Hvilket firma er dette? Er det Equinor som ringer så kartlegger vi de som om at de har litt penger og kanskje gir de litt mer av hva vi kan gjøre for eksempel.

I: Ja.

R: Vi skal jo kunne firmaene rundt oss og de lokale veldig godt for å kunne kartlegge de på den måten.

I: Ja, nå har du nesten hoppa....er det noen kunder som deler mer av deres opplevelser på hotellet? Hvilken type forventninger de har til...?

R: Ja. De som er minst fornøyd!

I: Ok! Koselig jobb!

R: Ja, det er jo bare sånn det er.

I: Mmmm...

R: Og det er derfor man skal være veldig forsiktig og ta de før de går ut av huset. Ja, for nå finns det så mye steder de kan...

I: Jaaaa...

R: Skrive ting og tang at det er derfor det spørsmålet er viktig for oss å stille før de går ut - Hvordan har du hatt det? Og - Kan du anbefale oss videre? Og hvis de sier - Nei! Så må vi jo ta de der og da - Hvorfor kan du ikke det? Hva har skjedd?

I: Det er derfor dere har den lille kontrollen der?

R: Ja.

I: Lurt. Hmmm.. Skal vi se.. Er det noen av deres ansatte som "matcher" mer til noen typer kunder?

R: Ja.

I: Ja?

R: Det er det jo bare. Og sånn vil det jo bare være hvor som helst. Tenker jeg. Men samtidig så...vi trenger alle, alle trenger alle. Vi er bare ikke oss om ikke alle er med og om noen er sjenerte og noen er utadvendte så er jo det kjemien som treffer kunden. Altså jeg kan ha en som jeg ikke har så god kjemi med og så har en annen det. Så det går egentlig opp i opp, da.

I: Det er interessant. Skal vi se: Hvordan spres meldingene som kommer internt eller de rutinene dere får fra ledelse og HR? Det er kanskje "litt på kanten"- spørsmål, men hvordan spres det? Er det på mail eller er det på morgenmøte eller hvordan er det dere gjør det?

R: Men hvilken type? Altså det er jo mange ting som ledelsen har som ikke vi vet noen ting om. Altså det... Så jeg vet ikke helt, det....

I: Ja.

R: Ja, så jeg vet ikke helt hva jeg skal svare på det. Jeg tror ikke helt at jeg kan svare på det.

I: Nei, men er det...jeg tenker mest på ting som er relevant for din jobb, da.

R: Ja, hvordan vi?

I: Ja...

R: Vi har jo avdelings-møter.

I: Ja.

R: Det kommer helt an på hvilken informasjon det er. Noe tas på avdelings-møter og noe tas på mail. Noe tas på...Ja, det kan være så mye. Men informasjonsflyten er veldig god.

I: Informasjonsflyten er god. Ok, men det er bra.

I: Har det vært noe der dere har fått...kundene har kommet med noe informasjon og det har ført til endringer med det dere tilbyr på hotellet, da. Av opplevelser eller av produkt eller lignende....

R: Mhmmm...

I: Har det skjedd?

R: Det vet jeg ikke, faktisk.

I: Nei?

R: I så fall tror ikke jeg altså.... I så fall ikke....det hadde ikke vært vårt...

I: Nei.

R: Det er i så fall ledelse og ja....

I: Ok. Har du eller din avdeling, da.... funnet noen konsept, da? La oss si et event-konsept, eller andre ting som dere har lansert som dere selv har hatt ideen til selv? Det trenger ikke være revolusjonerende, altså. Men at dere skulle ha den og den konferansen, eller....

R: Mhmmm...

I: Det kan jo være et lead, sikkert og det...Salgs-lead...Jeg vet ikke.....Eller er det sånn at dere kun tar i mot.....

R: Altså type kunde-arrangementer? Altså for å selge?<sup>[1]</sup><sub>SEP</sub>I: For eksempel, ja...

R: Eller for å.....Ja! Det er ganske mye, egentlig...

I: Ja....

R: Vi.....nå vet jeg ikke om det svarer på ditt spørsmål....Men vi har jo kundetreff....Vi har jo kunde....For eksempel hvis eg skal ta en, da så...har jo resepsjonen en stamgjest-ansvarlig.

I: Å, ok?

R: Og hun som er stamgjest-ansvarlig hun har ansvaret for å finne på noe gøy sammen med gjestene som bor hos oss. 1 gang i måneden. Og hun finner jo på utrolig mye gøy. De går på Segway-turer, spinning....Hun er jo kjempe....hun er jo veldig flink til å finne på nye ting med kundene.

I: Ja?

R. Hun har med seg en "god gjeng" hver dag. Men noe som er gøy som vi har på Ørnen er kokkekamp for gjestene. Da får de lov til å låne hele kjøkkenet så de lage flere sort middag og så skal de være både kokker og servitører og....så er det bare gjestene som er der, da. Selvfølgelig under oppsyn av ansatt. Det tror jeg ikke er så mange hoteller som har.

