Artic Tourism & Responsible Hospitality
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Hostmanship and responsible hospitality

"Soft" dimensions of destination development

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Todays Agenda

1. Background
2. Service versus experiences in destination development
3. Total Quality Management
4. Model for Service Development
5. Hospitality – Hospitableness - hostmanship
6. Servicescape - Servunction

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Background

"Soft" dimensions of destination development in the perspective of the Experience Economy.

A theoretical reflection on the concept of hostmanship in the light of two emerging tourism regions, the Barents Region and the Adrian Sea region.
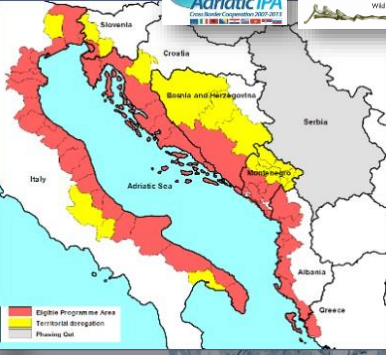
3

Background

BART- Public-Private Partnership in Barents Tourism

4

Destination problem

Demanding challenges to find a competitive position on the world tourism map.

The Palm, Dubai

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Destination problem

Challenges includes:

1. identifying and defining tourist attractions as unique selling points (USP)

2. finding a brand and core value of the destination

3. identifying markets and target groups

4. developing tourism infrastructure such as transportation, lodging etc.
5.
6. attracting investors and finding funding for tourism development
7.
8. packing the tourism resources into attractive tourist products and experiences

= "hard" dimensions of destination development

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Tourism Challenge – new times

A New World! – the "stage-thinking"!

7

Tourism Challenge – new demands

New "Tourism turn" from "**Tourist Gaze**" (Urry 1995, 2002) – "*Been there, Seen It, Done It"* to **meaningful experiences** & **personal transformations** (Pine & Gilmore 1999)
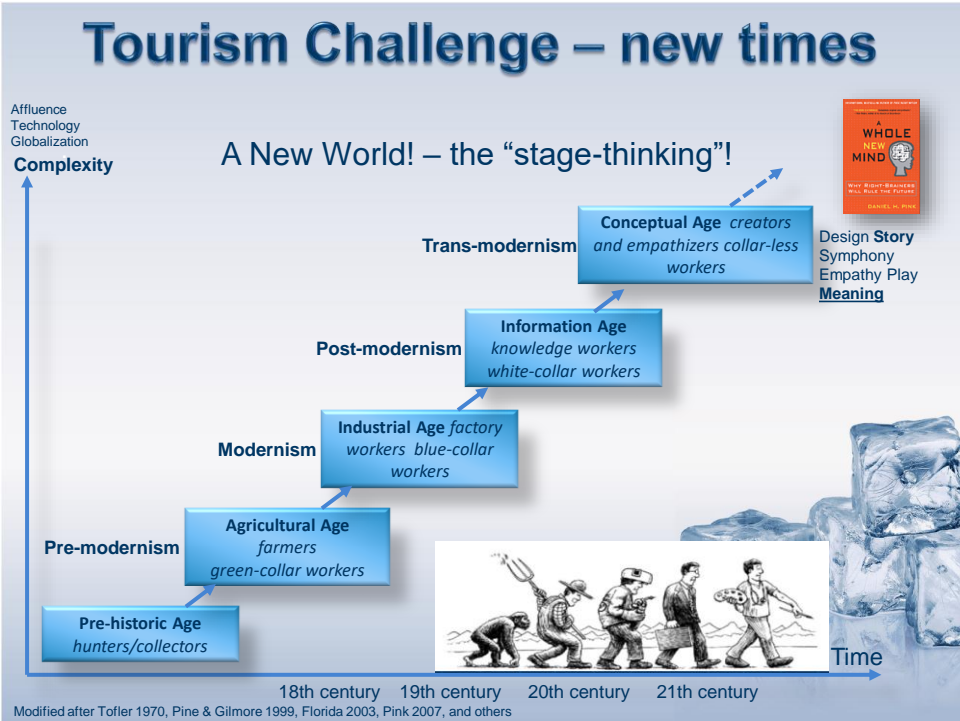
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Tourism Challenge – new demands

Even more difficult to manage are the "soft" dimensions, consisting of the human resources of a destination.

Genuinely - Authenticity

Årstidsfolket

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Tourism Challenge – new demands

In the forewords of their updated edition of their book (2011, p. ix), Pine and Gilmore write
"*Although the book has since been published in fifteen languages and purchased by more than three hundred thousand people world-wide, the book´s thesis has not sufficiently penetrated the minds of enough business leaders (and policy makers) to give full bloom to a truly new – and desperately needed – economic order*."

⇒ new destinations such as the Barents and Adriatic Sea regions have a possibility to find a competitive position within global tourism by adopting these new business concepts of experience production and guiding transformations.
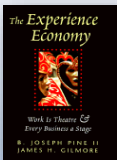
1999   2011

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Tourism Challenge – new demands

"Soft" Dimensions of a destination include among many dimensions;

1. attitudes towards tourists among locals and tourism employees

2. service quality and hospitality

3. competence and education levels among tourist operators and employees

4. and their understanding of the complexity of the tourist experience

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1 Copycatting

Copycatting = Copying, imitating, replicating or repeating an innovation or a pioneering process, or others´ products or way of working.

Seems **unethical** and bad business practice!

it appears to be the most applied, and in many cases the most successful strategy (Shenkar 2010).

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1 Copycatting

Copycatting = Commonly applied in Swedish Lapland!

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1 Copycatting

Aurora borealis safari

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Actors in the creation of meaningful experiences

After Boswijk et al. 2007, p 10, fig 1.3; Boswijk et al. 2012 p.11 fig 1.2
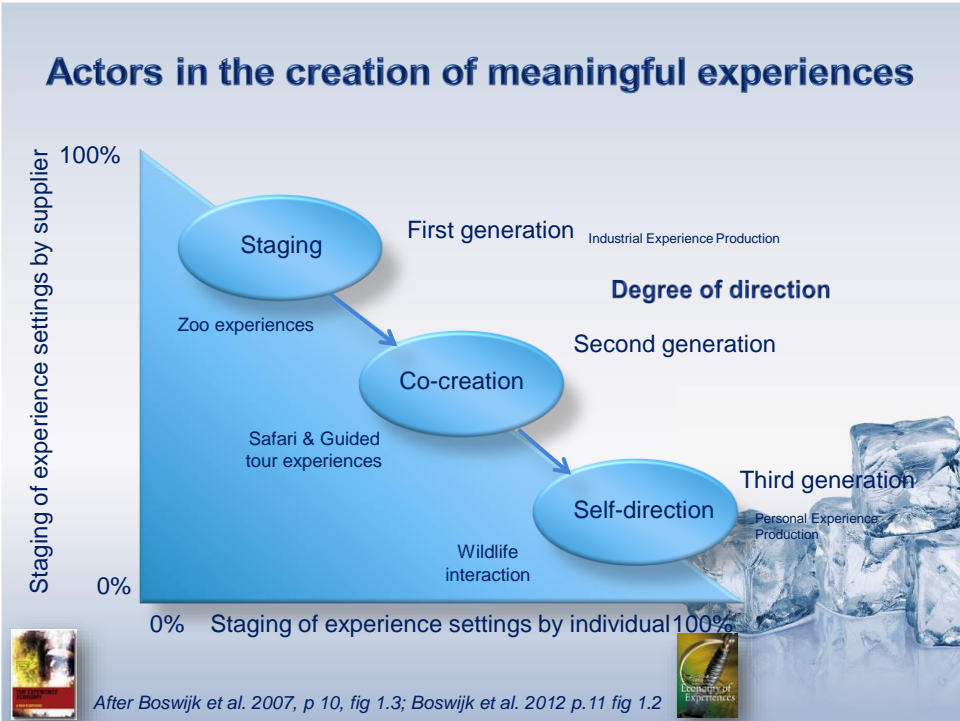
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2 Benchmarking

Benchmarking- sometimes sloppily used with the meaning "studying and copycatting" what others are doing.

Its aim is a **structured learning process** that is formalized to find **performance gaps** that are identified and measured, and a commitment made to operational processes to close the gap (Camp 1989).

There are at least forty different models of benchmarking (Pyo 2001, p.11), but

most are based on Deming´s (1982) four stages of:
1. Plan
2. Do
3. Check
4. act.

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Gelter et al. In prep. The basic theoretical framework for benchmarking according major benchmarking models.

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2 Inverted-Benchmarking

Figure 4. Comparison of traditional benchmarking and the suggested inverted benchmarking.

