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1   Introduction

In this chapter, the reader will be introduced to the concept of Destination Management System (DMS), its background and how it is contributing to sustainable social economic development. In addition, the reader will be presented to the research objectives, research questions and the knowledge gap that the authors intended to fill. At the end of this chapter we will explain the important delimitations of the study.

Information and Communication Technologies (ICT) are playing an important role in tourism development in both national and regional level. Hence, many countries started developing sophisticated Destination Management Systems (DMS) (for definition please see table 2) that support tourism development and attract local and international tourists (Buhalis, 2003). In a DMS, a number of small and medium size tourist enterprises (SMTEs) (see table 2) are connected through one platform to provide all the information and services needed for the tourists in a certain location or region. Therefore, building such a system is not easy. However, benefits of DMS not only promote a nation or region but also help the growth of the SMTEs themselves: *"The tourism industry is one of the biggest industries in world's economy and has continued to grow and expand significantly" (*Kiyavitskaya et al., 2007, p. 389). No matter of, financial and natural disasters or any adverse situation, countries strongly emphasize to attract more tourists and that would in turn to boost the economy. Research has been done on destination management system from different perspectives (Yoon, 2002) and many factors could be affecting the SMTEs decisions to choose DMS as a one stop platform and getting support services.

DMS is a modern service "business concept" that strongly aligns with information technology. Information and communication technology (ICT) of today encompass a wide range of products and services, for instance Internet (intranet & extranet), wireless networks (Wi-Fi), GPS, personal assistance devices and so on, which help user to plan their trip in a convenient manner. Tourists can easily find all the necessary information regardless of the destination and could carefully plan their trip using those technologies. ICT allows destination companies to improve their online presence (i.e. visibility and participation to Internet market) and offline connectivity, i.e. collaboration, clustering as well as intersect oral linkages among public and private tourism and tourism-related actors (Petti & Passiante, 2009). The development and operation of DMS can substantially support and enhance the competitiveness of tourism destinations and particularly SMTEs. DMS not only provide up-to-date information to the tourists but also help SMTEs to boost their financial capability *"The development of an inter organizational infrastructure in form of DMS and associated electronic networking of the services open up new possibility of cooperation in marketing, sales and services"* (Fux & Myrach, 2009, p. 507). SMTEs support a range of benefits for destinations (target place) by offering tourists direct contact with the local character and also by facilitating rapid infusion of spending into the host community, simulating multiplier effects (Buhalis, 1996). DMS are traditionally dominated by small and medium sized tourism enterprises (SMTEs) that offer a range of products and services like accommodation, transportation, attractions, and activities (Buhalis, 1996).

1.1 Research Problem

Tourism has been an interesting subject among academic scholars, not only in the Information and Communication discipline but also in Marketing, Socio-Economics and Sustainable Environment. There is no doubt that it is a significant aspect for regional social economic development. Destination Management Systems (DMS) are important due to more and more people using the internet during the process of selecting and booking a destination or visiting a place (Singh & Formica, 2006). As previously mentioned, E-tourism (the concept is explained in table 2) is an important expansion of the tourism sector and DMS are essential parts of e-tourism. However, SMTEs' participation in DMS has been low and problematic (Magdy, 2011; Sigala, 2009; Ritchi, 2009; Hornby et al., 2008; Hornby, 2007). Many reasons could be a hinder for participation. The problems have been identified by numerous implementations failures of destination systems such as BRAVO (Sussmann & Baker, 1996), ENTA (Mutch, 1996), Hi-Line and SwissLine (Sussmann & Baker, 1996). Through various database searches we identified that no studies had been conducted to identify influential or inhabiting factors for the failures which could affect regional DMS participation, adoption and usage decisions by regional SMTEs.

1.2 Purpose

The purpose of this research is threefold. Firstly, to explore the possible factors that influence, motivate and inhabite regional SMTEs to participate in and use of Destination Management Systems (DMS). Secondly, to list different categories and make a framework of DMS factors that will provide richer understanding of the phenomenon. Finally, we aim to provide more insights and understanding of Destination Management System to its participants and users.

1.3 Research questions

The main research question (RQ) is:

What are the important factors that influence DMS participation and usage decisions by SMTEs?

The main research question is divided into two sub questions:

RQ a: What are the inhibiting factors that could discourage to use of regional DMS?

RQ b: What type of initiatives from the Destination Management Organization (DMO) could set off to increase number of participations?

1.4 Research Perspective

This study is carried out from the perspective of small and medium sized tourism enterprises (SMTEs) and helping to identify success or failure factors for regional destination management system, particularly the two cities where we collected data. The data collection was made in Sweden and in the United Kingdom; in Jönköping County and Liverpool City. There are two types of clients in DMS; one is the participant organizations, and the other is the tourist or consumer who makes inquiries or bookings. SMTEs are the main participants of the DMS and their revenues mainly depend on partner organizations being satisfied with their quality of services. In this thesis we take on the perspective of the SMTEs.

1.5 Knowledge Gap and importance of the Research

The development of destination management systems is important for tourism success, which also increases the growth of the small and medium sized tourism organization significantly. But the reality is that *SMTEs "are hugely dominated by only few private destination companies"* (Buhalis, 1996, p. 3). For unknown reasons, SMTEs participation is low in regional publicly supported DMS (Sigala, 2009; Frew & O' Connor, 1999; Archdale, 1993; Frew & Horan, 2007). Despite the fact that DMS are focused to support SMTEs, various authors (Buhalis & Main, 1998; Beaver, 1995; Morrison, 2001; Morrison & King, 2002; Frew & Horan 2007, Singles, 2009), highlight small firm's reluctance to use this communication system. Lack of training, failure of managers to develop appropriate strategic decision, poor marketing skills and short term focus are common reasons for being reluctant to use IT system (Daniele and Frew, 2008). Hence, earlier research shown about DMS used and competitiveness (Sigala, 2009; Frew & O' Connor, 1999; Morrison, 2001; Morrison & King, 2002), but no holistic research has been done to identify underlying factors (Sigala, 2009) and the author recommends a multi-stakeholder approach for investigating DMS operations in regional level. Therefore, our objective (see table 1) is to find those factors at a regional level that will contribute to the knowledge area of destination management systems and e-tourism in a small scale.

Table 1: Literature gaps and how this study will fill them.

1) SMTEs' participation in DMS has been low and problematic (Magdy, 2011; Sigala, 2009; Ritchi, 2009; Hornby et al., 2008; Hornby, 2007).		Investigation why SMTEs participation has been low in regional DMS.
2) SMTEs reluctance to use information and communication technology (ICT). (Buhalis and Main, 1998; Beaver, 1995; Morrison, 2001; Morrison and King, 2002; Frew & Horan 2007; Singls, 2009).		

After a thorough database search we have found that no empirical studies have been done to identify factors that can affect regional SMTEs to participate in a local DMS. We have identified this knowledge gap to be our motivation to investigate the phenomenon.

1.6   Delimitations

The scope of this study was Destination Management System (DMS) in the tourism industry and its users, particularly SMTEs. The scope even was more narrowed down to the SMTEs decision-making stage, identifying what factors that could influence or hinders use of DMS. Many regions implemented DMS, however, due to the limited time and resources our data collection was limited to the two cities named Jönköping County and Liverpool City destination management systems. The basic goal of the study is to understanding DMS concept, giving in depth information to the participants, finding reason of low participation and encouraging other cities those yet to implements a DMS in the regional level. We used semi structured interviews for the data collection and content analysis for data analysis. Due to the limited appointment time our interviews was not in depth but we discussed a varity of issues in related topics. We conducted eight interviews in two research setting in two stages. The research settings of Jönköping county and Liverpool city were chosen by theoretical sampling, to provide data from tourist destinations combining rural and city attractions. Hence, our conclusions are limited to these kinds of settings.

1.7 Disposition

The thesis consists of six chapters. The first chapter consists of introduction, research problem, purpose, research questions, perspective and delimitations as well as lists of concepts and abbreviations used in the thesis. Moreover, we introduce the thesis and study background, pinpoint the research gap and explain what we as authors intend to do. The second chapter includes the theoretical frame of reference and previous research about destination management systems. We present two real example scenarios of destination management systems. The third chapter is about the research methods used in the study. Furthermore, we justify our choices of methods. In the fourth chapter the findings of the data analysis are described. In chapter five, the conclusions of the study are presented. Finally, in chapter six, the findings of the study are discussed, limitations of the study are put forward and suggestions for future research are made.

1.8 Glossary of Definitions:

In table 2, the definitions of basic concepts used in the thesis are explained.

Table 2: Glossary of definitions.