I: Nei, det høres originalt ut.

R: Ja, det er veldig gøy og det syns kundene er helt fantastisk! Det får vi mange gode tilbakemeldinger på. På tripadvisor og alt mulig. Og folk sier: "Det er så gøy!" Hehehe!

I: Ja?

R: Og da har de alt betalt: Da får de mat og de får vin og de får....Ja! Hot natt.

I: Ja, det er jo et strålende eksempel.

I: Og så er det et litt skifte i intervjuet her. Da skal vi snakke om mangfold, da. (I-3-2, 10:42) Jeg vet ikke om du.....er inne på hva det betyr?

R: Ja!

I: Jeg kan jo bare spørre uansett, da. Hva er mangfold for deg?

R: Mangfold - det er mange forskjellige mennesker...og da tenker jeg på alt...jeg tenker på...jeg tenker på personligheter...jeg tenker på om de er bifil eller om de asiat...ja, alt dette!

I: Nå vet jeg ikke om du er klar over det, men Scandic har et 2020-mål vedrørende mangfold?

R: Ja.

I: Men når var det dere begynt å fokusere på mangfold der på hotellet?

R: Oj! Alltid! Vi er jo ikke så gammel. Vi er jo bare 4 år gammel, snart 5.

I: Ja,ja...

R: Så Scandic begynte nok å jobbe med dette lenge før vi åpnet. Så vi har vært med på det hele veien.

I: Ja. Hvilken type kunnskap har dere lært fra praksisen med mangfold? Skal jeg komme med et hjelpespørsmål?

R: Praksis?

I: Ja.

R: Forstår ikke.

I: Altså de har fokusert på mangfold - hva lærte dere av det? Rett og slett....Hva har dere lært av det? Tror du, da?

R: Hva vi har lært av det eller hva vi lærte om det?

I: Begge deler. Altså hva har dere fått ut av det? Skulle jeg til å si.

R: Nei, altså. Jeg tror jo det at vi har fått ut av det...sånn så altså...det er jo veldig viktig for gjestene og sånn i det hele så er det jo viktig å være mangfoldig. Og jeg tror at vi kan få gode tilbakemeldinger fra gjester bare av å vise og at de ser at man er mangfoldig og at man aksepterer alle som de er. Og miljømessig innad hos oss er det jo helt fantastisk at vi kan sitte i lunsjen og lære hverandre språk. Og vi kan \_\_\_\_\_. Hehehe. Altså: Vi har det mye gøy. Det er bare helt fantastisk at folk er forskjellig!

I: Ja. Har dere forsøkt å starte noen nye aktiviteter? Og da kan det være events, men det kan jo og være andre ting, da... slik som det i lunsjen...basert på kunnskapen dere har skaffet dere basert på mangfold, da?

R: Om vi gjør aktiviteter?

I: Ja, som dere på en måte ikke hadde gjort om alle var like? Skulle jeg til å si....

R: Ja, vi lager mat til hverandre i kantinen. Vi har sånn der: I dag skal vi ha indisk mat så da får de som kommer fra India lov til å lage mat i kantinen. For det er personale-mat, da. I fra Thailand får vi thai-mat og så har vi sånne tema-dager, da.

I: Ja, det er jo bra.

R: Det er direktøren veldig, veldig på. Og de norske får lov å lage får-i-kål og sånne ting. Vi har veldig mye god mat. Og så føler man seg veldig inkludert, da. Så prater vi gjerne mye om kulturer og hvordan det er der. Og vi har jo...det er ikke bare at vi har mangfold, men det mangfoldet som vi har: Vi har servitører som har bachelor-grader og vi har kokker som har doktorgrader. Altså det er riktig mange som har veldig høy kompetanse og så jobber de som servitører. Det er et enormt nivå på det mangfoldet vi har!

I: Er det noen av deres ansatte som er spesielt dyktige til å vite hva en gjest etterspør på grunn av deres særegne måte å være på? Altså nå snakker jeg om noen ansatte, da....

R: Jeg tror du må spørre det en gang til for du forsvant litt....

I: Ja, Er det noen av ansatte som er spesielt dyktige til å vite hva en gjest etterspør på grunn av at den ansatte, da har særegne måte å være på?

R: Ja, det vil jeg jo nesten si. Det er jo i bunn og grunn noen som peker seg ut. På væremåte så er det jo absolutt.

I: Syns du at de får liksom, altså folk som har flere kulturelle bakgrunner, da...får de dra nytte av deres kulturelle bakgrunner i jobben sin? Er det liksom en kultur?

R: Ja, på et hotell vil jeg nok, nå....vet jeg ikke alt sånn veldig nøye, jeg er så mye på kontor så jeg får jo ikke se veldig mye, men altså ja! Absolutt! Altså spesielt i turistsesongen når alle disse her er jo her så er det jo.....en styrke....