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2 Inverted-Benchmarking

Guided tour Old Cotor, Montenegro

Wine Yard Tour Montenegro
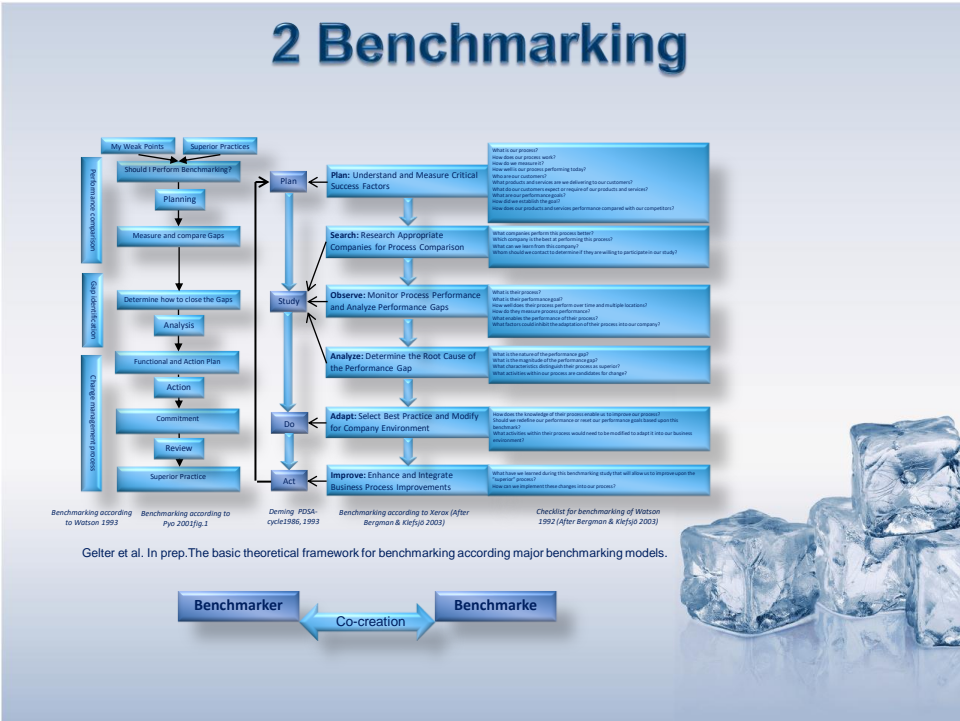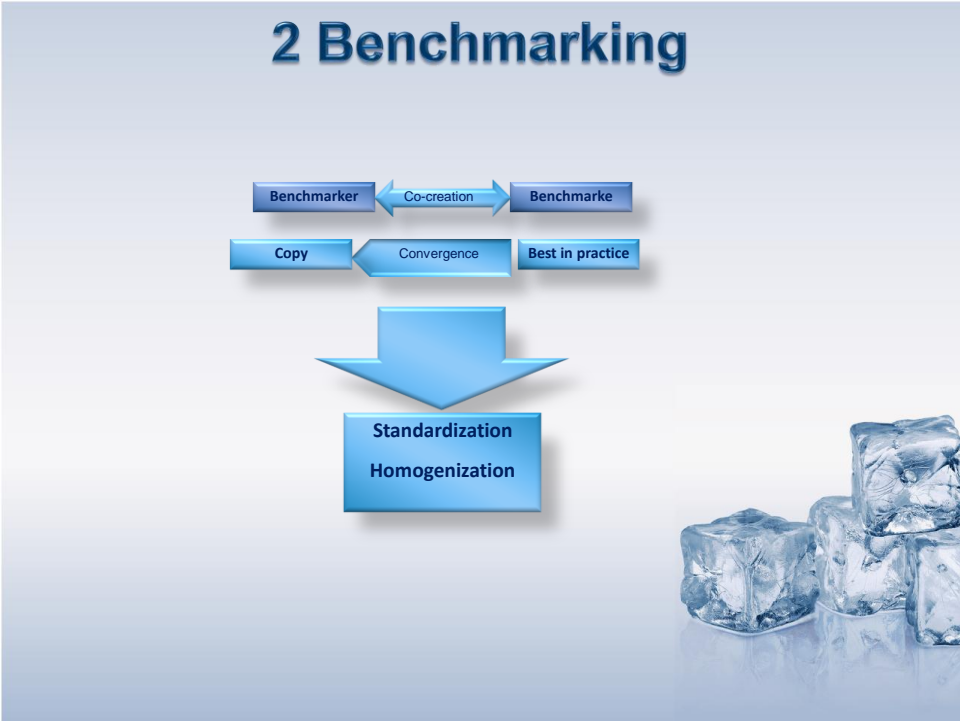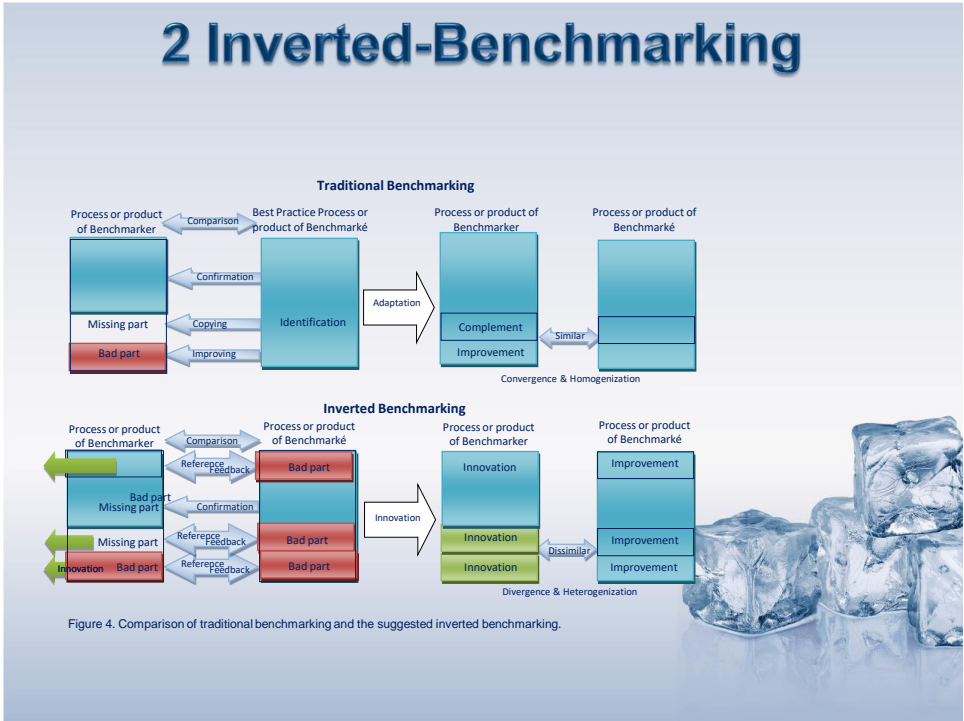
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3 Innovation

is aiming towards completely new processes or products without using present structures.

Innovation differs from *invention* in that innovation refers to the use of a better and, as a result, novel idea or method, whereas invention refers more directly to the creation of the idea or method itself.

Innovation also differs from *improvements* (as from benchmarking) in that innovation refers to the notion of doing something different rather than doing the same thing better.

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3 Innovation

Kakslauttanen
Glass igloos
Saariselkä

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3 Innovation

IceTheatre

IceMusic

IceConcertHall

Moose Farm

Farmer Golf

23

Tree Hotel
Harads

24

Stoorn, Västerbotten

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3 Innovation

Arctic Bath
Harads

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Virgin Galactic & Arctic Spaceport Sweden - Kiruna

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3 Innovation

If a destination lacks highly attractive natural or cultural tourism attractions, copycatting or benchmarking of others´ tourism products will not be good enough to attract global tourist attention.

Thus copycatting and benchmarking world class destinations will not help developing destinations such as the Barents Region or the Adrian Sea Area.

Rather these destinations should focus on innovative Experience Production and Hostmanship, or even attempt to develop transformative experiences.

The challenge for a destination is to develop products and services beyond expected service quality, and innovatively offer meaningful experiences.

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From service to experiences & Hostmanship in product development

The most obvious contribution to the tourist experience besides the attractions *per se*, is the tourism services.

Tourist service can vary highly in quality in developing destinations.

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From service to experiences & Hostmanship in product development

"anti-service" at a hotel in Kandalaksha

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From service to experiences & Hostmanship in product development

Service offerings

Experience offerings

Customer expectations

↓

Customer demands

↓

service ← Hospitality Management

service ← Surprise- Added value

↓

Customer satisfaction

Guest dreams

↓

Experience production

↓

Hostmanship (värdskap)

↓

Meaningful experience

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Service quality

Korczynski (2002) **"Moment of Truth"** - ("Sanningens ögonblick")

= interaction between service personnel and the customer

Empowerment (Lashley 2001) – personnel have the power and freedom to make their own decisions in different situations.

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Model for Service Development

The service Logic & New Service Development

Culture

Strategy

Service Idea Generation

The Service Strategy & Culture Gate

Service Design

Service Policy Development & Implementation

Supporting Methods

Prerequisites For World Class New Service Development

Edvardsson et al 2000

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Service quality –history

Taylorism
Frederick Winslow **Taylor** (1856-1917): Poor uneducated labor force, low morale at work, high unemployment.
Used **time studies** to break down every working operation into components, lead to **increased productivity**.
All mental work should be moved from the floor to the office.
Large number of inspectors, instructions and regulations.

= **Scientific Management** (Taylor 1911)

= Efficiency Logics; standardization & effectiveness trough routines and instructions.
McDonalization - de-humanisation of work force ignoring human knowledge, competence and feelings at work (Rizer 2004)

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Service quality –history

Deming´s theory of management
Edwards Deming (1900-1993) Western Electrics. Emphasized the top management role - only when top management commit themselves whole-heartedly to quality issues, is it possible to achieve continuous quality improvement.

Deming´s 14 points for management – INTERNAL PROCESS
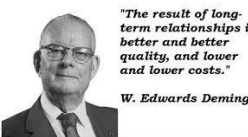(Deming 1982, 1986)

1. **Create constancy of purpose** towards improvement of product and service.
2. Adopt a **new philosophy**.
3. **Cease dependence on inspection** to achieve quality.
4. End the practice of awarding business on the basis of price tag. Instead, minimize total cost by **working with a single supplier**.
5. Improve constantly and forever **every process** for planning, production, service.
6. Institute training on the job. **Train and educate employees**.
7. Adopt and institute leadership. Supervision must help people.
8. **Drive out fear**.
9. **Break down barriers** between all staff areas.
10. **Eliminate slogans**, exhortations, and targets for the work force.
11. **Eliminate numerical quotas** on the factory floor and numerical goals for management.
12. Remove barriers that rob people of **pride of workmanship.** Eliminate the annual rating or merit system.
13. Institute a vigorous programme of education and **self-improvement for everyone**.
14. Put everyone in the company to work to accomplish the transformation.