Term	Definition:
Destination Management Organization (DMO)	Typically a DMS managed by public tourist organization or destination management organization (DMOs) which are responsible for administrating and marketing activities in a state or region. The DMOs could be completely public or a public and private partnership. *DMO is referred to as a non-profit entity that aims at generating tourist visits for a given destination* (Gretzel et al., 2006, p. 224). Furthermore, "*DMO support DMS online and off line activities within a destination*" (Horan & Frew, 2007, p. 63).
Destination Management System (DMS)	People have different views and opinions on destination management system. A comprehensive definition was given by (Frew & Horan, 2007, p. 8): "*Destination Management System (DMS) are systems that consolidate and distribute a comprehensive range of tourism products through a variety of channels, and platforms, generally catering for a specific region, and supporting the activities of a destination management organization (DMO) within that region. DMSs attempt to utilize a customer centric approach in order to manage and market the destination as a holistic entity, typically providing strong destination related information, real-time reservations, and destination management tools and paying particular attention to supporting small and independent tourism suppliers*". Buhalis (2009) stated*, A destination *marketing* system is as an interactive accessible collection of computerized information about a *destination*, and integrated with a third party organization mainly SMTEs.

Term	Definition:
E-tourism	*"E-tourism reflects the digitization of all processes and value chains in the tourism, travel, hospitality and catering industries. Tactically, e-tourism enables organizations to manage their operations and undertake e-commerce. Strategically, e-tourism revolutionizes business processes, the entire value chains as well as strategic relationships with stakeholders"* (Buhalis & Connor, 2005, p. 11). The many stakeholders and processes comprised by the tourism industry that can be supported by ICT in order to manage their enterprise, provide and get timely information, handle transactions, share information and knowledge, etc. (Buhalis, 2003). ICT acts as a major driver within the tourism industry. The concept of e-Tourism can be described as *"... the digitisations of all elements in the tourism supply chain"* (Page, 2009, p. 12).
Small and medium sized tourism enterprises (SMTEs)	There is no precise definition of small and medium sized enterprises; it varies from country to country depending on their own rules and regulations. In Europe there is a common definition; according the European commission (2003) any enterprise which is less than 250 employees (0-10 for micro, 11-50 for small, and 51- 250 for medium sized enterprises) and either turnover less than or equal to EUR 50 million or has balance sheet total less than or equal to 43 million EUR is called SME. The UNCTAD (2005) defines that the majority of tourist enterprises are considered SMTE like hotels, tourist and transportation companies and the enterprises that serve the local population and tourists such as bars restaurants, etc. (Buhalis 2003).

1.9   Glossary of Abbreviations

In table 3, the abbreviations used in the thesis are explained.

Table 3: Glossary of Abbreviations.

Abbreviation	Description
B2C e-Commerce	Business to Consumer electronics Commerce
CRM	Customer Relationship Management
DMS	Destination Management System
DMO	Destination Management Organization
GDP	Gross Domestic Product
GPS	Global Positioning System
ICT	Information and Communication Technology
IS	Information System
IOR	Interorganizational Relationship
LEP	Local Enterprise Partnership
LFC	Liverpool Football Club
SMTEs	Small and Medium Type Enterprises
STEAM	Scarborough Tourism Economic Activity Monitor
UNWTO	United Nations World Tourism Organization
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNCTAD	United Nations Conference on Trade and Development
WTTC	World Travel & Tourism Council
CRS	Computer Reservation System
MMR	Mixed Methods Research

2 Literature Review

In this chapter the authors investigate previous research related to destination management systems. First, the concept of Destination Management Systems is presented. Second, a number of factor models related to information systems use and DMS are presented. Finally, the two regional tourism scenarios of Jönköping and Liverpool are described.

"*The whole of science is nothing more than a refinement of everyday thinking*".

\- Albert Einstein

2.1 Destination Management Systems Concept

It is comprehended that Information Technology (IT) and e-commerce are main drivers of tourism development. Tourism *"can be seen as one of the first business sectors where business functions are almost exclusively using information and communications technologies (ICT)."* (Garzotto et al., 2004, p. 4). Information Technology (IT) and ICT have played an important role in the development of the tourist industry. Computerized reservations Systems (CRS) were among the first applications of IT worldwide, e-Tourism is one of the leading business additions over the Internet and also generating huge revenues for many countries. e-tourism B2C (business-to-consumer) applications hold a 40% share of all B2C e-commerce (Werthner & Ricci, 2004). The majority of the business consists of transactions that are related to booking flights, hotels, and local travel and leisure tickets. Meanwhile, many countries started attracting tourists by providing useful information through destination management system. These destination systems are developed at both national and regional level to distribute information about a diverse and comprehensive range of tourism related products from a distinct geographical region (Buhalis & Licata, 2002; Horan & Frew, 2007). DMSs are interconnected with a number of small and medium sized tourism enterprises (SMTEs), using different platforms and channels that provide various services to the tourists. DMS development not only helps to promote the tourism of a nation or a region, but also increases the growth of SMTEs themselves. However, DMS success highly depends on successful participation and use of the system by its stakeholders (Hornby, 2007). This is still a new and problematic concept and need a standard definition to be institutionalized in tourism, but researchers and practitioners disagree on how it should be defined (Saraniemini & Kylanen, 2011). Frew and Horan (2007) define Destination Management System (DMS) as: *"Systems that consolidate and distribute a comprehensive range of tourism products through a variety of channels, and platforms, generally catering for a specific region, and supporting the activities of a destination management organization (DMO) within that region. DMSs attempt to utilize a customer centric approach in order to manage and market the destination as a holistic entity, typically providing strong destination related information, real-time reservations, and destina-*

tion management tools and paying particular attention to supporting small and independent tourism suppliers". (p. 67). According to Framke (2002) the term "*destination"* is frequently used, and it is seen at least as a locality, a production system, an information system, or a composition of services. He shows two distinct ideas. One approach is from a business perspective and another approach is more of *sociocultural* tourism destinations. His objective is to analyse to what extent the destination definitions comment on the geographical boundaries and their content, to draw the conclusion that "*the sum of interests, activities, facilities, infrastructure and attractions create the identity of a place, the destination*" (Framke, 2002, p. 105). He clearly states that destination is a touristic identity of a "*place*".

Prominent destination management writer, Buhalis (2000), states tourism destinations as combinations of tourism products offering an integrated experience to consumers. Destination can also be a perceptual "concept", which can be interpreted subjectively by consumers depending on their travel itinerary, cultural and educational background, purpose of visit, and past experience. It is important to remember that Destination Management system definitions very much focus on the "use and managing application" rather than a place. In order to deeply understand destination systems, they were categorized in four directions by Saraniemini and Kylanen (2011); 1. Economic geography– oriented, 2. Marketing- Management oriented 3. Customer –oriented, and 4. Cultural. Our study will fall under the categorisation of Management oriented destination systems. That means that in our thesis we will focus only on marketing/management oriented destination systems.

2.2   Emergence of Destination Management System

Tourism is a growing sector and contributing 10% to the world Gross Domestic Product (GDP), and is projected to increase in 11% by 2014. Either directly or indirectly some 260 million jobs are supported by the Travel & Tourism industry (WTTC, 2011). Despite of the financial crisis, political changes, or natural disasters tourism is continuously growing. According to the statistics of world tourism organization (UNWTO, 2012) international tourists grew by over 4% in 2011 to 980 million compared to 939 million in 2010. Hence, many countries have developed sophisticated destination management systems (DMS) in both national and regional levels to attract international and domestic tourists. Certainly that helps tremendously in order to boost the national economy. Although the importance of Destination Management System is obvious, many countries have yet to develop destination management or marketing systems. In the early 1990s during the dotcom bubble, the number of DMS projects failing seriously affected the motivation and the development process. However, nowadays many researchers have shown an interest in the concept and explored a number of areas within the sector. Identifying and evaluating DMS competitiveness (Fadeel, 2011 ;(Horan, 2010) inter-organizational systems and relationship (Hornby, 2007), DMS reality Check (Sigala, 2009), problematizing the DMS Concept, *(*Saraniemini & Kylanen, 2011), dynamics of Destination Development (McLennan, Ruhanen, Ritchie, & Pham, 2012) are some of the notable contributions.

Inter-organizational systems (IOS) allow organizations to transfer information across organizational boundaries. Previously, electronic data interchange (EDI) and electronic funds transfer (EFT) technologies were uses for data exchange, but the high implementation costs was a big barrier for Small and Medium Enterprises (SMEs) to use the IOS (Lawrence, 2009). Due to changes of the consumer behaviour in recent years, it has become more important than ever to be present online. SMTEs need to be aware of these changes and are required to response accordingly.

2.3   Capability of Destination Management System

Travel Distribution Solutions (2012) states that DMS can provide considerable benefits including:

- Enhancing the communication and collaboration between targeted groups or participants and the tourists.

- Generating income for the destination management organizations and SMTEs through reservations and other value added services.