I: Hallo?

R: Om man ikke forstår noe så kan man ringe til hverandre, få de til å oversette, altså man bruker jo hverandre for alt det er verdt. Man har jo et felles mål og det målet er alle veldig klar på! Og det er å gjøre gjesten fornøyd og alle strekker seg. Og hvis det er noe vi i resepsjonen kan så kommer kokken ned og snakker fransk med de eller om det er indisk eller om det er en eller annen mat som de må få tak i og ikke aner hvordan de får tak i, men han fra Indonesia han vet det! Og han kan vi ringe til. Så ja, hele tiden bruker vi det og spesielt på et hotell så er det gull verdt å ha folk fra hele verden.

I: Og så er det et litt sånt...hva skal jeg si...litt annerledes spørsmål, da...altså i forhold til at mangfold er en del av deres konkurransefortrinn, konkurransefortrinnet til Nordic Choice Hotels, da..Hvordan reagerte eller har det vært noen reaksjon på at de lanserte: “Vi er Mangfold i Praksis” og på den måte lagt til rette for mangfold, da. At det virker som at de slår veldig på “stortromma” med tanke på dette med mangfold - har dere reagert? Har det vært noen reaksjoner? Sånn som du har oppfattet?

R: Ikke som jeg har hørt. Det er sånne ting som ligger på hovedkontoret og ikke hvert hotell. Altså hvert hotell. Det er de som sitter med branding av hele Scandic som kan svare på noe sånt, tenker jeg. Vi som et enkelt hotell får ikke høre noe sånt.

I: Nå er vi nesten ferdige her. Helt til slutt, da: Hvordan takler dere eventuell usikkerhet rundt en gjests livsstil, vaner, kultur og verdisett? Hvis dere er usikre..

R: En gang til...

I: Hvordan takler dere eventuell usikkerhet rundt en gjests livsstil, vaner, kultur og verdisett? Da er det jo fortrinnsvis hvis han kommer fra en annen kultur og dere er litt usikre, hvordan takler dere det?

R: Vet du hva? Jeg tror kanskje du har veldig dårlig dekning for du forsvinner ganske mye...

I: Jeg er i Danmark, vet du...

R: Ja....

I: Skal vi se...

R: Prøv en gang til.

I: Ja, skal vi se...

R: Hva du sa - hvordan takler man usikkerhet rundt en gjest?<sup>[17]</sup><sub>[SEP]</sub>I: Ja, hvordan takler dere usikkerhet rundt en gjests livsstil, vaner, kultur og verdisett? Altså, dere får en..fortrinnsvis...en gjest fra en annen kultur eller en plass dere ikke kjenner til, hvordan takler dere det?<sup>[17]</sup><sub>[SEP]</sub>R: Jeg tenker vi takler det veldig bra for det er ikke alltid like enkelt for det er noen kulturer som er sære. Men vi strekker oss. Nå kan jeg bare snakke om vårt hotell for det er mange hoteller som har retningslinjer og de følger de et hundre prosent. Men hos Ørnen legger vi vekk retningslinjene hele tiden og vi tenker bare gjest, gjest, gjest, gjest og det blir vi aldri lei av. Så vi har for eksempel...vi har hatt noen fra Israel. De er veldig spesielle. De skal ha veldig spesiell mat, de skal ikke ha vanlig frokost, de skal ikke ha vanlig noen ting. Vi har latt de gå inn på kjøkkenet vårt og lage sin egen mat fordi de stoler ikke på at vi lager riktig mat til de. Det er søren meg ikke alle hoteller som gjør eller som har kjøkkensjefer som lar det bare ligge til side og



sier - Ja, ok. Kanskje de kan det bedre enn meg? Så vi har hatt folk som har gjort det. Selvfølgelig alltid med oppsyn og at de holder seg til regler. Altså det er ganske mye som skal på plass bare for at folk skal få lov å komme inn på et kjøkken. Alle reglene kan ikke jeg, men det er ganske mye når det kommer til renhold og hygiene og alt dette her. Så har de fått lov å gjøre det.

I: Ja, men det viser jo fleksibilitet.

R: Og så tilrettelegger vi: Vi har hatt indiske bryllup, vi har laget indisk mat. Vi har hatt eritreisk bryllup, vi har laget eritreisk mat. Det er ting vi ikke kan, men vi gjør det fordi vi vet hvor viktig det er for de. De vil ikke ha en 3-retters, de vil ha en eritreisk buffet og da har vi laget det.

I: Ja, har dere bønnerom på hotellet?

R: Nei.

I: Hva med halla og kosher - er det like normalt som glutenfritt?

R: Ja, det er ikke like mye etterspørsel, men det er jo like normalt som at vi får tak i det hvis vi må ha det.

I: Det er greit. Men da er vi ferdig. Tusen, tusen takk!

R: Ja, er vi ferdige?

I: Ja.