"Profit in business comes from repeat customers, customers that boast about your project or service, and that bring friends with them."
W. Edwards Deming
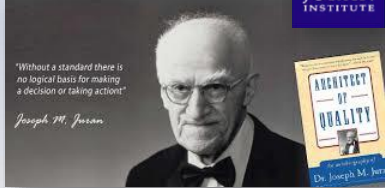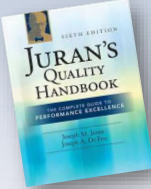
"The result of long-term relationships is better and better quality, and lower and lower costs."
W. Edwards Deming

"It is not enough to do your best; you must know what to do, and then do your best."
W. Edwards Deming

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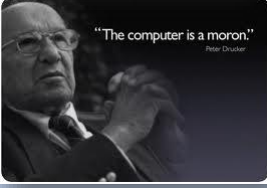
Service quality –history

Juran´s Triology diagram
The three universal processes of managing quality (Juran 1989, p.22)

Quality planning	Quality Control	Quality improvement
• Determine who the customers are • Determine the needs of the customers • Develop product features that respond to customers needs • Develop processes able to produce the produce features • Transfer the plans to the operating force	• Evaluate actual product performance • Compare actual performance to product goals • Act on the differences	• Establish the infrastructure • Identify the improvement projects • Establish project teams • Provide teams with resources, training and motivation to: • Diagnose the causes • Stimulate remedies • Establish control to hold the gains

"Without a standard there is no logical basis for making a decision or taking action!"
Joseph M. Juran

Act → Plan → Do → Study

"The computer is a moron."
Peter Drucker

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Service quality –history

Nordic School of Service Management 1970 -1980 – research in service and service quality.
holistic and integrated approach based on building customer relationships, where personal services based on personal relationships with the customers are an essential component of service Delivery (Wiliams & Buswell 2003

Technical and Functional quality of service 1982 Christian Grönroos

What-quality – result of service, what has been provided, measured objectively

How-quality – how the service has been delivered or provided, subjectively measured by the customers

How + Why create **Corporate quality**, *Image,* subjective dimension

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Service quality –history

Quality Management   **...** continuous improvements
                                                          before, under and after production

Quality Assurance   …before production

Quality Control   …during production

Quality Inspection   …after production

Development of quality movement.
Bergman & Klefsjö 2003, p. 92

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Service quality –history

American School of Service Quality
Focused on "to-do-lists" & standardization techniques -
Taylorism & **McDonalization**

4P model (Marketing Mix);
Product – life cycle
Price – customer perceived value
Position (place) – consumer access
Promotion
(McCarthy 1960)

American School of Service Quality - **production logics** in contrast to Grönroos (Scandinavian school) of **Service logics –** valuing human resources

⇒ **Dualism** when these logics meet (Korczynski 2002): One striver for cost reduction, the other for personal high quality service.

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Definition of quality

Focus on Quality

International standard for quality systems ISO 9000:2000 defines **quality** as "*the degree to which a set of inherent characteristics fulfill the requirements, i.e. needs or expectations that are stated, generally implied or obligatory*".

"*Quality should be aimed at the needs of the customer, present and future*" Edwards Deming

"*Fitness for use*" Joseph Juran

"*The quality of a product is its ability to satisfy, or preferably exceed, the needs and expectations of the customer*" Bergman & Klefsjö2003

"*Quality is a state in which value entitlement is realized for the customer and provider in every aspect of the business relationship*" Mikel Harry, Six Sigma Academy

"*…there are two common aspects of quality. One of these has to do with the consideration of the quality of a thing as an objective reality independent of the existence of man.*

The other has to do with what we think, feel or sense as a result of the objective reality. In other words, there ids a subjective side of quality.
Walter Shewhart

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Definition of quality

"*Quality is what makes it possible for a customer to have a love affair with your product or service. Teling lies, decreasing the price or adding features can create a temporary infautation. It takes quality to sustain a love affair.*
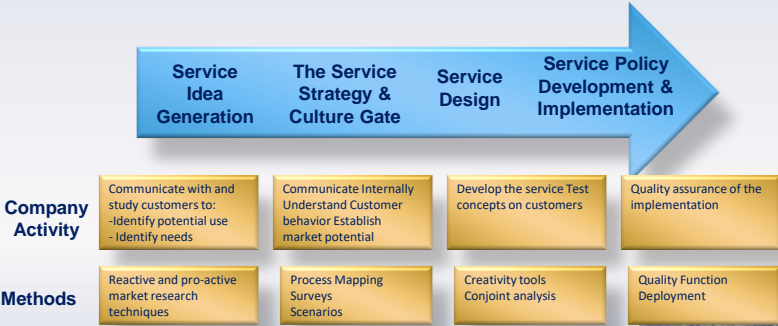
Love is always fickle. Therefore, it is necessary to remain close to the person whose loyalty you wish to retain. You must be ever on the alert to understand what pleases the customer, for only customers define what constitutes quality"
Myron Tribus 1990, in Bergman & Klefsjö 2003 p.25

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Model for Service Development

	Service Idea Generation	The Service Strategy & Culture Gate	Service Design	Service Policy Development & Implementation
Company Activity	Communicate with and study customers to: -Identify potential use - Identify needs	Communicate Internally Understand Customer behavior Establish market potential	Develop the service Test concepts on customers	Quality assurance of the implementation
Methods	Reactive and pro-active market research techniques	Process Mapping Surveys Scenarios	Creativity tools Conjoint analysis	Quality Function Deployment

Edvardsson et al 2000

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Service quality

Payne 1993 – **High-quality service** is a major source of **competitive advantage** and major **differentiation element** between business

Japanese word "***kaizen***" symbols "*kai*" meaning "to change" and "*zen*" which means "good", meaning "***changing for the better***"

Kaizen – the continuous improvement among Japanese manufactures – the premise that everything can be improved:

A philosophy of continuous improvement of all employees in an organization, so that they perform their task a little better every day.

Kaizen Teians Group of employees that implement quality improvement ideas

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Service Quality – What is it?

Eliciting Transformations
Experience Production
Hospitality Management
Service Quality
Tourist Product
Tourism Service
Hospitality
Hostmanship
Coaching

Supplier Management

Guest Experience

Figure 3. The relationships between different economical offerings and guest experiences. Gelter 2013

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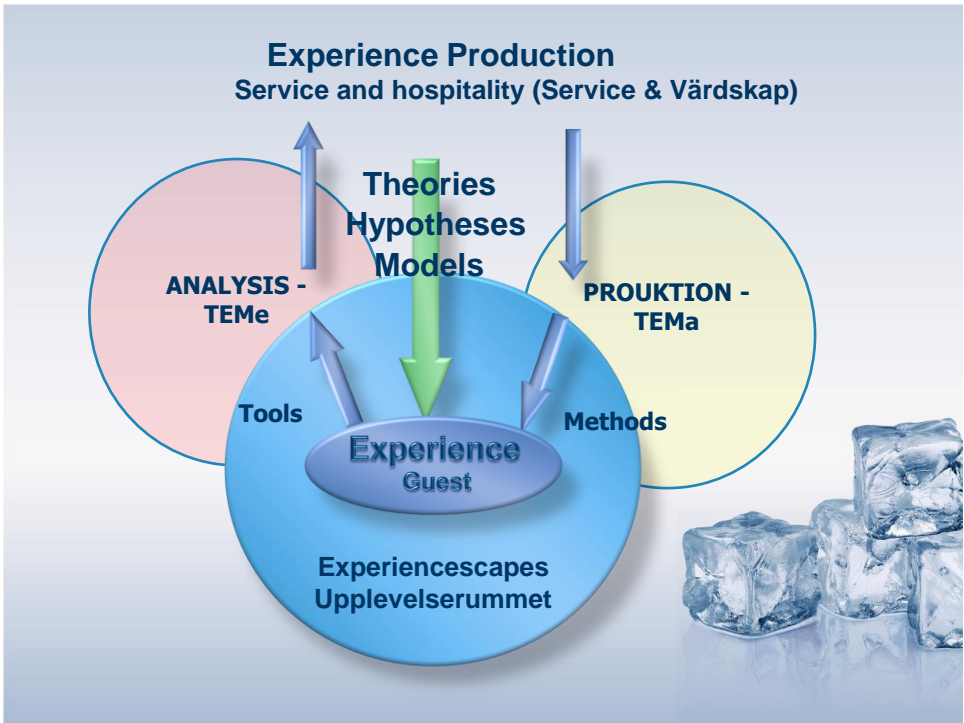
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Definition of quality

The customer´s perception of excellence – (Peters 1987)
(Deming 1986)

Excellent quality attributes:
1. Virtuous
2. Practical
3. Aesthetic
4. Perceptual
5. Subjective
6. Above expectation

Quality = excellence

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Definition of quality

Dimensions of Quality of goods and products:
- **Reliability** - how often problems occur and how serious these are
- **Performance** – of significance to the customer on the intended market segment, such as speed, capacity, useful life or size.
- **Maintainability** – summarizes how easy or hard it is to detect, localize and take care of a problem
- **Environmental impact** - a measure of how the product effects the environment, e.g. in the form of emissions or recyclability, and of how environmental aspects are treated in the production.
- **Appearance** - an aesthetic parameter created by design, choice of color, etc.
- **Flawlessness** – that the goods are not marred by errors or deficiencies at the time of purchase.
- **Safety** meaning that the article does not cause damage to person or property, or, in some cases, offering adequate protection against damage.
- **Durability** – signifying that the product can be used, stored and transported without deteriorating or being damaged.
Bergman & Klevsjö 2003, p. 32