- Enhancing the business for destination organization and suppliers

- Reducing business costs associated with communication and distribution for its users-

A destination management system could be seen as more than an online booking system or web system due to it has wide range of services capabilities including destination promotion, tourism management, and business development and visitor database as its foundation. Therefore, DMS increase the visibility to the external world. Many SMTEs have their own websites but have failed to highlight online presence due to limited resources (Buhali, 2008). DMS are acting like an interface between tourism enterprises and external world, through support modules e-commerce system, product management system, consumer CRM, business CRM and Membership, and Management reporting.

Buhali (2000) propose seven essential components for DMS success. Those are tourism supplier, tour operator, public sector involvement, travel agents, customer or visitor, investor and technological development, but, not particularly factors inherent in the usage decision. Destination Management System is a key technology to destination marketing and to DMOs (see table 2). However, their success not only depend on the system but also on the participation of the tourism operators and suppliers, hotels, restaurants and other SMTEs who will offer their comprehensive product information through the system.

2.4 Importance of interorganizational relationship in DMS

DMS are interorganization supported information systems (see figure 1), where public and private organizations are involved and participate simultaneously. Consumers, suppliers and governments are interlinked with each other through a complex information system to offer tourist products. Therefore, it is vital to maintain effective organizational relationships among them for a successful business system. Chen and Sheldon (1997, p. 151) stated that *"DMS is an inter-organizational system and consumers able to access up-to-date destination information, reservations and purchases"*. Though, a DMS' ultimate goal is to empower partner organizations through online presence and e-capability and financial benefit *"Many of the problems originally identified over 15 years ago but still prevalent, even further because of the complexity associated with linking intra- and inter-organizational IS."* (Irani, 2008, p. 1). From this viewpoint, it is understandable why SMTEs demonstrate low levels of participation and motivation to use DMS. Less participation means that the DMS is in suppress and fewer visitors will come to the site, will lead to organizational failure. Therefore, it is important for DMOs to understand, work in partnership, and maintain good relationship with all stakeholders towards an effective DMS use.

The relationship between public and private sectors is very important for DMS success. Managing the relationship is another considerable argument between the public and private sector as many academicians argue for a partnership DMS between them (Sheldon, 1997; Buhalis & Spada, 2000; Ritchie & Ritchie, 2002; Brown, 2004; UNCTAD, 2005; Daniel & Frew 2008) for better management and operation. Therefore, the public sector should develop appropriate policies to join DMS implementation and operation, and need better organized relations among the stakeholders to maintain their presence in the DMS (Sheldon, 1997; Daniel & Frew 2008), otherwise, *"…strong private organizations will take over and may or may not promote the destination in accordance with the best interests of the country"* (Rita, 2000, p. 1096).

Organizational influences

1. DMS management type: Public and private sector involvement
2. Training.
3. Adequate funding.
4. Coherent and regular evaluation.
5. Alertness to technological and environmental changes
6. Top management support.
7. Vision and planned strategies for the DMS.
8. IT/IS skills and knowledge
9. Control and power.

Destination/Business environmental influences:

1. IT/IS skills and knowledge
2. Vision & planned strategies for the tourism business
3. Control and power
4. Cultural issues
5. IT infrastructure

Organizational and external environment

System issues: Quality of DMS:

1. Quality DMS components:
2. Communication and Service quality.

System qualities/issues

Users' reaction (Attitude and behaviour)

Trust

Intention to Use | use

User Satisfaction

Perceived net Benefits

- - -> Relationship between sub-factors of organizational influences

········> Relationship between sub-factors of destination influences

—> Relationship between factors

Figure 1: Inter-organizational relationship in DMS (adopted from Fadeel, 2011).

2.5   Effectiveness factors of Destination Management System

Evaluation of DMS effectiveness is not uncomplicated. There is limited research devoted to understand the effectiveness of DMS usage (Wang, 2008). However, Horan (2009) successfully evaluated DMS effectiveness. In the recent years Fadeel (2011) performed an evaluation in a similar manner but in a different context. DMS is a very complex system that operates in a complex context and situation; *"it is web-based inter-organizational system that link with various local and international stakeholders"* (Horan, 2010, p. 250). Therefore, DMSs characteristics and context makes it difficult to identify the factors influencing DMS success (Buhalis 2003; Wang 2008, DeLone & MacLean, 2003) (see figure 2). Unsurprisingly, it might be one of the reasons of higher rate of failure than success (Buhalis & Spada, 2000). Horan (2009) shows (see figure 2) that in order to receive high DMS effectiveness, participation and performance management are most important aspects like other marketing, content quality or navigation, cost effectiveness and network integration for DMS success.
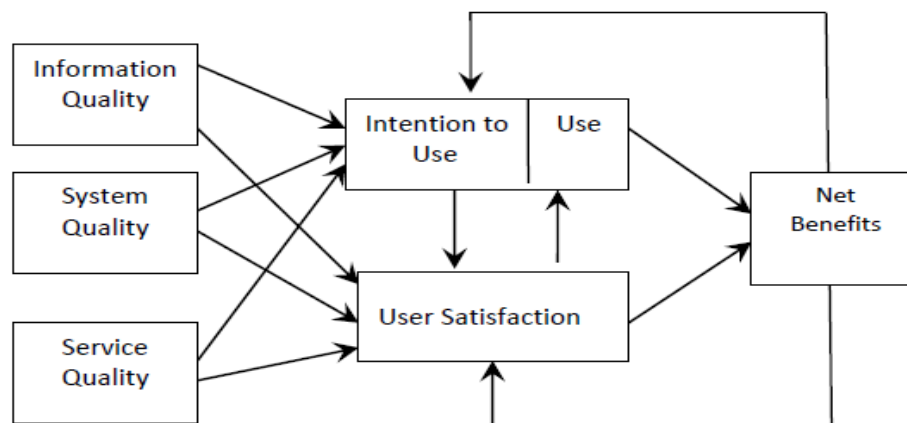
Figure 2: Updated IS success model (adopted from DeLone & MacLean, 2003).

DeLone & MacLean (2003) stated (see figure 2) that there are possible IS success measures, which can be attributed to the following reasons:

1) The complexity of the context at which information systems are developed (Irani, 2008)

2) The sensitivity to internal and external influences (Myers et al., 1998)

3) The subjectivity of the meaning of effectiveness (Fortune & Peters, 2005).
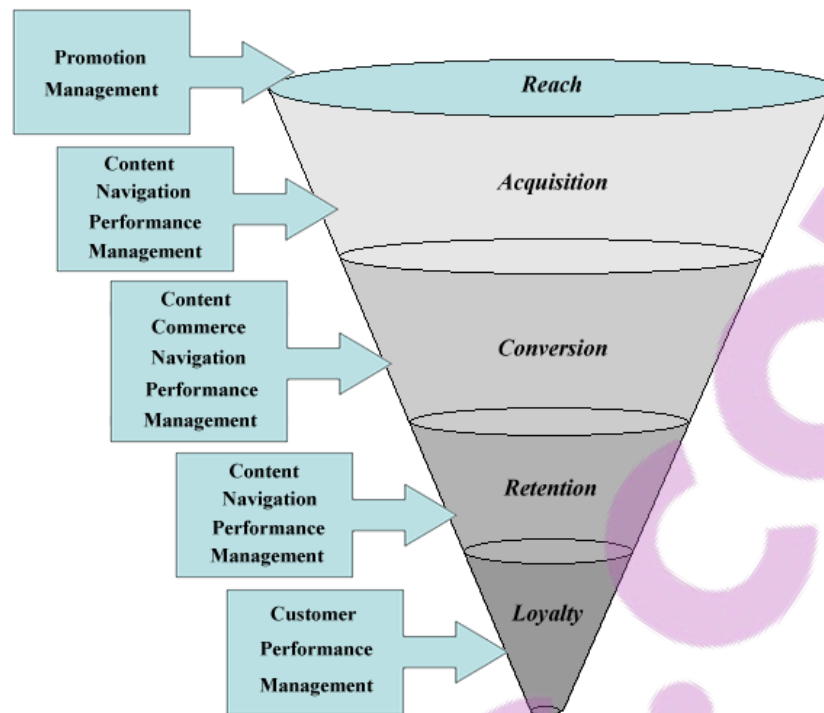
Figure 3: DMS Effectiveness Dimensions (Effectiveness Funnel) (adopted from Horan, 2010).

It is noticeable that DMS effectiveness factors are not the same in different contexts, places, and time. Researchers have identified different factors (see figure 3). Mayer et al. (1998) proposed IS success dimensions, such as system quality, information quality, information use, user satisfaction, individual organizational impact, service quality, and workgroup impact. However, the authors have been criticized for overlooking the economic and social elements (Kumar & Crook, 1999), which are highly considered as important elements of DMS success. Sigala (2009) have found collaboration between organization and interorganizational relationship as most important for DMS success and that IT infrastructure plays a crucial role in DMOs. Frew and O'Connor (1999) shows that not only technology but also distribution, effective management, and operational issue are similarly important for DMS success.