I: Du vet mye mer enn du får...jeg vet ikke om du får credit for det, men....du er jo i "gamet". Du har jo vært lenge i "gamet", "Hotell-gamet", har du ikke det?

R: Jo, jeg har vært veldig lenge i hotell-gamet. Jeg elsker det! Så nå får vi se hva som skjer med alle de dumme endringene.

I: Ja? Jeg mener personlig at det med vertskap kan du ikke digitalisere fullstendig.

R: Nei! Det går ikke.

R: Man må jo bare følge med i tiden. Det som vi driver med, det som jeg driver med har jo ikke så veldig mye med vertskap i det hele tatt. Men jeg har valgt å gjøre det til noe mer vertskaplig enn det det egentlig er. Jeg er egentlig en "kontorrotte" som skal sitte på kontoret, men eg nekter å sitte på kontoret! Jeg kan jo ikke gjøre det, jeg må ha den kontakten med kunden. Og det er vertskap, det er bare vertskap. Og det rives jo liksom litt vekk fra meg. Samtidig så har jeg ikke hatt i noen stillingsbeskrivelse at jeg skal være ute og være vertskap. Det er noe jeg har valgt å gjøre. Men samtidig har jeg kommet veldig langt på å gjøre det på den måten. Og Ørnen er veldig unik fordi at vi gjør det på den måten. Fordi at vi faktisk er der ute og møter de som vi har hatt dialog med. Vi er med de og forsikrer oss om at de er trygge. Og det betyr kjempemye for kunden når de bruker 3 millioner på hotellet vårt på to dager at det er noen som vet akkurat, til punkt og

prikke, hva de har bestilt og hva vi har snakket om. Og det tar vi vekk nå, da. Det er...jeg vet ikke,jeg. Hvordan det kommer til å gå.

I: Ja, det er jo noe med tillit, også?

R: Og det er ikke vi som...altså, det er jo vi som har vært de som har solgt hotellet og vært litt pådriver til at det skal være sånn, men det er jo egentlig hotellets ansatte, altså hovmester, servitører, de skal jo selge seg selv. Jeg skjønner det, sånn sett. De må kunne selge sitt eget hotell uten at de er avhengig av at vi skal gjøre det.

I: Ja, men samtidig så... det er jo de menneskene som er “i mellom”,da. De er jo viktige.

R: De er ganske viktige.

I: De fasiliterer på en måte.

R: Nei, det blir en vanskelig endring for alle sammen. Før så tenkte vi: Hotell, hotell, hotell...Når blir vi tvunget til å tenke Scandic, Scandic, Scandic....Nå er det ikke viktig å tenke på Ørnen, nå er det å fylle hotellene på Vestlandet. Altså det kan hende det går dårligere med et hotell, men det går bedre med Vestlandet. Vi må bare plassere de utover....Nei, det er spennende å være med på.

I: Jeg har jo sett at Scandic har en sentralisert modell...

R: Ja.

I: Og branding det kommer vel sikkert fra Oslo eller sikkert Stockholm for den del....

R: Ja.

I: Ja, det er jo en liten risiko det der. Fordi Nordic Choice Hotels går jo i helt den andre retningen. Der er det jo...hvert enkelt hotell er et unikt hotell-konsept, liksom....

R: Ja, det er helt sant....

I: Så... jeg vet ikke...Det er jo et veldig sterkt brand. Så...

R: Nei, det blir veldig spennende. We will see what happens.

### **3.2.3 Interview 3 Transcript**

#### **Interview 3**

##### **Purpose of interview:**

Conduct a semi-structured interview related to thesis research question.

##### **Form of interview:**

The interview lasted 33 minutes and was conducted in a structured, yet casual to clarify various aspects of Hotel Ørnen.

##### **Time of interview:**

12th of February 2019

##### **Background of interview subject:**

Male, late 20s, parents from Norway, grew up in Norway. He has been working at Scandic the last 10 years and is currently working as a bartender at the lobby-bar as well as a receptionist on occasion.

##### **Transcribed interview:**

Interviewer(I): Tar dere vare på hverandre i arbeidshverdagen?

Respondent(R): Ja.

I: Hvordan gjør dere det, da?

R: Det er veldig mange som har jobba der over lenger tid. 10-20-30 år. Slik at vi knytter et slags bånd. Spør alltid hvordan det går og tar vare på hverandre.

I: Er det greit å vise omsorg for hverandre?

R: Ja.

I: Det er akseptert å spørre hvordan det går og om du har det bra og kanskje snakke om litt personlige ting? Det er liksom en sånn type gjeng?

R: Det er et slags vennskap og det er veldig bra.

I: Er det sånn at du klarer å sette deg inn hvordan de andre har det? Dersom det er en dag der en ansatt ikke har det helt bra eller et eller annet har skjedd og dere fremdeles må jobbe er det slik at dere klarer å “spille den andre god”?