Dimensions of Service Quality :

- **Reliability** – consistency of performance, including punctuality and precision in terms of information and invoicing procedures, doing what you have promised to do
- **Credibility** – being able to trust the supplier
- **Access** – how easy it is to come into contact with the supplier
- **Communication** – ability to communicate in an understandable way for the customer
- **Responsiveness** – willingness to help the customer
- **Courtesy** – the suppliers behavior, i.e. politeness and kindness
- **Empathy** – the ability to understand the customer´s situation
- **Tangibles** – the physical environment in which the service is executed, the appearance of equipment and premises

Zeithaml et al. 1990, Bergman & Klevsjö 2003 , p.33

Focus on Quality

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Articles - goods

Service

Experiences

Diskutera kvalitetsdimensioner av upplevelse!
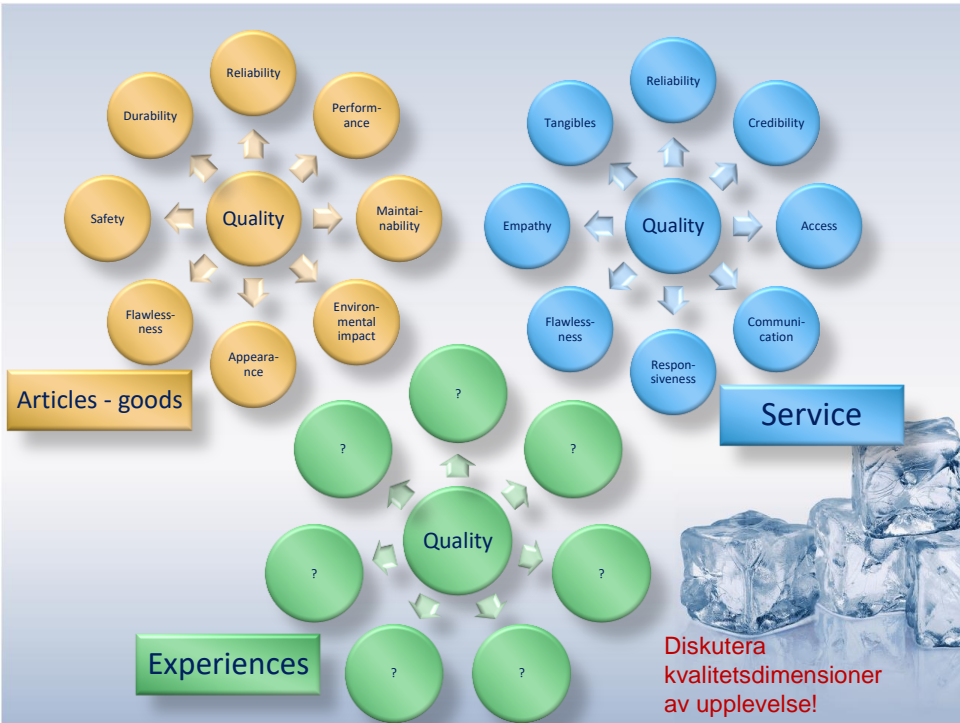
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Total Quality Management

"*a constant endeavour to fulfil, and preferably exceed, customer needs and expectations at the lowest cost, by continuous improvement work, to which all involved are committed, focusing on the process in the organisation*"
Bergman & Klefsjö 2003 p.34

"*TQM as a whole concept, where values, methodologies and tools combine to attain higher customer satisfaction with less resource consumption.*"
Bergman & Klefsjö 2003 p.34-35

Total Quality Management – TQM (Dale 1999) Management philosophy that means that the whole of the organization is working towards meeting the needs and expectations of customers.
- Its cost-effective
- Enhances external image

TQM

Focus on processes	Improve continuously

Focus on customers

Base decisions on facts	Let everybody be committed

Committed leadership

Values, cornerstones as the basis of Total Quality Management, Bergman & Klefsjö 2003, p 36

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Deminng´s Cycle of Continuous Improvement

Deming´s PDSA-cycle "Plan-Do-Study-Act"
(Deming 1986, 1993)

DO

PLAN

Check

ACT

TQM
Model

No focus on customers!

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Total Quality Management

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Total Quality Management

Ten Benchmarks of Total Quality Control - Total Quality Management – TQM
(Freigenbaum 1991)

1. Quality is a company-wide process
2. Quality is what the customer says it is.
3. Quality and costs are a sum, not a difference.
4. Quality requires both individual and teamwork zealoty.
5. Quality is a way of managing.
6. Quality and innovation are mutually dependent.
7. Quality id ethics.
8. Quality requires continuous improvement.
9. Quality is most cost-effective.
10. Quality is implemented with a total system connected with customers and suppliers.
11. Quality management paradigm (Feigenbaum 1991, Juran 1988, Deming 1986)

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Maslow´s Hierarchy of Needs

TEM
Total Experience
Management

Transformation

To change

To succeed, learn

Building skills

To be seen,
Hostmanship

Security, Trust

Food & drink, toilets,
weather, cold

Self-actualization

Esteem Needs

Belonging Needs

Safety Needs

Physiological Needs

Dreams

Needs

Experience Production

(Maslow 1943, 1954).

Gelter Modified after Abraham Maslow 1970

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Customer Satisfaction

Customer Satisfaction – the ultimate measurement of quality according to Bergman & Klevsjö (2003).

traditionally been studied within market research, and recently also become interesting for product developers –

as it is up to five times more expensive to gain new customers than to keep satisfied customers that return to the product (Söderlund 2001).

The **degree of customer satisfaction** is according to traditional theory closely related to how well the **customer´s need and expectations are fulfilled**,

but to delight the customer we need also to **exceed their expectations** (Bergman & Klevsjö 2003).

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Customer Needs

Customer Needs– according to Bergman & Klevsjö (2003)).

Excitement needs that again are unconscious and the customers are not aware of that they can be fulfilled, and thus cannot state these if asked.

Expected needs are those the customer is fully aware of and will be able to mention them when asked. They are important and customers expect to have them fulfilled.

Identifying these **excitement needs** and satisfying them, the product has ***added value*** to the customer. By finding such needs, a company can gain considerable competitive edge over its competitors, and win loyal customers.

Basic needs that are so obvious that the customer would not mention them when asked. But if not fulfilled, the customer will be dissatisfied.

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Kano Model of customer satisfaction
(after Kano 1995, 2001)

Customer satisfaction

Excitement needs
(Attractive quality)

Excepted needs
(Expected quality)

Unspoken

Did not do at al

Degree of achievement

Basic needs
(Must-be quality)

Spoken wants

Unspoken

Very dissatisfied

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Kano Model of customer satisfaction (after Kano 1995, 2001)

Customer satisfaction

The *Kano model* introduced by the Japanese Noriaki Kano (Kano et al 1984, Kano 1995, 2001).

By **fulfilling Excitement needs** we achieve *Attractive equality*.

By **fulfilling expected needs** we achieve *expected quality*.

By satisfying **basic needs** we create *must-be quality*

Very dissatisfied

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Customer Needs

In order to identify the quality dimensions that provide **surprise effects** and **fulfill excitement needs**, we need **detailed knowledge** about our customer's habits and desires.

This is why identifying not only markets, but also **market segments** are important, and guest categories and their qualities.

we can´t ask the customers about their needs, as they **can´t express their unspoken needs.**

In order to succeed we need to **tailor-make the customer´s specific desire** in such way that every customer is to have a unique treatment and unique offer = "*Learning Relationship*" (Bergman & Klevsjö 2003, p 310).

according to Bergman & Klevsjö (2003)).

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Specific Marketing

DINKS
Double Income, No Kids
Experienced travelers, limited time, individualistic, image.

Active Family
Largest segment, strong economy, seek security and family activities

WHOPS
Wealthy Healthy Older People
Culture & nature experiences, learning.