Technological factors are commonly mentioned by researchers as obstacles for DMS success. System quality, information or content quality, security issues, skills and competency, navigation, usefulness, compatibility, successful integration and implementation are some of these factors (Fadeel, 2011; Myers et al., 1998; Sigala, 2009;). Organizations adopt a new technology only if it provides significantly better benefits than the existing technology available to them (Rogers, 1986). Quick response time is important for efficient interorganizational systems (DeLone & McLean, 2003). However, we should not forget about other part of information systems like people and process for DMS success. Regarding organizational issues: "*Top management support is another important factor for DMS success.*" (Frew & O'Connor, 1999, p. 398). Available financial and human resources could reduce organizational uncertainty. However, the ability to adapt to a changing environment and intention to bring change in the organization positively helps to achieve DMS success. Suppressing factors are

lack of knowhow and ability, lack of organizational competence, and lack of marketing or promotional skills. Consequently, all these factors could lead DMS failure (UNCTAD, 2005; Brown, 2008), and SMTEs should be well informed about DMS service, ability, or possible financial gain. Concerning financial factors, the current world is highly competitive and economic uncertainty is perceptible. Competition in public and private sectors is also common. Therefore, economic strategy and service cost could be very important factors for the SMTEs (UNCTAD, 2005; Kumar & Crook, 1999) (see table 4). If DMS service charge is high, small companies will simply avoid using the system and that will lead to organizational failure. According to satisfaction factor severe (Fadeel, 2011) organizations' ultimate goals are to satisfy its customers or users. As the SMTE is one of important participant of DMS, so, degree of satisfaction should be high to maintain a long term relationship between organizations. Any issue concerning for example technology or service charges should be resolve immediately and DMOs prime objective should be a high degree of partner satisfaction.

Furthermore, our literature review reveals the importance of destination marketing, promotion, communication, besides technology or economics factors for DMS success. Many researchers have shown the effectiveness of advertising and promotion and importance of effective marketing. McWilliams and Crompton (1997) examined how tourists responded to advertising campaigns towards state DMOs. Schoenbachler, Benedetto, Gordon, and Kaminski (1995) examined the use of technology to measure the effectiveness of advertising in one US state. All researchers advocate the importance of advertising and promotional work. Gretzel, Yuan and Fesenmaier (2000) identified that the effective medium for tourism advertisement is "the Internet". From this study two key components were drawn. These were "strong image" and a "high level of awareness". Measuring image is not easy, but some suggestions like "positive knowledge towards the market place or the destination" significantly help the marketing promotion and positive image of the destination that increase the number of visitors. Communication and collaboration factors are also important. Palmer and Bejou (1995) emphasize the need of stakeholder collaboration. Donnelly and Vaske (1997) examined factors on tourism promotion and Selin and Myers (1998) studied stakeholder satisfaction within a regional tourism marketing group. They found that effective communication was critical to achieving satisfaction and emphasized a strong leadership in the DMO to gain high stakeholder involvement. Pearce (1992) states how different stakeholder groups evaluate the success of a DMO. He concluded that a successful DMO clearly define its objectives, it has adequate resources, and a well developed understanding of its purpose and visibly address this to its stakeholders.

Table 4: Previous Research to identifying DMS Effectiveness Factors (1998-2012).

No	DMS / IS effectiveness factors	The term used	Author/year	Context
1	- Organizational culture - Organization resources - Cost - Competitive pressures - Usefulness/Ease of Use - Compatibility	Small Tourism Organisations	**El-Gohary**(2012)	Egypt
2	- Vision and planned strategies - IT/IS knowledge and skills - Top management support - Training - The qualities of DMS - Usage and satisfaction	Destination Management Systems	**Fadeel (2011)**	Egypt
3	- Promotion - Content - Design & Navigation - Performance - Commerce -Customer relation -Management	Destination Management Systems	**Horan (2010)**	visitScotland.com

No	DMS / IS effectiveness factors	The term used	Author/year	Context
4	- Technological Factors - Organizational Factors - Environmental factors - Barrier to internet adoption	Destination Management Systems	**Lawrence(2010)**	Iraq
5	Organizational and managerial inefficiency of publicly operated DMO. - Lack of plans aiming at (collaborative) destination management activities. - Firm's IT infrastructure, skills and attitude. - DMS features and characteristics.	Destination Management Systems	**Sigala (2009)**	The Greek DMS
6	- Virtual information space. - Virtual communication space. - Virtual transaction space. - Virtual relationship space.	Destination Marketing Systems	**Wang and Russo (2007)**	DMS of the USA's Convention and Visitors Bureaus
7	- Information quality: reliable, relevant, accurate and timely content. - The maintenance and improvement. - Establishment of public and private partnerships. - A well-defined e-marketing strategy, i.e. website promotion on an international level; the use of e-mail and monthly newsletters; and advertising campaigns on the Internet.	Destination Management Systems	**UNCTAD (2005)**	Based on views of experts

No	DMS / IS effectiveness factors	The term used	Author/year	Context
8	- Public and private sector backing. - Comprehensive data collection from a reliable source. - Development for a sustainable model and income generation to ensure the on-going success of the DMS.	Destination Management Systems	**Brown (2004)**	Manchester, England
9	- Database issues (comprehensive, quality, controlled, cost effective). - Distribution issues (availability of booking function, Web front end). - Management issues (project management structure, resource provision, and public and private sector migration strategy). - Operational issues (e.g. can suppliers automatically upgrade inventory, training programs for operators).	Destination Management Systems	**Frew and O'Connor (1999)**	Austria, England, Ireland and Scotland
10	- Collaboration: combine economic, strategic, social elements (value sharing and trust). - Organizational factors: Factors related to the organization (size and resources), the individual (involvement, tasks, time) and leadership style. - Technological factors: systems integration, security, standardization.	Information System	**Kumar and Crook (1999)**	Experts Opinions
11	- IS success dimensions: System quality, information quality, information use, user satisfaction, individual impact, organizational impact, service quality, and workgroup impact.	Information System	**Myers et al. (1998) and Myers (2003)**	Experts Opinions
12	Destination marketing must lead to the optimization of tourism impacts and the achievement of the strategic objectives of all stakeholders	Destination Management System	**Buhalis (2000)**	Experts' opinions

2.6   Regional Tourism and DMS Scenario 1: DestinationJönköping.se

Jönköping County is 5th largest county in Sweden and it comprises 13 municipalities with more than 337,266 inhabitants (destinationjonkoping.se, 2012). There are beautiful places in Jönköping County, such as Gränna, Visingsö, Jönköping museum, Husqvarna factory, and Elmia Exhibition and Convention Centre. Every year, thousands of domestic as well as foreign tourists visit to enjoy the beauty of Jönköping County. Destinationjonkoping.se is a destination management system of Jönköping County and run by Travel Centre Jönköping in association with Jönköping Municipality and industry (Jönköping's näringslivsförening) with an aim to develop and market the image of Jönköping County to industry, visitors and inhabitants (destinationjonkoping.se, 2012).

The goal of the destination management system is to make the whole of Jönköping more attractive to leisure and business travellers, investors and companies who visit Jönköping County. Through destinationjonkoping.se tourist can book hotels, conferences and fairs, different type of packages, and they can also reserve boat travel. The system is very simple and directly bookable from the website destinationjonkoping.se and tourists can choose from available restaurants and packages on destinationjonkoping.se. If tourists contact destination Jönköping through phone, email or online, staff will book the hotels, and packages on behalf of tourists.

Destination Jönköping (DMO) consists of 24 employees to help the tourists and inhabitants with the above mentioned services. It consists of a team of people who constantly work to make hotels, restaurants and cafés, museums, and package providers to become part of destinationjonkoping.se to provide inhabitants and tourists more options to choose services within their budget. According to Statistics Sweden (2011) tourism in Sweden rose by 3.2 to SEK 255 billion in 2010. From this, 50% are domestic leisure travellers, 17% are domestic business travellers, and 34% are foreign travellers. Although employment in other primary industries in Sweden has gone down, tourism has created more than 31,000 jobs since 2000. There were over 162,000 jobs in tourism industry in 2010. Since 2000, tourism consumption has increased by 70% and tourism generated 2.7% - 3.0% revenue of total Sweden GDP. Hotels and restaurants are among the top spot in creating jobs in the industry. In 2010, Sweden had the largest share of foreign nights spent at hotels in the Nordic region (Statistics Sweden). Hotels in Jönköping County are generating revenue of 439647,000 SEK. Jönköping County is in the 4th spot with revenue generated by hotel sector for both domestic as well as for foreign tourists.