R: Ja, jeg kommer ikke på noen eksempler.

I: Jeg lurer på hvordan dere skaper energi i hverdagen? Dere jobber jo i bar så jeg regner med at dere smiler og har litt sånn energi. Eller er dere mer kontrollerte og behersket og gjestene er litt energiske?

R: Begge deler. Vi er veldig flinke på at hver gang det kommer en ny gjest så viser vi alltid at gjesten er sett med å seie “Hallo!” eller et vink dersom vi er opptatt med noe eller kommunisere med blikket eller noe slik at de ser at de er blitt oppdaget. Da føler de seg mer velkomne. Og så er jo de fleste veldig beherska og dersom det kommer en stor gruppe greier vi å holde oss rolige og kontrollerte gjennom det. Det setter gjestene veldig pris på!

I: Er det slik at dere legger til rette for kreativitet og nye måter å gjøre ting på dersom det kreves? La oss gi et eksempel: Lager dere nye drinker eller nye måter å servere på? Er det en sånn type kultur?

R: Jada, vi prøver jo å følge med i tida, selvfølgelig. Plutselig ble det veldig populært med slike tulipanformede glass for whisky og gin and tonic.

I: Hvor får dere slike impulser fra?

R: Nei, det er fra folk som besøker andre barer og tipser oss eller vi ser det i magasiner som vi mottar om mat og drikke. Hvordan de gjør ting i forskjellige deler av verden.

I: Som ansatte er det slik at dere skaper møteplasser dere i mellom? Fester dere sammen, går på bowling eller har dere spesielle steder der dere møtes eller er det mest i baren?

R: Vi finner på ting en gang i blant. Vi skal hvertfall prøve å gjøre 3-4 ting i løpet av året sammen der hele avdelinga er samlet eller hele hotellet. Da har vi funnet på forskjellige aktiviteter. For eksempel en grillfest om sommeren, gå i parken eller bare stikke i baren. Bowling har vi også gjort.

I: Er det for stemninga sin del?

R: Ja.

I: Syns du det er viktig for at dere skal ha det bra på jobb?

R: Eg syns det er viktig for folk flest. For å si det på en fin måte! Det er jo en veldig bra ting og det er jo veldig kjekt og samholdet på jobb blir jo litt annerledes. Det er ikke berre “hei!” og “ha det!”, men det er liksom noe mer.

I: Dere er liksom en “gjeng” på en måte?

R: Ja. Selvfølgelig er det ikke alle som har like stor bruk for der som alle andre.

I: Det vil jo kanskje være folk som er litt “utenfor” og “innenfor”, kanskje?

R: Ja. Men for folk flest er det positivt.

I: Ja, du har vel egentlig svart litt på det allerede, men likevel: Hvor, når og i hvilke situasjon møter dere kundene? Fortrinnsvis i baren for din del, eller? Eller er det andre steder?

R: Nei, det er slik at uansett hvor man jobber så forsøker jeg å tenke på meg selv som en kunde. Det er godt å føle at man blir sett. Og at det ikke blir slik at man kommer inn og det er ingen som sier noe som helst og at det er et kaldt rom, men at det er litt varme.

I: Det er jo en interessant måte å se det på. Jeg tror ikke det er alle bartendere som tenker slik?

R: Nei.

I: Når de kommer inn så hilser dere på de og slikt, men er det noen situasjoner der dere unngår å møte kundene? Dere har altså noen steder der dere holder det adskilt der dere bevisst unngår? Den åpenbare tingen er at dere ikke går på samme toalett, eller? Hvis du forstår? Har dere noe "off-limits"?

R: Nei, vi har veldig mye de samme kundene som går igjen, uke for uke og måned for måneder, så vi kjenner de igjen. Selvfølgelig har vi en egen personaldel og egen kantine og egne toaletter.

I: Og der kommer de ikke uansett? Normalt sett?

R: Vi unngår aldri kunder.

I: Så dette her er nesten et sted hvor folk kommer for å bli gjenkjent? Og for å være sammen?

R: Man merker jo på personene om det er en person som bare vil være stille og rolig, lese en bok og slappe av eller om det er noen som føler de trenger noen å prate med. Det er mye psykologi i det.

I: Du har jo allerede sagt mye om, jeg tror vi hopper over: Hvordan bidrar du til å opprettholde en god opplevelse for gjesten? Det har du vel allerede sagt mye om? Når dere da får tilbakemeldinger fra kunden: Hvilke type tilbakemeldinger er viktigst for dere? Er det de dere ser, føler og sanser? Er det de dere får gjennom samtaler? Eller har dere noe skriftlige greier der dere får en masse klagemail eller ris og ros på mail eller ett eller annet? Eller er det dei rutinene dere får fra ledelsen eller andre? Du forstår hvor jeg vil hen?