Coporate Meetings

New Target Group LOHAS

LOHAS = Lifestyle of Health and Sustainability

Visit Sweden, 2008

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New Target Group LOHAS

LOHAS – Lifestyle of Health and Sustainability

(Cultural Creatives) 30% of US & 40% of European adults
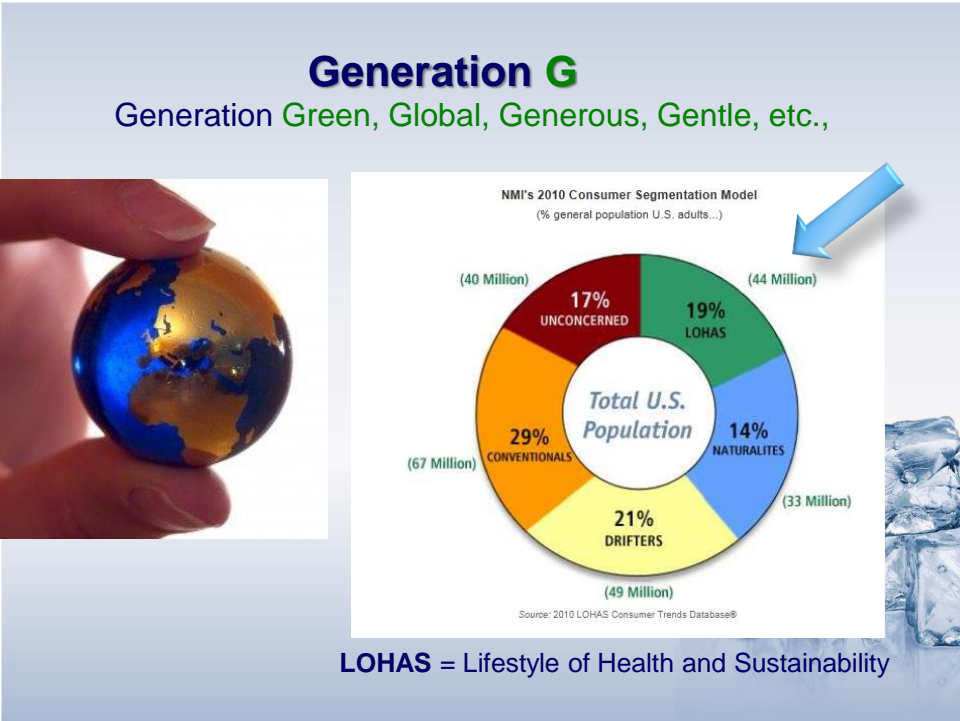
LOHAS Market Sector:

• Personal Health

•Natural Lifestyle

•Green Building

•Alternative (Green) Transportation

•Eco Tourism

•Alternative Energy

www.lohas.se
www.lohas.com

•**SLOHAS** – Slow Lifestyle of Happiness and Sustainability

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Generation G
Generation Green, Global, Generous, Gentle, etc.,

NMI's 2010 Consumer Segmentation Model
(% general population U.S. adults...)

(40 Million) — 17% UNCONCERNED
(44 Million) — 19% LOHAS
Total U.S. Population
14% NATURALITES — (33 Million)
29% CONVENTIONALS — (67 Million)
21% DRIFTERS
(49 Million)

Source: 2010 LOHAS Consumer Trends Database®

LOHAS = Lifestyle of Health and Sustainability

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Customer Needs

To measure customers
" **opinion about perceived service quality**", i.e.
to measure the **experience of quality**,
Parasuraman et al. (1988) constructed the
SERVQUAL (SERVice QUALity) framework, a
measurement consisting of a scale with nine
dimensions of service:
1. Tangibles
2. Reliability
3. Responsiveness
4. Competence
5. Courtesy
6. Credibility
7. Security
8. Access
9. Communication

Parasuraman et al. (1991) reduced it to
five dimensions of:

1. Reliability
2. Responsiveness
3. Assurance
4. Empathy
5. Tangibles
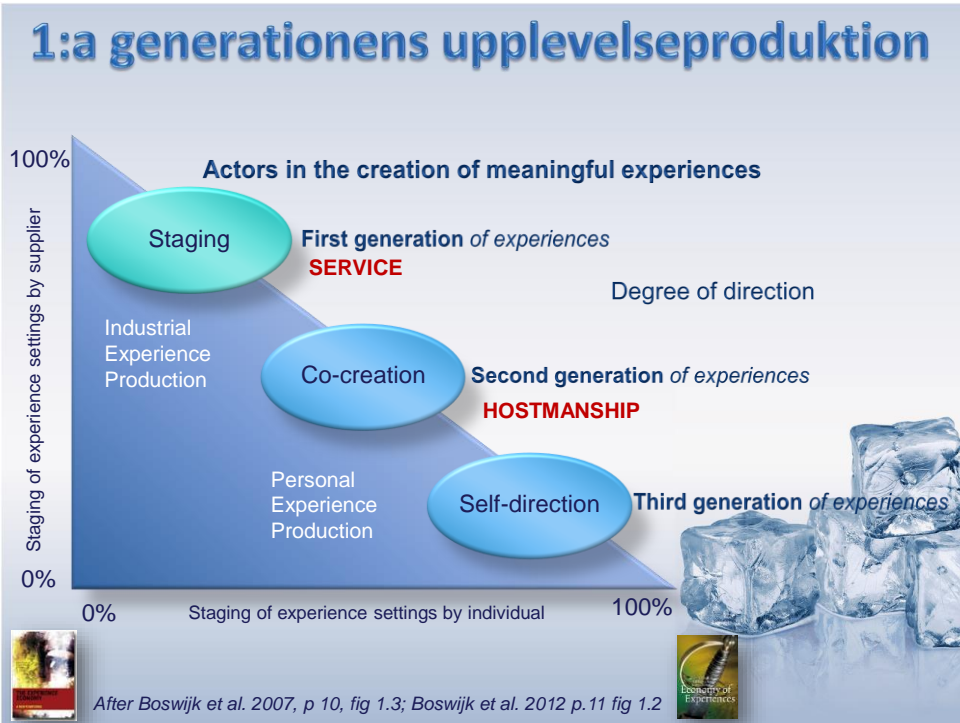
measured on a five-grade scale.

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Customer Needs

Problems with these satisfaction approaches are the fact that customers are **not necessarily aware of exactly what they require** (Witt and Muhlemann 1994).
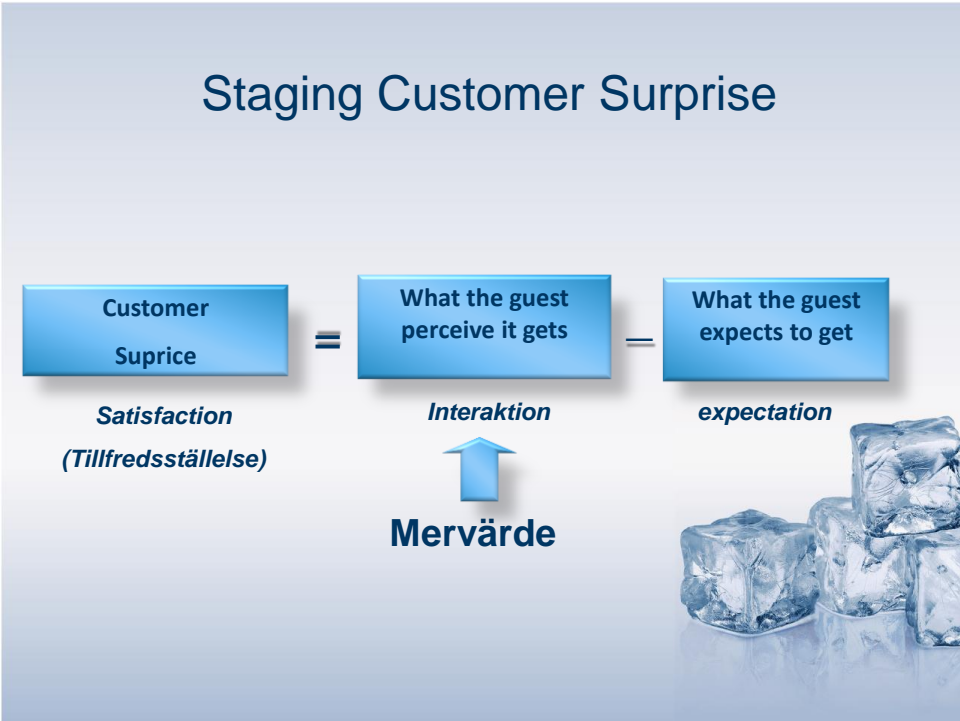
Recent "*critical turn*" in tourism research (Franklin and Crang 2001), where the tourist is now regarded as a **creative interactive** and **co-creator** of the experience rather than a passive receiver of a product or service with its qualities (Boswijk et al. 2007).

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1:a generationens upplevelseproduktion

Actors in the creation of meaningful experiences

100%

Staging of experience settings by supplier

Staging

First generation *of experiences*
SERVICE

Degree of direction

Industrial Experience Production

Co-creation

Second generation *of experiences*
HOSTMANSHIP

Personal Experience Production

Self-direction

Third generation *of experiences*

0%

0% Staging of experience settings by individual 100%

After Boswijk et al. 2007, p 10, fig 1.3; Boswijk et al. 2012 p.11 fig 1.2

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Staging Customer Surprise

Customer Suprice	=	What the guest perceive it gets	−	What the guest expects to get
Satisfaction *(Tillfredsställelse)*		*Interaktion*		*expectation*

Mervärde

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New Business Quality

Service industry
- Technical quality – what the customer gets
- Functional quality – how the customer gets it
- Quality of Service

Experience industry
- Quality of Experience – how the guest experiences the offering

Transformation industry
- Change sustainability – how well the prospects has changed

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Hospitality

Hospitality is a term usually referred to the service provided in the tourism sector of 'hotel and catering', i.e., the 'hospitality industry'

A **definition** in a narrow sense "*The provision of food and/or drink and/or accommodation in a service context*" (Lashley and Morrison 2000, p.3)

Definition in a broader sense it includes a **social, private and commercial domain**, to be "*essentially a relationship based on host and guest.*

*To be effective, hospitality requires the guest to **feel** that the host is being hospitable through*
- feelings of generosity,
- a desire to please,
- and a genuine regard for the guest as an individual."
(Lashley and Morrison 2000, p.3)

Social Domain

Private Domain

HOSPITALITY

Commersial Domain

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Hospitality - Hospitableness

Hospitableness is the trait possessed by hospitable people that can be defined as including general virtues such as:
benevolence,
public-spiritedness,
compassion,
affectedness
(Telfer 2000).

The hospitality literature discusses whether **hospitableness** also can apply to the commercial host (Tefler 2000) or trough **hospitality management** only "**show of staged hospitality**" (Lashley and Morrison 2000), i.e. can employees at a large hotel chain show real hospitableness?

DISKUTERA!