2.7   Regional Tourism and DMS Scenario 2: Visitliverpool.com

Liverpool is famous, and one of the oldest cities in the North West Region of United Kingdom. In 2008, it was capital "cultural city" of Europe and it is worldwide famous for its football traditions. It has two world class football clubs; Liverpool Football Club (LFC) and Everton. Millions of visitors come every year here and enjoy the historic city's magnificent architectural view: "*It has ample history that makes a perfect destination for anyone who looking to explore England's vast cultural heritage, The Waterfront Region is enlisted World Heritage Site by UNESCO and recognizing the city for its outstanding values and role in the development of world trade.*" (aboutliverpool.com, 2012). Home of the Beatles music brand and the legendary singer John Lennon add more dimensions to the historic city.

Table 5: Key Facts about the visitor economy of Liverpool City Region(adopted from Digest Tourism Statistics, 2012).

1.	In 2010 there were 54.5m visitors to the Liverpool City Region.
2.	In 2010 the visitor economy was worth £3.0bn to the Liverpool City Region.
3.	In 2010 approximately 42,300 jobs were supported by visitor spend.
4.	Liverpool is in the top 10 of all UK towns or cities visited by overseas visitors (currently being placed 6th).
5.	Five attractions drew in over ½ m visitors in 2010; the Merseyside Maritime Museum, Mersey Ferries, World Museum Liverpool, Tate Liverpool and the Bluecoat.
6.	Average hotel room occupancy in 2011 was 70%.
7.	Over 1.1m hotel rooms were sold in Liverpool City Centre in 2011.
8.	5,247,109 passengers passed through Liverpool John Lennon Airport in 2011.
9.	Some 622,000 passengers arrived or departed the City Region on one of the three ferry routes in 2011.
10.	Liverpool One, the retail and leisure development in the City Centre, recorded a footfall of almost 26m people in 2011, 5% up on 2010.

In 2010, there were 54.5 million visitors worth of £3.0 billion (Digest Tourism Statistics (DTS), 2012). An average of 5,400 visitors stays in Liverpool each night. It is understandable that 54.5 million (see table 5) visitors search information for accommodation and other facilities online or offline.

A majority of them primarily seek for information online, and visitliverpool.com is the only governmental organization that provides comprehensive information and booking facilities for this region. Statistics show that there is high demand of accommodation in Liverpool (visitliverpool.com, 2012). The economy is enormous and there are 42,000 jobs created by the tourism-supported industry, more than 35,000 of them are jobs in Liverpool (DTS, 2012).

The visitliverpool.com is a partner organization of Merseyside Local Enterprise Partnership (LEP) and provides information to the visitors about accommodation and conference booking, hotels, bars, restaurant info, travel and shopping advice, ticket booking and shopping. Along with other private organizations like trip advisors, expedia.co.uk, booking.com, visitliverpool.com also has a clear revenue earning model which is to commission the system. As it is a governmental organization it seems that this commission is quite competitive in comparison to private organizations.

The visitliverpool.com has divided the city into six local areas, namely Liverpool city, South Port, Wirral, St Helen, Knowsly and Helton. Each of the areas has their own local destination management system.

3 Research Methodology

In this chapter the authors explain the research methods, approaches and techniques that were used for data collection. The chapter also includes a discussion of validity, reliability and credibility of the findings. Finally, content analysis that used for data analysis in this study is presented.

"Not everything that counts can be counted and not everything that can be counted counts."

– Albert Einstein

3.1 Introduction

Methodology is "*a bridge between philosophical standpoint and methods; it is connected to how we do carry out the research*" (Hesse-Biber & Leavy 2010, p. 38). Methodology also refers to "*the procedures of framework within which the research is conducted*" (Remenyi et al., 1998, p. 30). In order to find the answers to the research questions we conducted eight semi-structured interviews in Jönköping, Sweden and Liverpool, United Kingdom in small and medium type tourism enterprises (SMTEs). Our respondents were both SMTEs who had already adopted and used the system and others who were yet to take a decision about participation. To analyse the interview data we used content analysis (Krippendorff, 2004).

3.2 Philosophical foundation: Interpretive research

Orlikowski and Baroudi (1991) suggest three research epistemology paradigms; positivist, interpretive and critical. However, later (in 1994) Guba and Lincoln added a new paradigm called constructivism. The paradigm is a theoretical framework or a set of beliefs about ontology, epistemology and methodology (Denzin & Lincoln 2003). These viewpoints shape the way in which the researchers see the world and guide their actions in it (Guba & Lincoln, 1994). The general assumption under the positivist epistemology can be described as a focus on measurable properties which are independent of the researcher and instruments. "*Positivist studies generally attempt to test theory, in an attempt to increase the predictive understanding of phenomena!*" (Mayer, 1997, p. 6). Orlikowski and Baroudi (1991, p. 5) classified IS research as positivist if there was evidence of "*formal propositions, quantifiable measures of variables, hypothesis testing, and the drawing of inferences about a phenomenon from the sample to a stated population*". Therefore, we reject the paradigm due to that we have limited past knowledge and testable hypothesis in the domain area. Our objective is to explore a phenomenon from the perspective of so-

cial reality. Some researchers believe that social reality is historically constituted and that it is produced and reproduced by people (Mayer, 1997). An interpretive paradigm is an interactive discussion between from the researchers and respondents. Interpretive approaches rely heavily on naturalistic methods like interview, observation or analysis. An interpretivist researcher is committed to understand social phenomenon from the individual's own perspective (Taylor & Bogdan, 1998). These methods ensure an adequate discussion between the researchers and respondents who have real experiences from the domain and collaboratively construct a meaningful reality. In our study authors checked previous research and subjects/respondents shared meaning that lead to an image of the respondent's reality. The authors had real experience from the industry. Our target population or sample was industry experienced managers or executives and this created meaningful discussions about the industry, social and behavioural change, current trends etc.

3.3 Philosophical approach: Inductive reasoning

Two kinds of research approaches have commonly been used by researchers: *inductive* and *deductive* approaches (Ghauri & Grønhaug, 2005). A combination of the both approaches is called *abduction*. The choice of research approach is highly dependent on the nature of the research objective and the research question(s). Inductive approaches are more suitable for theory building, on the other hand deductive approaches are more about testing current models or theories (Ghauri & Grønhaug, 2005) (see figure 4). In the inductive approach, a theory will be built from bottom to top based on evidence.
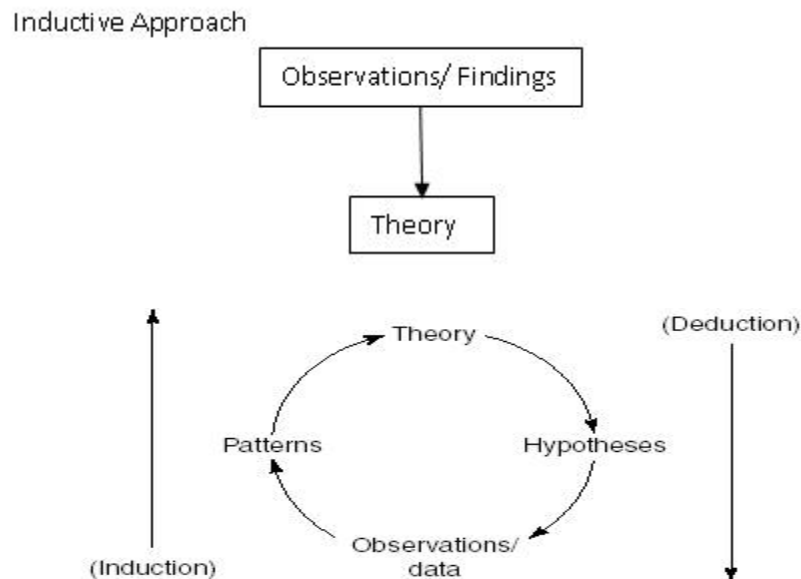

Figure 4: Inductive and deductive research (Ghauri and Grønhaug, 2005, p. 28).

Both approaches, inductive and deductive, are widely accepted among researcher. When analysing our research objective, we decided on inductive reasoning due to the scarce past studies and theories on DMS. What approach researchers would use depends on nature of the study and the research design, and most importantly what kind of data which is available in the particular domain. We do not have any pre-assumptions in our study, but observed a phenomenon in order to bring new knowledge and developed a framework for destination management system factors.