R: For min del så er det selvfølgelig tilbakemelding fra gjestene. Og de får jeg mest "face-to-face": At de takker for seg når de går, får anbefaling, bra service eller "Takk for en hyggelig samtale!". Og det er det viktigste.

I: Det vil jeg også si.

R: Det er selvfølgelig noen som viser takknemlighet gjennom en mail eller melding. De som, eller folk flest som er fornøyd, sier det der og da. (10:04)

I: Hvilken spørsmål stiller dere til kundene for å sikre at dere forstår hva de etterspør? Altså hvordan vet dere hva de vil ha? Har dere noen spørsmål? Noen standardfraser sånn at du er sikker på at de får det de vil ha? Eller er du såpass trenet at du tar tilbakemeldinger litt sånn...for eksempel: Jeg vil ha en god drink, hvilken som helst drink..hvilken spørsmål stiller du for å oppfatte en god eller dårlig opplevelse?

R: Ok. Dersom vi sier at de sier: “ Kan du være så snill å anbefale meg en god drink?” Så spør jeg standard, da: "Liker du søtt, friskt, syrlig...?" Så ikke bare for å lage..sier du “Søtt!” Så får du bare “Sex on the beach”.

I: Du blir ikke byttet bort med en robot med det første, da?

R: Nei, jeg håper ikke det.

I: Er det noen kunder, noen spesielle kunder, som deler mer om deres opplevelser på hotellet enn andre kunder? Noen spesielle kundegrupper som snakker mer om hvordan det har vært?

R: Reisende. Det vil si de som er på jobbreiser. Som gjerne har brukt hotellet i mange, mange, mange, mange år tilbake i tid. Det er jo flinke med å si hvordan det er.

I: Dere har stamgjester, skulle jeg til å si?

R: Ja.

I: Hvem hører dere mest på? Det har du egentlig svart på, vel? Er det stamgjestene?

R: Selvfølgelig prøver vi å høre på alle. Til en fornuftig....

I: "Så lenge det er innafor"?

R: Ja, "så lenge det er innafor".

I: Er det mange dere må kaste ut? Er det mye av det?

R: Nei. Selvfølgelig så hender det, men heldigvis ikke så ofte. Det er ikke daglig.

I: Har du en manual på hvordan du jobber? Et eller annet skriv der det står “Du skal gjøre sånn og sånn”, noen rutiner?

R: Når har jeg jobbet så lenge at jeg ikke har brukt den på mange år. Rutinene ligger “helt inne”. Men ja, for nye folk så har vi jo en manual.

I: I begynnelsen av arbeidet med helt nyansatte?

R: Ja.

I: Er det noen av deres ansatte som “matcher” mer til noen typer kunder?

R: Ja.

I: Gi et eksempel?

R: For eksempel er de som jobber på nattklubben dei er litt mer “nattklubb-mennesker”. De liker det når det er høy musikk, denne party-faktoren og så er de veldig glad i søte drinker som det går mye av på nattklubber. Og så har vi de som liker bedre en “lounge-bar” som er en litt eldre kundegruppe som har mer lyst til....ja, kan heller slå av en prat. Som kan prate litt mer i dybden om det vi har og sånt.

I: Men hvordan er det dere tilpasser dere til de ulike? Hvis du for eksempel har en slik skikkelig party-type contra du har en mann med gamasjer og slips? Du tar vel hva som helst?

R: Ja.

I: Er det slik at det er noen som ikke orker å være med fulle folk eller? Forstår du hva jeg mener?

R: Ja.

I: Har dere en type ansatt til en type kunde eller er det slik at alle blir “tusenkunstnere”,eller?

R: Du blir jo “tusenkunstner”. Men de som jobber i den rolige baren passer veldig til å jobbe der, mens de som jobber i nattklubb-baren passer veldig til å jobbe der. De er mer den type gjest selv når de har fri.

I: Javel?

R: Ikke noe negativt.

I: Nei, det er ikke nødvendigvis noe negativt...

R: Det kan hende at de “sklir” litt mer inn i det. De liker høy musikk og de liker den type folk som er party-party. Så det skjer vel litt mer automatisk hvor man blir plassert. Eller hvor man har lyst til å jobbe.

I: Jeg lurer på: Når dere får meldinger fra, ja, ikke nødvendigvis fra ledelsen, men fra avdelingen og sånn. Hvordan spres det? Får du melding på e-post eller et morgenmøte? Hvordan er det det fungerer det?

R: Om ting som skal skje?

I: Ja, for eksempel.... Hvis du har et event eller et eller annet?

R: Ja, jeg får en del meldinger, SMS på telefonen. Og vi får det via e-mail.

I: Det er ikke ansikt til ansikt? Det er ikke noe personlig frammøte?

R: Ja, det burde være mer “face-to-face”. Det er jo det beste, men det er jo litt vanskelig å få det til alltid.

I: Ja, det er det vel...

R: På grunn av at på hotell jobber du på skift så man jobber på forskjellige tider på døgnet og så har jo folk gjerne familier og privatliv hjemme så det er ikke “bare-bare” å få ting til.