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Hospitality - Hostmanship

Hostmanship is defined as the "*art of getting people to feel welcome – too us as persons, to our business and to our places*" (Gunnarsson. and Blohm 2008).
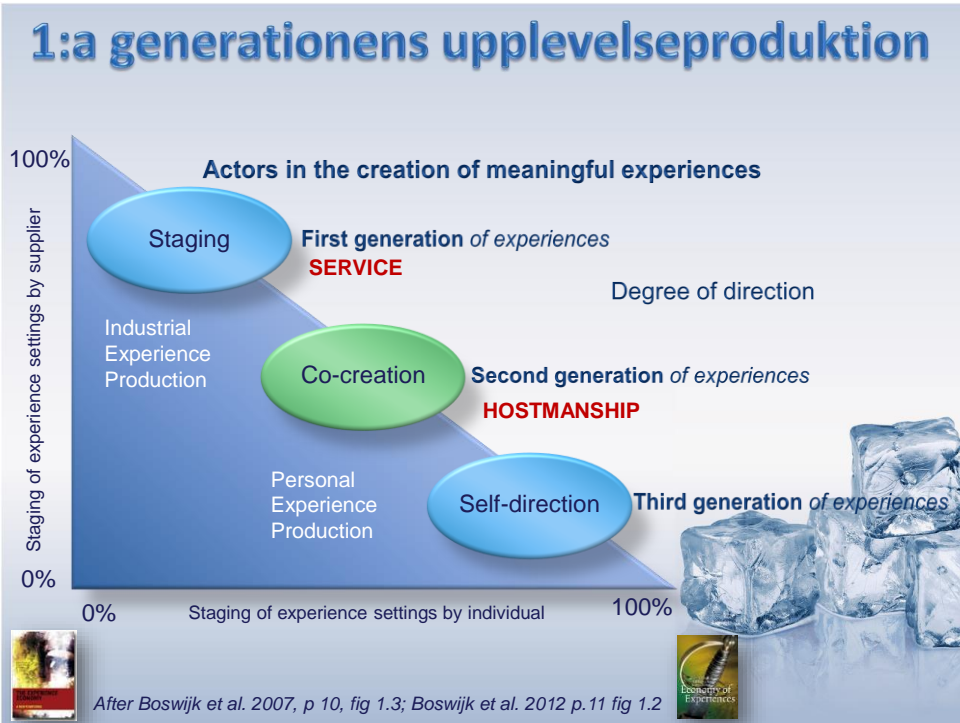
Traditional **hospitality** usually lies within the **first generation experience production** where the host is "performing" (sometimes in a scripted way) for the guest

the Swedish concept of *Hostmanship* (Swedish: *Värdskap*) is based on a true **co-creation** (second generation experience production),

where the private domain of **genuine hospitableness** is part of the **business domain**, and the host show genuine concern for the guests happiness,
invites the guest not only to the business of the host,
but invites the guest to share the life experiences of the host.

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1:a generationens upplevelseproduktion

Actors in the creation of meaningful experiences

Staging of experience settings by supplier

100%

Staging — **First generation** *of experiences*
SERVICE

Degree of direction

Industrial Experience Production

Co-creation — **Second generation** *of experiences*
HOSTMANSHIP

Personal Experience Production

Self-direction — **Third generation** *of experiences*

0%

0%   Staging of experience settings by individual   100%

After Boswijk et al. 2007, p 10, fig 1.3; Boswijk et al. 2012 p.11 fig 1.2

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In contrast to (staged) hospitality, **hostmanship** is a private value and attitude, a way of living, a roundness of one self, one's business and place, and how you see and value your guests.

Business Domain
Service Quality
Hospitality

Private Domain
Hospitableness

Staged

Hostmanship

Co-production

Guest
Service Experience
Hospitality
experience

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Hostmanship

The art to let people feel they are welcome –
To us as persons, to our businees and to our places

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In contrast to (staged) hospitality, hostmanship is a private value and attitude, a way of living, a proudness of one self, one's business and place, and how you see and value your guests. This can be exemplified by my taxi transfer from Dubrovnik Airport to Kotor in Montenegro, where the taxi driver did not say a word during the almost three-hour drive, leaving me in a vacuum of questions about where we were and what I saw, and giving me an insecure feeling, whereas there are many examples of proud taxi drivers in Swedish Lapland, that enthusiastically explain and promote their destination. Likewise, the dedicated local bus guide in Montenegro did not have the knowledge and values of proudness to get us to feel welcome to the destination and places we passed or visited. In contrast, a local guide at Lake Skadar provided genuine hostmanship during a wine-testing excursion, while the wine farmer we visited had difficulties to summon even a basic enthusiasm for our visit, leaving a feeling of pure "business" to our visit.

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Hostmanship

- Hostmanship is an attitude, value foundation and a way of living! You create yourself your hostmanship.

- Hostmanship is proudness – over yourself, your company, your destination, your countrym your history and your culture.

  Hostmanship is to have fun at work

- It´s your attitude and your view o
- N your guests

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Hostmanship

1. Hostmanship is an attitude, value foundation and a way of living! You create yourself your hostmanship.

2. Hostmanship is proudness – over yourself, your company, your destination, your country, your history and your culture.

3. Hostmanship is to have fun at work

4. It´s your attitude and your view on your guests

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Moving from service to experiences and hostmanship in product development

According to Gunnarsson and Blohm (2008) hostmanship is based on six values:

1. the value to **serve** and contribute to another person,

2. a **holistic view** to be able to see yourself with the eyes of your guest,

3. **responsibility** to act on every problem that appears,

4. to trust and let lose your **consideration** to guests and coworkers,

5. the values of **dialogue**, to listen and rather understand than be understood

6. **knowledge** – to know your guest´s habits and culture, to meet the guest in his or her conditions.

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Moving from service to experiences and hostmanship in product development

In a larger business, there is a management concept of value your employees and make them proud, "*When I feel I am worth something, I can be hostable*". This management issues was very obvious in souvenir shops in Kotor, Montenegro, where in one the employed young girls had problems with basic service quality and hospitality, apparently with a very angry shop owner/manager. In contrast, next door the staff had fun, were happy and provided not just good service and hospitality but genuine hostmanship.

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Hilton Hotel Whistler

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Holiday Club Åre

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Hospitality – Fish!

"Make Their Day!"

"Catch the Energy!"

"Free your Potential!"

Guest

"Be There!"

Co-workers

"Have Fun!"

Host Provider

"Choose Your Attitude!"

The Fish! Concept of Pike Place Fish, Seattle, based on four core values of; Choose your attitude, Have fun, Be There and Make their day (Lundin et al 2000).

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VÄRDSKAP - Hostmanship

Catch the Energy – Release your Potential!

1) Play! – *Have fun*!

2) Make Their Day!

3) Be There!!

4) Choose Your Attitude!

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Choose Your Attitude! Be There! Make Their Day!

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Choose Your Attitude! Be There! Make Their Day!

84

However, "having fun" must be genuine! I have tested a Swedish rafting company where their business idea was to be the "funniest rafters in Sweden" and released a cascade of scripted jokes during the rafting experience, which completely destroyed the total experience.

85

Quality of hospitality and hostmanship and the performance of the staff is a business management issue, and its values must be communicated to **empower their staff** to deliver such standards in their daily work

Illustrated by the **Disney´s 10-point staff code** to all employees based on Walt Disney´s legacy of creating happiness through imagination, attention to details, and an appreciation of people´s needs and desires. Staffs are employed by a process of casting to test if the share these basic values of Disney: (Williams & Buswell 2003, p 128):

We-re committed to quality
We´re friendly, helpful and courteous
We smile
We are a team
We´re positive
We never say 'no'
We´re impeccable
We´re on stage and we know our role in the show
We´re professional and efficient
We striver to be the best.

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Moving from service to experiences and hostmanship in product development

Disney staff code

Fish!

Swedish Hostmanship

Great guest experience

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Progression of Economic Value

Price

Differerntiated

Värdskap Hostmanship

Guiding transformations

Relevant to

Staging experiences

Service Quality

Competitive position

Hospitality

Delivering services

Needs of Customers

Producing goods

Extracting commodities

Undiffererntiated

Irrelevant to

Market

Price

Premium

1999   **The coffee progression**
after Pine & Gilmore 1999, p.1

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Hansi as guide & host

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Guidens klädval i värdskapet:
1:a personens guide
2:a personens guide
3:3 personens guide