3.4   Research Strategy: Mixed methods research (MMR)

A research design is a plan and procedure for a research study that spans and set down detail method of data collection and analysis (Creswell, 2009). This plan could involve several decisions, such as choosing the procedure of inquiry or strategy, and the precise method of data collection, analysis and interpretation. The decisions are usually based on the nature of the research problem. However, personal experience of the researchers(s) and who will be the audience of the study could be considered during the planning of the research strategy. It needs to be clear which standard procedure should be followed to collect data, that is, quantitative, qualitative or mixed methods have to be chosen. There are mainly two types of research strategies, called qualitative and quantitative and a combination of both, called mixed methods (Creswell, 2009). True to the philosophical assumption of our research strategy, we choose a mixed method strategy which is combined with qualitative and quantitative methods. The mixed methods research (MMR) design refer to the use of both quantitative and qualitative methods in the same context focused on the same research problem and research questions (Kroll & Morris, 2009). *"…this is an involvement of the both types of methods collection or analysis strategies in a same study"* (Creswell, 2003, p. 212), A combination of quantitative and qualitative data collection techniques can also be used for a triangulation design, see figure 5 (Saunders et al., 2007).

Figure 5: Triangulation designs (Saunders et al., 2007).

To conduct mixed methods research it is very important that the researcher has a good research capability time and funds (Kroll & Morris, 2009). Decisions need to be made about how components of the data collection are sequenced, prioritized, and integrated following a specific guideline. There are many types of mixed method strategies described in IS research (Williams & Gunter, 2006). At the same time the term is missing in many methodological books as well (Gorman & Clayton, 1997; Gustafson & Smith, 1994; Pickard, 2007; Powell & Connaway, 2004). According to Kroll and Morris

(2009), there are two types of mixed methods strategies. One is the sequential, and the other is the concurrent strategy. Creswell (2009) mentions one more type of strategy which is the transformative strategy. In the sequential strategy, qualitative and quantitative data collection phases should follow after one another, while in the concurrent strategy it is suggested that both types of data could be collected at the same time. Considering the characteristics of our research questions and the time limits for data collection, we have decided to follow concurrent strategy, where we can perform both types of data collection methods at the same time.

3.4.1 Weaknesses of mixed methods research

Mixed methods research is a highly time consuming and costly research design. Researchers need to devote a lot of effort in data collection and analysis. Another important aspect is that it requires specialist expertise in more than one research methods design. Mixed methods is relatively new and still remain to be widely tested in IS research (Fidel, 2008). However, many researchers used the methods in sociology, psychology, education and health sciences (Azorin & Cameron, 2010) and in recent years its popularity has increased among the researchers (Creswell, 2009). There is still a debate among academics what should be included or excluded in mixed methods research (Kroll & Morris, 2009). That means that there are still disagreements and uncertainties about the rigor and relevance of mixed methods research. Another critic towards mixed methods is lack of depth of the research design. Due to more than one research method used in one study, in depth discussion or analysis could be absent here.

3.4.2 Justification of using mixed methods research in this study

The mixed methods strategy has several theoretical and practical strengths. When combining qualitative and quantitative data richer data can be presented. In the context of our data collection, the responses of the interview questions will bring both answers that are structured, short and suitable for quantitative analysis, and answers that are reasoning about, for example, why respondents choose to participate or not participate in the DMS. These kinds of responses are suitable for qualitative analysis. Another advantage is the higher stakeholder involvement of mixed methods (Kroll & Morris, 2009), and increased greater external validity. We have chosen a mixed methods research approach to explore and create understanding about the destination management system phenomena in two research settings; Jönköping and Liverpool. From the problem statement, research questions and the research strategy, we will identify factors and develop a new framework for regional SMTEs use of DMS. Therefore, the choice of mixed methods is appropriate.

3.5 Qualitative strategy in mixed methods research

Qualitative research means exploring and understanding the meaning of individuals' or groups' social or human problems and behaviours. The process involves emerging questions and procedures, data collection and analysis, and after that, building general themes of a particular phenomenon. The inductive approach often implies a qualitative research method (Bryman & Burgess, 1999) and seeks

to understand the data that is relevant in certain context but complex in nature and with less previous knowledge available (Richards & Morse, 2007). But it should not be misunderstood that qualitative research has a lack of design structure; according to Yin (1994), *"Every type of empirical research has an implicit, if not explicit, research design."* (p. 19). Every research (quantitative, qualitative or mixed methods) is based on some underlying philosophical assumptions about what constitutes "valid" research and which research methods are appropriate (Myers, 1997). In 1991, Orlikowski and Baroudi suggested three research epistemology paradigms (see figure 6) under the qualitative research method: positivist, interpretive and critical. Our study takes on the interpretive paradigm.
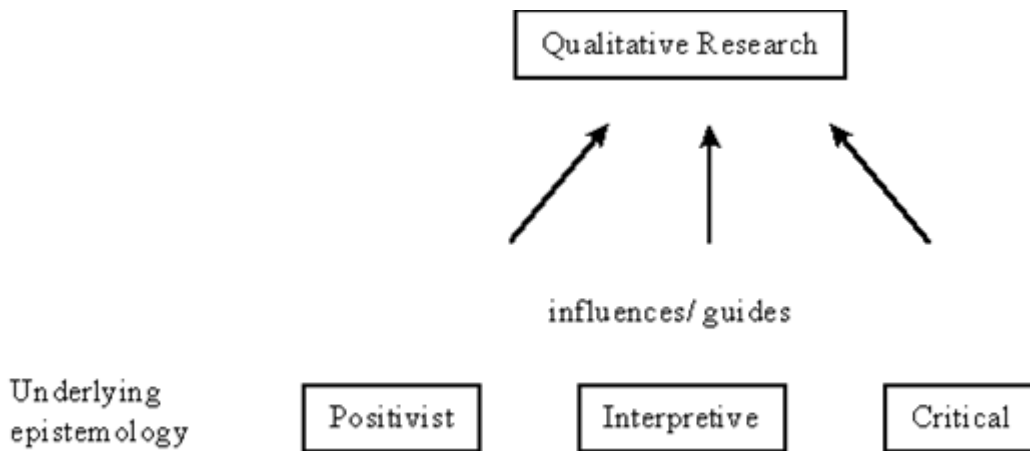
Figure 6: Qualitative epistemology paradigms (Orlikowski and Baroudi, 1991).

Table 6: Analysis of qualitative research (adopted from Yin, 2009, p. 74).

	Qualitative research
View of the world (Philosophic background)	Reality is subjective, constructed Social anthropological world view, Rationalist's view of knowledge, Basically Phenomenological and Interpretive.
Data collection	In natural settings, Purposive Representative, Textual and Researcher as own instrument
Quality Criteria	Trustworthiness, Dependability/consistency, Transferability Credibility, Conformability

Some researchers believe that social reality is historically constituted and that it is produced and reproduced by people (Myers, 1997). Critics is people not only act to change their social and economic circumstances but has ability to change in various forms of cultural and political environment. Con-

structivists believe that the world is structured by our individual minds and interactions (Hesse-Biber & Leavy, 2010). Information systems include people, process and technology, and people cannot be characterized or measured in an objective way as the social world is constructed *"by humans through their action and interaction"* (Orlikowski & Baroudi, 1991, p. 14). On the other hand, objectivist researchers assume the discovery of social reality to be subjective in nature and that it can be categorized based on properties and relations (Bryman & Bell, 2007).

3.6   Distinctiveness of Qualitative Method

Generally there are **four types** of qualitative research methods. These are action research, Case study research, ethnography and grounded theory (Myers, 2004). But, in 2001, Wolcott, in his Book *"Writing up Qualitative Research"* identified 19 different qualitative research strategies. Some of them are described below. Clandinin and Connelly (2000) constructed a picture of **narrative research strategy** where researchers study the lives of individuals and ask one or more individuals to provide stories about their lives. This information is then often retold or restored by the researcher in a narrative chronology. Moustakas (1994) discussed the philosophical tenets and the procedures of the **phenomenological method** where research indentifies the essence of human experiences about a particular phenomenon. In this process the researcher brackets his/her own experiences in order to understand those of the participants in the study. Creswell (2009) summarise **ethnography** as a strategy of inquiry in which the researcher studies an intact cultural group in a natural setting over a prolonged period of time by collecting, primarily observational and interview data. The research process is flexible and typically evolves contextually in response to the lived realities encountered in the field setting.

Case study is another type of research strategy where the research explores in depth program, even, activity or process. *"Case study is an empirical inquiry that investigates a contemporary phenomenon in depth and within its real life context, especially when the boundaries between the phenomenon and the context are not clearly evident"* (Yin, 2009, p. 18). Cases are bounded by time and activity, and research collect detailed information using variety of data collection procedures over a sustained period of time (Stake, 2000). It can be used for many purposes; exploring (new areas), describing (complex events or interventions) and explaining (complex phenomena) (Kohn, 1997). This type of study is appropriate to (1) *inquiry that investigates a contemporary phenomenon within real-life context, (2) multiple sources of evidence are used and (3) phenomenon and context that are not clearly evident'* (Yin 1984, p. 23). Case study can be exploratory, explanatory or descriptive. Harvey, Smith and Wilkinson (1984) saw three problems in their case study based research such as 1) access to information 2) different relevant actors had different values in 3) Inter-organizational political processes.