I: Nei, nei...

R: Så da blir det en del skriftlig. Ja.

I: Er det noen ganger dere har fått tilgang på..altså en kunde da har sagt noe om opplevelsen sin, en drink eller et eller annet som har gjort at dere har endret det dere tilbyr, da? Altså kunden har sagt noe og så har dere endret på ting? Skjer det ofte? Selvfølgelig har det vel skjedd, håper jeg? Skjer det ofte?

R: Nei, ikkje ofte. Men det skjer jo. Nå er det jo veldig “inn i tida” med forskjellige sånne botaniske gin-typer. Og det var jo noe som ikke kunder sa så mye om. Og da var det en gjest som sa til meg at på sånne typer drinker må du heller bruke appelsin-skall, sitron-skall istedenfor lime-båter og sånne ting. Og så smakte jeg forskjellen og det var stor forskjell. Så jeg lærer jo tips, ja, jeg får jo tips og triks fra gjester. Prøver å ta til meg.

I: I Scandic har dere noe som på engelsk heter “diversity management” eller “Mangfold”. “Mangfold” har du sikkert hørt om? Altså det har dere, det står jo der. Nå er jo dere i Sunnfjord litt sjølvstendige... Så jeg spør litt om det: Når var det dere begynte å fokusere på mangfold på deres hotell? Det sier jo Scandic sentralt at dere gjør, men det er jo ikke sikkert dere gjør det eller er det noe dere gjør, vil du si? Mangfold kan jo være folk fra Sogn eller det kan være folk fra Mongolia?

R: Ja. Det er et veldig stort mangfold. Det er ganske internasjonalt.

I: Føler du dere har noen form for “mangfoldsledelse”? Det vil si at man har noen spesielle måter å jobbe på på grunn av at folk er litt mangfoldige? Det kan være at man snakker på et annet språk eller gjør ting annerledes eller at man organiserer ting annerledes? Er det noe sånt?

R: Nei, ikke noe....

I: Eller er det på den “norske måten”?

A: Det er nok på den “norske måten”. Men jeg mener jo personlig da at man...en leder er ganske..det er en lik måte å være leder på i hele verden. Det er bare at veldig mange jobber forskjellig, men at man skal jo greie å få folk med seg og man skal ikke være “sjefete”, man skal være en leder. Jeg greier ikke å forklare det.

I: Nei, nei. Jeg forstår hva du mener.

R: Og det er jo likt uansett hvilket land man er i.

I: Og da må man jo se folka fra deres perspektiv?

R: Ja.

I: Man kan ikke kjøre “solo” på toppen, skulle jeg til å si.



R: Nei, men et bra system er viktig.

I: Jeg forstår litt på deg at det kanskje skulle vært mer av sånn “mangfoldsledelse”? At man skal være mer bevisst på det? Eller mener du noe annet? Bare kom med din personlige mening, det er ingen fast på dette her.

R: Jeg vet ikke hva jeg skal svare. Jeg vet selv hva jeg tenker, men ikke hvordan jeg skal få lagt det fram.

I: Nei, det er nå greit...

R: Men det kunne vært bedre.

I: Lærer dere noe nytt sånn kunnskapsmessig av å ha, slik du sier, et internasjonalt miljø?

R: Jo, det gjør vi. Hører hvordan de har gjort det tidligere i den bransjen i sitt hjemland.

I: Har dere forsøkt å gjøre noen nye aktiviteter basert på det dere har lært av deres land eller fra deres erfaringer?

R: Nei, jeg kan ikke komme på noe spesielt.

I: Ja, så er det litt det der. Ja, du har jo vært litt inne på det, da: Hva er det dere kan forbedre med “mangfoldsledelse”? Hvordan kunne du fått mer verdi ut fra deres erfaringer, bakgrunn og kultur? Har du noen tanker om det? Nå er ikke du noen “leder” sånn set eller på det nivået, da. Men har du tenkt noe på på det? Har det vært et tema i organisasjonen?

R: Nei. Ikkje i den avdelingen jeg jobber i.

I: Nei, du kan jo ikke snakke for hele...Er det noen, på grunn av deres kulturelle bakgrunn da, som er spesielt til å “se andre”, slik du sier, og føle på gjester hva de vil ha? Sånn for eksempel hvis det er en som er god på service? Har du et inntrykk av det?

I: Ikke at de er noe....Servicen er veldig bra på de jeg jobber med, men ikke noe bedre enn andre. Det er ganske “even” så jeg føler ikke at kulturen har spilt noen rolle der. Det er veldig, litt mer hvilken type person man er.

I: Personlighet. Om man er utadvendt og innadvendt og alt det der?

R: Ja.

I: Hvor mange ulike nasjonaliteter er det du jobber med eller har jobbet med? Sånn cirka, du trenger ikke være...