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difference between service management and experience
management Gelter 2013
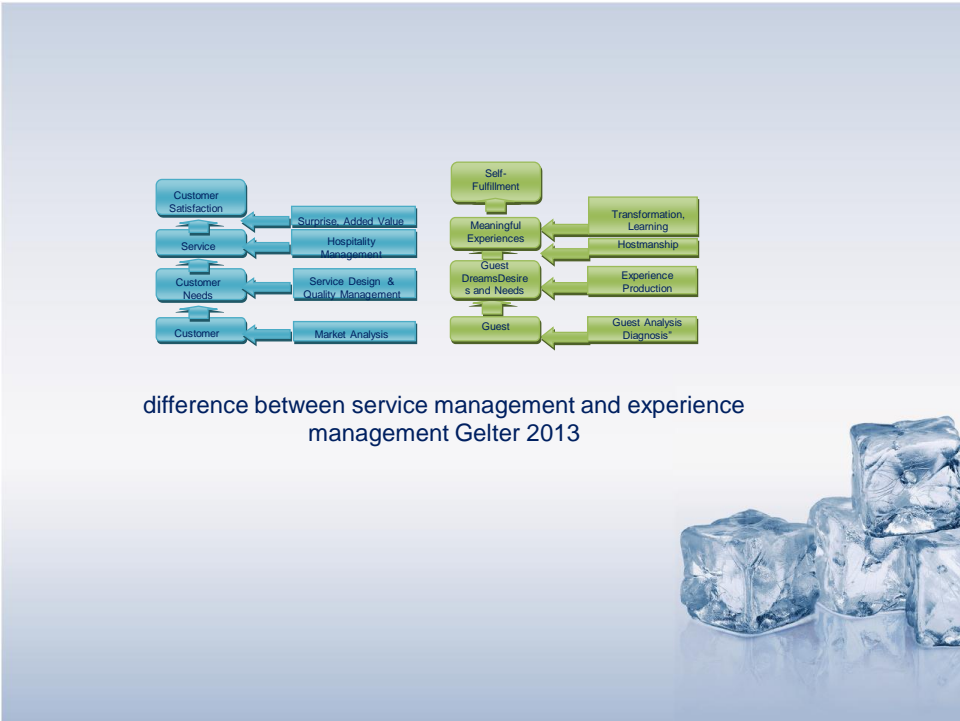
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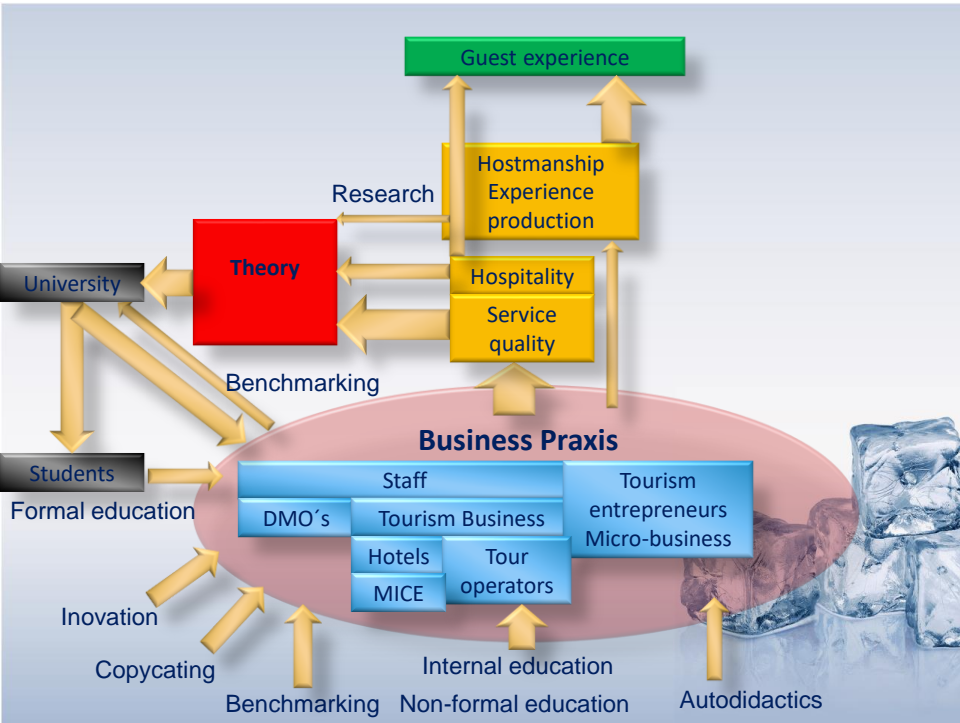
94

Upplevelserummet
enl. Lena Mossberg 2003 (s. 17 & 28), 2006 (s. 37)

95

Servunction-systemet
enl. Bateson (1995)

= *Service + function*

96

Servunction-systemet

enl. Bateson (1995)

= Service + function

Backstage **Frontstage** **Customer A**

Organisation and System **Experience Room** **Customer B**

Personel

Invisible *Visible* **Customer C**

Actors Audience

Bateson, J. (1995) *Managing Service Marketing*
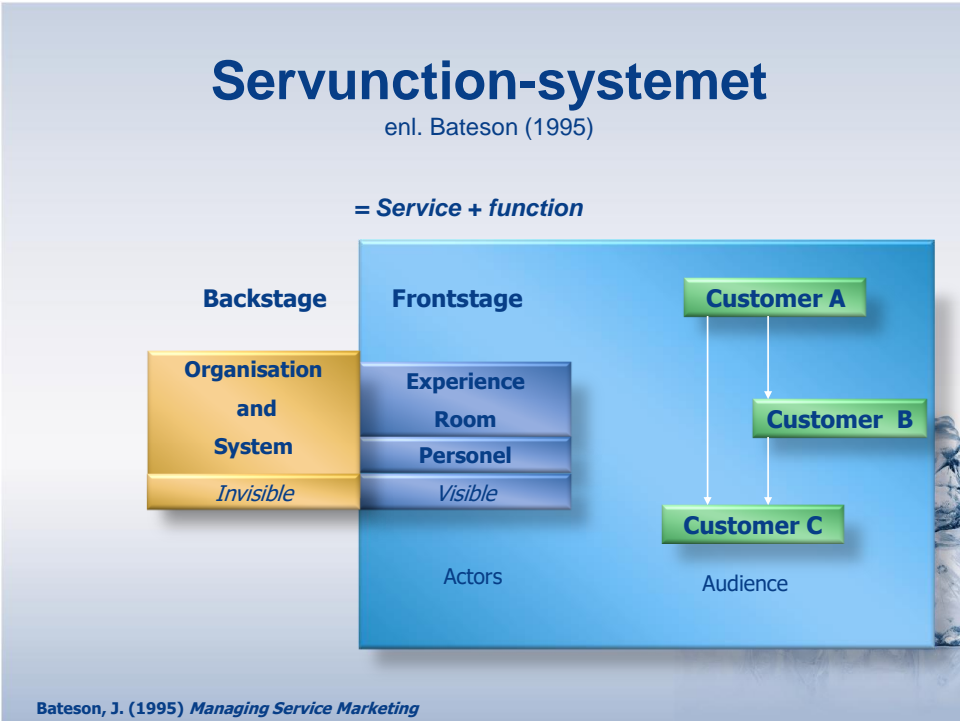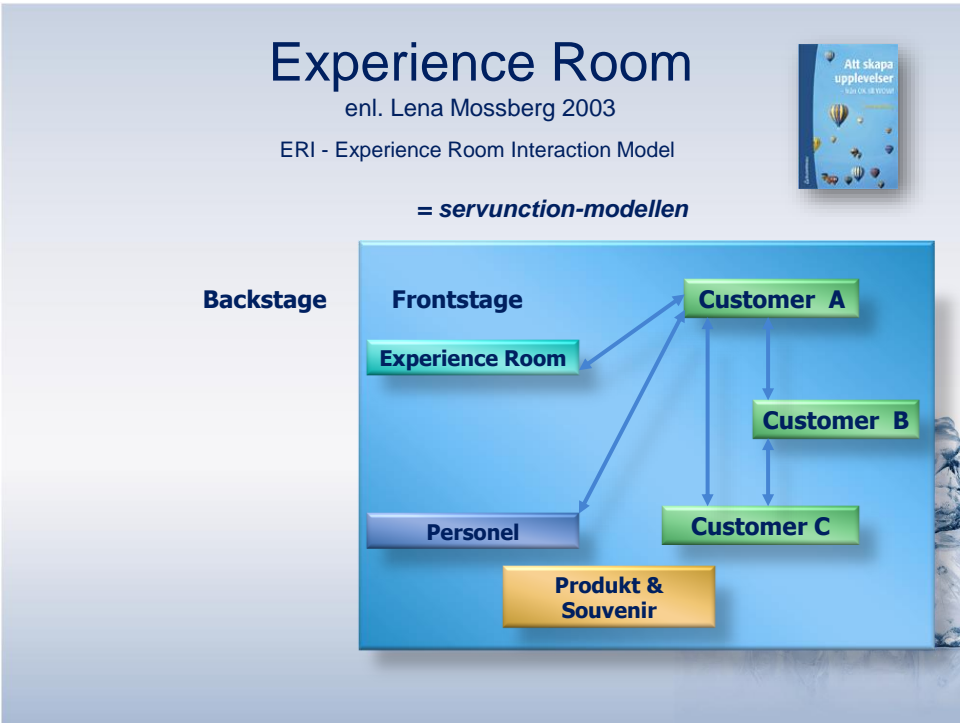
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Experience Room

enl. Lena Mossberg 2003

ERI - Experience Room Interaction Model

= servunction-modellen

Backstage **Frontstage** **Customer A**

Experience Room

Customer B

Personel **Customer C**

Produkt & Souvenir

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Soundscape, Visualscape, Storyscape

Snow Village, Ylläs

101

Hospitality

Service

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Design = experience & storytelling