Case study has an 'unscientific' feel and been most criticized by the researchers. Critics of the case study method believe that *the study of a small number of case or cases can offer no grounds for establishing reliability or generality of findings and the intense exposure to study of the case biases the findings* (McDonough and McDonough, 1997, p. 203). But, Flybjerg (2006) questioned that formal generalization is only one of

many ways of gain and accumulate knowledge that cannot be formally generalized does not mean that it cannot enter into the collective process. Case study research through reports of past studies allows the deep exploration and understanding of complex issues, *so it can consider a robust research method particularly when a holistic, in-depth investigation is required.* (Gulsecen & Kubat, 2006, p. 96). Factors that need to take in considerations while designing the strategy are; 1) the phenomenon is suitable for case study and best in a contemporary phenomenon within real life context, especially, when the boundaries between context and phenomenon are not clear. 2) Choice of suitable form that could provide a holistic overview of the phenomena. 3) Flexible data collection methods and 4) Easy to access and acquire relevant information from the case organization. However, due to the deep understanding of the context and the use of multiple methods for data collection, the case study is consider as paramount research strategy in social science research.

To perform an appropriate data collection and analysis in order to build a new theory or model, researchers widely use the **Grounded Theory (GT) approach** (Jones & Hughes, 2003). "*In GT everything is integrated; it is an extensive and systematic general methodology where actions and concepts can be inter-related with other actions and concepts, there nothing happens in a vacuum*" (Glaser and Strauss, 1967, p. 113-14). GT is appropriate when the research focus is explanatory, contextual, comparative, process oriented and steady movement between concept and data (Eisenhardt, 1989). "*Qualitative research with GT used to investigate phenomena such as feelings, thought processes and emotions, which are difficult to study through a quantitative method*" (Strauss & Corbin, 1998, p. 221). GT facilities a logically consistent set of data collection and analysis procedures aimed to develop theory or model (Charmaz, 2006). In a wider view ground truth or the theory refers to reference points for the validity of models, software, or new technologies (Trafalis et al., 2002. *They are also much concerned with discovering process - not necessarily in the sense of stages or phases, but in reciprocal changes in patterns of action/interaction and in relationship with changes of conditions either internal or external to the process itself*" (Strauss and Corbin, 1994, p. 274) Grounded Theory is conceptually divided in two ways namely "*Straussian*" Grounded Theory and "*Glaser*" Grounded Theory (Harwood, 2002). Glaser and Strauss first published the Grounded theory in 1967, thereafter; it became a master metaphor of qualitative research. According to Lee and Fielding (1996) many qualitative researchers choose it to justify their research approach, particularly in quantitative fields. Grounded theory prescribes continuous interpretation between analysis and data collection which makes it significantly different to the other methods. Moreover, it is extremely useful, process-oriented and provides details explanations of the phenomenon (e.g. Orlikowski, 1993).

3.7 Quantitative approaches

Beside qualitative strategy, quantitative approach is another important part of mixed methods research. Quantitative methods of data analysis would be helpful in our research to quantify structural data from the eight interviews. It is useful when the same type of data is repeated several times in the interviews or a case. And data or information collected in some structured ways. Usually, "*Quantitative research is explaining phenomena by collecting numerical data that are analyzed by*

mathematical based methods" (Aliaga & Gunderson, 2002, p. 11). It examines the relationships among variables, the statistical variables can be measured by means of instruments, and numbers can be analyzed by statistically. Quantitative data not necessarily has to be numeric, but, text or words could also be counted, summarized and concluded in the findings. The responses to some very simple question for example, how many? Does it cost extra money? Are you satisfied or not? With yes/no, or good/bad answers can be counted easily. In our research, we needed to ask some close ended questions which subsequently could be summarized and presented in frequency tables. Quantitative method has the ability to structure and processed data those are not directly observable through qualitative methods. It is a well-suited method for close ended; structured questions and very useful when the same type of data is repeated several times. The ability to collect precise, quantitative, numerical data that allows for sophisticated analyses in order to discover relationships between variables. Data analysis is relatively easy by means of statistical software and less time consuming. Moreover, it allows for presentations of the findings in tables or diagrams that might make data the findings more comprehensible. Qualitative researcher complain that quantitative method lead to abstract and controlled research, only measurable the quantifiable phenomena. Complex phenomena might be overly simplified and difficult to processes dynamic contexts. For overcoming both types of research constraints we have designed a mixed methods study. Different approaches apply in qualitative and quantitative research. Therefore, the criteria to assess the quality of a research study differ substantially. Therefore, many scholars argue that the point of view used to judge quantitative studies are quite inappropriate for judging the merits of qualitative studies (e.g. Miles & Huberman 1994; Patton 1999, 2002; Maxwell, 2005). Researchers need alternative models appropriate to qualitative and quantitative research designs that ensure rigor without sacrificing the relevance of a study. Guba & Lincoln (1985) suggested some criteria for evaluation of trustworthiness of a qualitative and quantitative research, upon which the quality of this study is to be judge in our study, these criteria are Credibility (validity); confidence in the 'truth' of the findings, Transferability (Generalizability); showing that the findings have applicability in other contexts, and Conformability (reliability); a degree of neutrality or the extent to which the findings of a study are shaped by the respondents and not researcher bias, motivation, or interest.

3.8   Data collection technique: Semi-structured interview

Taking into consideration the purpose of this study, semi-structured interviews face-to-face and by telephone were chosen as the technique of data collection. A series of interviews was conducted with Destination Jönköping and Liverpool SMTEs. The so-called in-depth interview is common types of data collection technique in qualitative research (Kumar, 1999, p. 109). Interviews can be structured, semi-structured or even unstructured (Guhari, 2005). Unstructured and semi-structured approaches are particularly useful in situations where either in-depth information is needed or little

previous knowledge exists about a phenomenon (Kumar, 1999). In the structured interview, questions are pre-defined. A structured interview is often similar to a survey questionnaire, but the questions and answers are given verbally and in real-time instead of in writing. There is often no option to perform an open discussion and ask new or follow-up questions, when this is needed. In semi-structured interviews, the interviewers consist of a couple of pre-defined themes that need to be covered. The exact wording and order of questions can vary between interviews. Due to these characteristics the semi-structured interview has become the most popular interview methods for researchers (Churchill, 1999). However, it is time-consuming and the interviewer needs to have rigours knowledge about the interview topic. The major advantage of interviews as data collection technique is the ability to ask relevant questions to the interviewee to get a clear view and deep understanding. The last category of interviews is the unstructured interview, in which the interviewer lets the interviewee tell things about the interview topic in his or her own words, with as little interruption form the interviewer as possible.

3.9   Justification of semi-structured interview

According to the literature review, the type of data we need to obtain from the interviews are mainly qualitative data about the respondents perceptions of destination management system use and what factors influence use. To explore characteristics of factors, we will need pre-defined question, but also an ability to phrase follow-up questions or change the order of questions as interesting topics arise during the interviews. Drawing on this, a structured interview would limit our data collection as new topics cannot be explored during interviews. Although having quite small and pre-defined questions, the ability to ask new questions and take the interviews into new directions will classify our interviews as being semi-structured. In the semi-structured interview session, we are able to ask relevant follow-up questions that could bring new knowledge.

3.10 Limitation of interview as data collection method

All though interviews facilitate flexibility and depth discussion, there also have several limitations like cost, time and availability of suitable respondents (Frey & Oishi, 1995). Allowing an unfamiliar interviewer is also a big issue. Therefore, many valid respondents deny co-operating or conducting interview. As foreign interviewers and Swedish speaking respondents, we observed language and communication barrier are notable. Sometimes respondents facial expression, gesture difficult to transform in meaning full data or difficult to understand what he/she might want to say. Saunders et al. (2007) says that facial expressions of interviewees are hard to interpret; the answers may not be their real opinions during a formal interview. No doubt, bias is a common issue in interviews. In order to reduce bias we recorded interviews, transcribed and memoed (retranscribed very important part for recall) them. This was also necessary for software coding and analysis.

3.11 Sampling Method

We used theoretical sampling to choose interview respondents. *"The theoretical sampling is data gathering technique through concepts that derived from the evolving theory and based on the concept of 'making comparisons', whose purpose is to go to places, people, or events that will maximize opportunities to discover variations among concepts and to justify categories in terms of their properties and dimensions"* (Strauss & Corbin, 1998, p. 210). In the process, "*the researcher must be flexible to code any event that finds interesting for the study, and the researchers should question and compare the data continuously, that will lead to further questions and sampling and the coding of more incidents"* (Goede & Villiers, 2003, p. 212). As a part of our theoretical sampling method, we conducted one pilot interview (Appendix 1) with the marketing manager of destination management system in Jönköping. The objective of this interview was to grasp the whole phenomenon of study. After the interview and analysis of the data we planned to conduct interviews with local SMTEs. We started the 2nd stage interviews based on first stage data. We selected two SMTEs from Jönköping and two SMTEs from Liverpool City as follow the theoretical sampling procedure. Total eight interviews were conducted in two stages, in the first stage four interviews from the Jönköping län and the second stage interviews from Jönköping and other two from Liverpool County. All the interviewees were involved in destination or tourism related business and some of them were users of their own regional destination management system.