R: Ja, men da tar vi hele hotellet.

I: Ja, du må jo det. For du er sikkert i kontakt med hele hotellet, ja. Sånn i løpet av et år?

R: Ja, det er jeg. Jeg kommer på 9 forskjellige nasjonaliteter i farten. Skal jeg ramse opp?

I: Det kan du gjerne gjøre.

R: Kroatia, Polen, Russland, Latvia, Thailand, trur vi har ei fra Filipinene, Østerrike, Romania, Norge. Ja, der stoppet det. Det kan godt hende det er mer.

I: Ja, ja, ja men dette var voldsomt det her.

I: Ja, dette her er liksom. Ja, jeg kan jo bare høre om du har hørt om det i det hele tatt: Hvordan reagerte dere, og nå snakker du på vegne av absolutt alle i hele Scandic da akkurat nå eller på Sunnfjord hotell eller bare for deg selv, det får du velge selv, på at Petter Stordalen og Nordic Choice Hotels har lansert sin “Vi er Mangfold i Praksis”-strategi? Hvordan reagerte dere, da? Helt likgyldig?

R: Ja.

I: Hvordan har du eller dere...Har dere reagert noe på at de har gjort mangfold som en del av måten de konkurrerer på i hotellbransjen?

R: Min mening er at konkurranse er bra.

I: I forhold til Nordic Choice?

R: Ja, i forhold til egentlig alt.

I: Ja, men du er jo dreven så det er ikke noe.... Men, ja det er jo fint. Men blir det sett på som et viktig emne det der med mangfold i det hele tatt? Det ser jo ikke slik ut... Men dere har jo 9 ulike nasjonaliteter, da. Så dere må jo ha en eller annen gang der det skjedd et eller annet. Du trenger ikke være spesifikk. Altså tilfeller der det ikke har fungert og du har sikkert tilfeller der det har fungert på grunn av at dei komme fra Thailand eller Filipinene?

R: Jaja.

I: Eller fra Russland eller Polen eller fra Sogn for den del?

R: Jaja. Nei, altså selvfølgelig så er det jo bussturist- sesongen da vi har mange forskjellige nasjonaliteter som ikke snakker engelsk og norsk.

I: Da drar dere nytte av det?

R: Så er det veldig godt å ha folk fra andre land som kan språket deres og som kan kommunisere. Det er utrolig stor hjelp.

I: Da blir det plutselig klart at det er verdi i å ha disse folkene.

R: Ja,ja,ja. Det er helt klart.

I: Har dere noen form for kvalitetskontroll på dere hotell?

R: Ja. [SEP]I: Er det noe spesielt navn på det eller har dere noe? Hvordan jobber dere for å dokumentere hva dere kan gjøre og hva dere gjør for å opprettholde nåværende standard på hotellet? Har dere noe system for det?

R: Vi har jo sånn der, hva heter det, spørreundersøkelse. Og så har vi et opplegg. For eksempel på hva vi skal bli flinkere på neste kvartal. Og så fører vi litt statistikk for å se om det hjelper.

I: Men dere har noe dere kjører?

R: Om det hjelper å ta inn forskjellig type snacks for eksempel. Om det kan påvirke salgstall for øl. Kombinere litt der eller andre ting.

I: Dere jobber jobber kontinuerlig der, ja?

R: Ja.

I: Hvordan takler dere usikkerhet rundt en gjest sin livsstil, vaner, kultur og verdisett? Hvis du har...la oss...Nei, jeg skal ikke komme med noen eksempel. Du har en gjest som du er veldig, veldig usikker og som ikke helt passer inn. Du har stamgjestene du kjenner og så har du en som du er usikker på - hvordan er det du takler den situasjonen?

R: Nei, jeg må jo prate med vedkommende og finne ut hvor han står hen. Også ta valg deretter.

I: Og så et spørsmål litt på kanten. Det er: Har dere bønnerom på Sunnfjord hotell? <sup>[L]</sup><sub>SEP</sub>R: Ja, du tenker på når jøder for eksempel skal....

I: Ja.

R: Ikke et fast bønnerom, men de har fått tildelt kurs- og konferanserom de kan bruke i de tider.

I: Såpass, ja. Men det er jo bra.

R: For vi har mer den type gjester da det ikke er så mye kurs og konferanser. På sommeren. Da det er mer sesong, turistsesong.

I: Ja, men det er bra. Det er hvertfall ikke sånn at dere sier: "Nei, det....Der går grensa.."

R: Nei! Dei får seg en plass.

I: Det vet jeg ikke om det er alle som gjør. Hvordan er - Er hallal og kosher-måltid like normalt som glutenfritt?

R: Nei, ikke like normalt.

I: Serverer dere det i det hele tatt?

R: Ikke fast. Nei.

I: Det har vel med klientellet?

R: Når det er en gruppe med sånne så får dei det dei skal ha.

I: Det var egentlig det. Takk så mye!