Levi Summit

104

Levi Summit

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River meal on Svartälven

FLOTTFÄRD PÅ SVARTÄLVEN

BOKNING
0591-100 89

106

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Service Quality

108

Borgarudden

Valvsträsk

Storforsen

109

Salla Finland

110
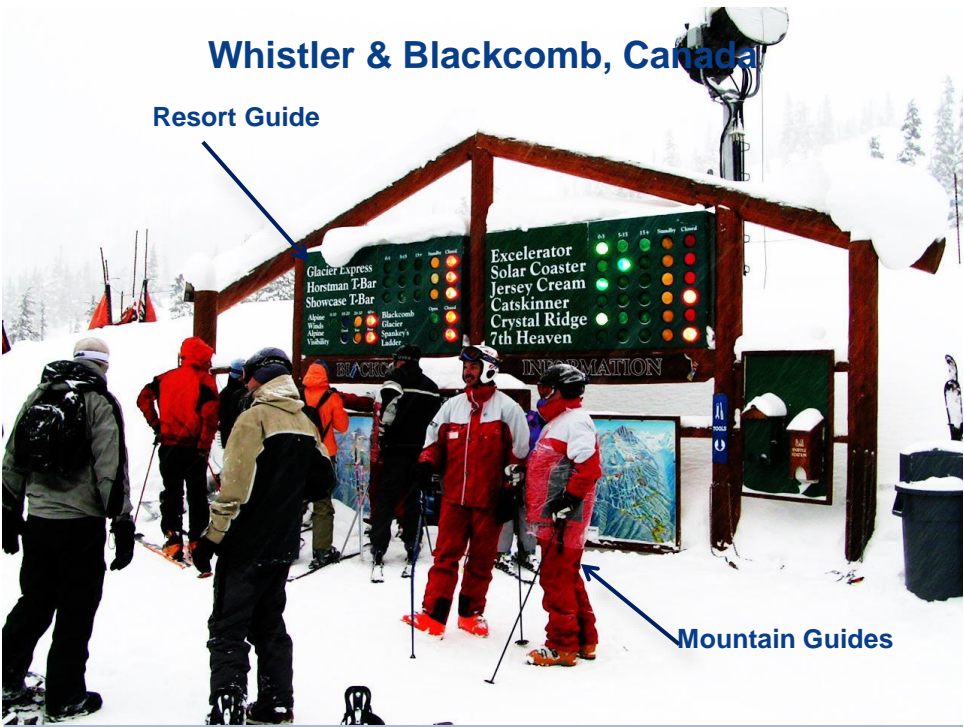
Whistler & Blackcomb, Canada

Resort Guide

Mountain Guides
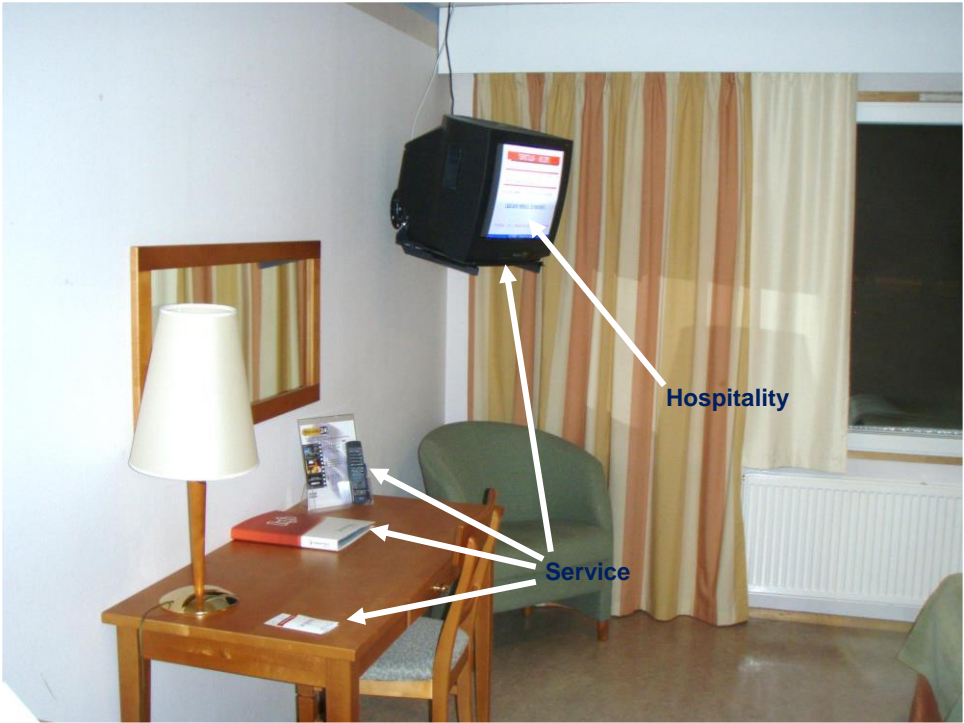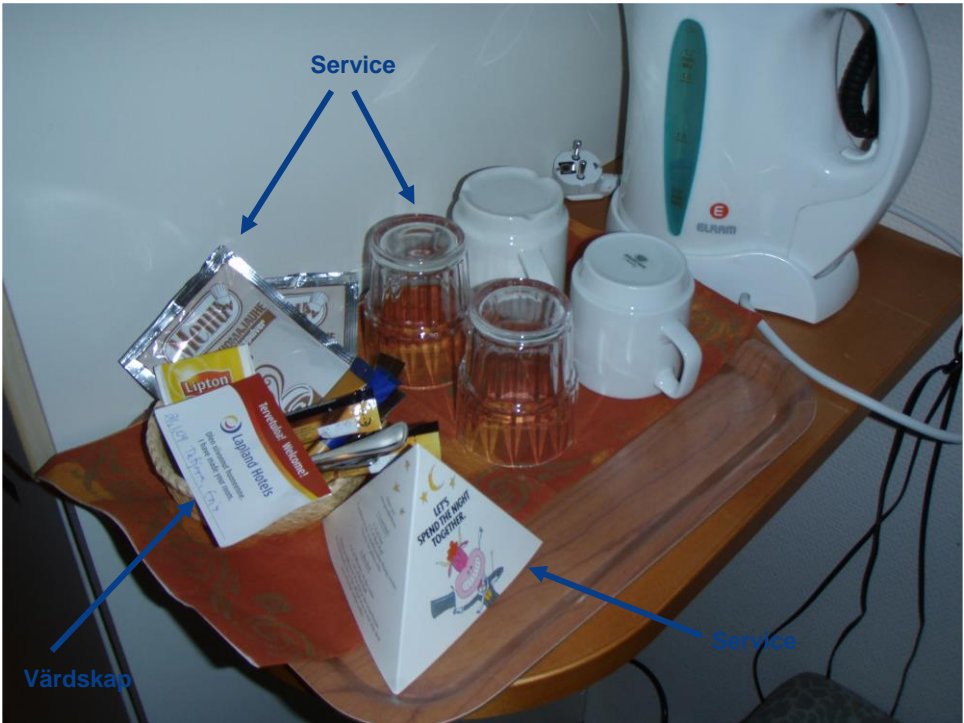
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Choose Your Attitude! Be There! Make Their Day!

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Traditionally, destination marketing and market communication have been focused on the **unique selling points (**USP) of a destination, which is a sales-driven, product-centered and outcome-focused view. But today's consumers are not function driven, but rather value, experience and emotion driven, more interested in how an offering informs (transforms), entertains, and contributes to personal branding and self-fulfilment. Schmitt (2003) suggests replacing USP with ESP, the **experiential selling paradigm** with an experiential positioning and **experiential value promise** (EVP) for a destination

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The new paradigm of the experience economy and the "critical turn" towards co-creation in tourism, such as in hostmanship, indicate that competence of experience production that gives guests not only unique, but rather meaningful experiences will be a critical prerequisite to succeed as a destination. Emerging tourism areas such as the Barents and the Adrian Sea areas, would therefore gain a competitive edge by focusing on the "soft" dimensions and EVP´s for the destinations.
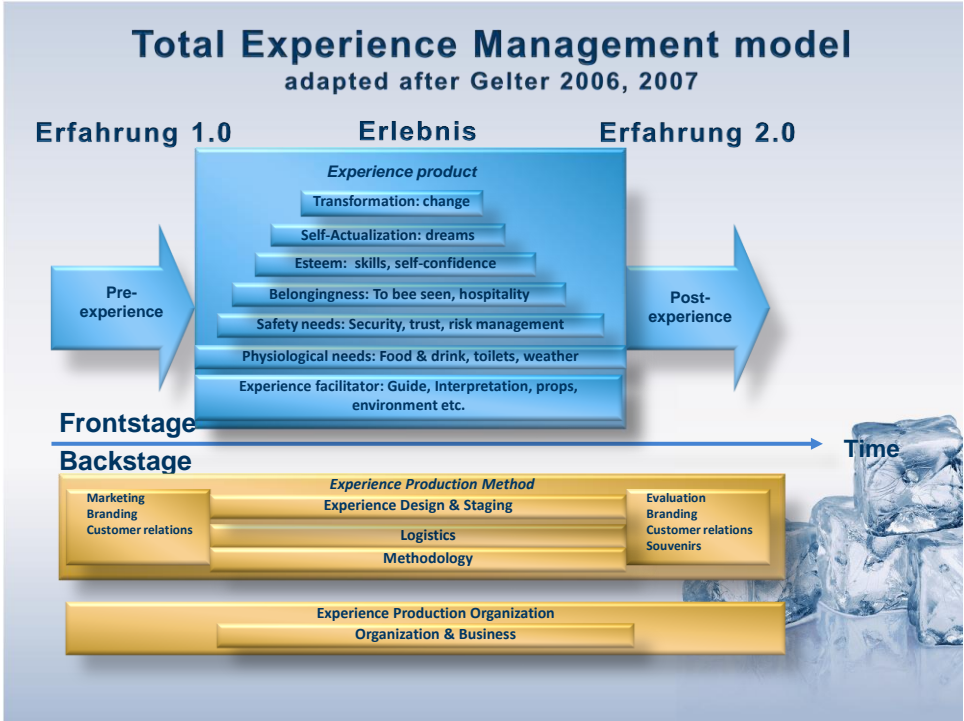
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Puhhh… that was a lot!

Service quality & History
Definition of quality
Total Quality Management
Model for Service Development
Customer Satisfaction
Customer Needs
Hospitality – Hospitableness - hostmanship
Servicescape - Servunction

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Total Experience Management model
adapted after Gelter 2006, 2007

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