3.12 Interview stages

Table 7: describes the two stages of data collection.

Stage No	No of Interview(s)	Location/area
Stage 1	4	Jönköping
Stage 2	4	Jönköping and Liverpool

In the first stage, four interviews were conducted in Jönköping County. Table 7 below shows the detail of the interviews. All the interviewees were working in destination or tourism related businesses and some of them were users of destination management system. The interviews were recorded and later transcribed. Topics that arose during the first stage interviews and the coding process were written down and used in the subsequent interviews.

Table 8: Stage 1 interview list.

Interview No	Interview Date/ Time	Duration	With whom	Where
01	2012-05-15 (10:00)	00h, 30m, 05 sec	Helena Nordström (Marketing Manager), DestinationJönköping	Jönköping County

02	2012-05-17 (13:00)	00h, 32m, 17sec	Christer Edman (Manager), O'Learys AB	Jönköping County
03	2012-05-18 (13:35)	00h, 36m, 42 sec	Anonymous (Front Office Manager), Scandic Hotels Aktiebolag	Jönköping County
04	2012-05-21 (11:15)	00h, 28m, 37 sec	Carl-Henrik Nilsson (Director), Elite Group Sverige AB	Jönköping County

In stage 2 we conducted in total four interviews, two in Jönköping County and two in Liverpool County. In this stage our interview questions was similar with first stage but more rigorous and detailed, particularly focusing on topics from stage 1.

Table 9: Stage 2 interview list.

Interview No	Interview Date/ Time	Duration	With whom	Where
05	2012-05-25 (17:13)	00h, 48m, 52 sec	Suman Karmakar (Manager), Radhuni Indisk Restaurang AB	Jönköping County
06	2012-05-21 (10:17)	00h, 00m, 00 sec (e-mail interview)	Katarina Fingal (Manager), John Bauer AB	Jönköping County
07	2012-05-31 (15:30)	00h, 20m, 00 sec	Jackie Shields (Sales Co-coordinator), Novotel Hotels Liverpool City Centre	Liverpool, UK
08	2012-06-01 (10:30)	00h, 20m, 00 sec	Anonymous (Sales Officer), Hotel IBIS, Liverpool	Liverpool, UK

3.13 Validity

"*Validity determines whether the research truly measures that was intended to measure and how truthful the research results are*" (Joppe, 2000. p. 1). That means, knowing how accurate the measurement is of which was intended to measure. The traditional criteria for validity found in positivist systematic theory, for example universal laws, evidence, objectivity, truth, actuality, deduction, reason, fact and mathematical data etc (Winter, 2000). Wainer and Braun (1998) explain the validity in quantitative research as "construct validity". The construct woulis an initial concept, notion, question or hypothesis that determines which data is gathered and how. Lincoln and Guba (1985) state that the trustworthiness of

a research report depends on the issues, quantitatively and establishing confidence in the findings, which is "defensible" (Johnson 1997, p. 282). This concept is not a single, fixed or universal, but "*rather a contingent construct, inescapably grounded in the processes and intentions of particular research methodologies and projects*" (Winter, 2000, p. 1). Some qualitative researchers have argued that the term validity is not applicable to qualitative research, other realised that they need some kind of qualifying check or measure for their research. For example, Creswell & Miller (2000) suggest that the validity is affected by the researcher's perception of validity in the study and paradigm assumption. Some researchers have developed their own concepts of validity and have often generated/adopted what they think to be more appropriate in terms of quality, rigor and trustworthiness (Davies & Dodd, 2002; Lincoln & Guba, 1985; Seale, 1999; Stenbacka, 2001). Checking the quality of the research bias is another important measure that can be defined as any trend in the data collection, analysis, interpretation, or review of data which lead to conclusions that are systematically different from the truth (Last & Abramson, 1995). Recall is a kind of bias which triggered a memory. Recall usually deteriorates with time when respondents remember past events in order to answer a question. Recall bias has been described in terms of 'embroidery' of personal history by those respondents, in cases (Raphael, 1987, p. 167), Recall bias is a threat to the validity of studies using self-reported fact or data. Recall bias also leads to an inflation of the odds ratio; findings based upon retrospective data can be interpreted in terms of a methodological artefact rather than substantive theory. In our study we try to avoid recall bias by using lengthy interviews and asking several questions to cover related issue.

There are different strategies to estimate and extent of disagreement of validity in qualitative or quantitative research. In order to ensure a theoretical validity we studied significant amount of literatures in the similar field. Reviewing the findings and literature generates a valid perception. Data was collected from legitimate organizations from two different cities, which were involved tourism related business. Our conclusions are based on respondents' opinions, which ware recorded and analyzed through computer application Nvivo software (see appendix 10, screen shot) which would contribute to a high degree of credibility. Therefore, we believe that our drawn conclusions are trustworthy and valid.

3.14 Reliability

Reliability is defines as how consistent the results of a study are over time and how accurate the representation of the total population. If the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. (Joppe, 2000. p. 1). The term reliability is a concept used for testing or evaluating quantitative research. However, the idea is most often used in all kinds of research. Kirk and Miller (1986) identify three types of reliability (1) the degree to which a measurement, given repeatedly, remains the same (2) the stability of a measurement over time; and (3) the similarity of measurements within a given time period. A high degree of stability indicates a high degree of reliability, which means the results are repeatable. In qualitative research many scholars agreed that in an alternative methods or setting can get different results (Neuman, 2006), since qualitative studies generally rely on less controllable events, like those dealing with human emotion (Neuman 2006; Miyata & Kai, 2009). Therefore, in qualitative research, it is difficult

to assume reliability (Lincoln & Guba, 1989). In our study, we strived to achieve reliability by using an interview guide and performing all interviews during similar circumstances. This was to ensure that the data collection remained stable over time.

3.15 Generalizability

Transferability is a parallel term to the positivistic construct of generalizability and it concerns the degree to which the findings can be applied to other contexts or to other locations (Guba & Lincoln, 1989; Babbie & Mouton, 2001). It refers to the range of findings that applied to another setting and can be generalized (Miyata & Kai, 2009). Generalizability is an important concern for researchers. Statistical sampling based generalizability is common, however, theoretical generalizability is also considered by many researchers (Lee & Baskerville, 2003). Lee & Baskerville (2003) propose four types of generalizability, one of them is generalizing from concept to theory, this form involves generalizing variables, constructs, or other concepts to the theory. It is a common criticism of qualitative research that the transferability or generalizability is low, in particularly for single case study. *"How can you generalize from a single case study? Is a frequently heard question […] the short answer is that case studies […] are generalizable to theoretical propositions (*Yin, 2009, p. 15). In our study, we have selected two different research settings to increase the generalizability. We believe that our findings are generalizable to SMTEs in cities in developed countries of the same circumstances as Jönköping and Liverpool, i.e. middle-sized to large cities in coastal areas. The study of cases can form a basis for generalising empirical findings to theoretical statements, such as the factor framework created in our study.

3.16 Content Analysis

Content analysis is a data analysis technique that can be qualitative or quantitative for making replicable and valid interferences from texts to contexts. It includes a systematic assessment and reading of a body of text, images or symbolic matter (Krippendorff, 2004, p. 18). The objective of the analysis is to find replicable and valid inferences from text to the contexts of their use. Content analysis has a long history in research dating from the 18th century in Scandinavia (Rosengren, 1981). In the 20th century, researchers in the United States started to use content analysis (Barcus, 1959). In the beginning it was used as a qualitative and a quantitative method (Berelson, 1952). Later, content analysis was used primarily as a quantitative research method, with text data coded into explicit categories and then described using statistics. However, in recent time content analysis as a method of qualitative analysis has gained popularity (Nandy & Sarvela, 1997), especially in nursing, media and education research. Currently content analysis perhaps is the fastest growing technique and is widely used both as a qualitative and a quantitative method (Kondracki et al., 2002; Neuendorf, 2002, Graneheim & Lundman, 2003; Krippendorff, 2004; Hsieh & Shannon, 2005). Content analysis is also used in IS research, "*as a highly flexible research method that has been widely used in library and information science (LIS) studies with varying research goals and objectives* (White & Marsh, 2006, p. 22). Many research-

ers agree that content analysis is a flexible method for analysing of text data (Cavanagh, 1997). There are three types of content analysis approaches proposed by Krippendorff (2004); data driven, method driven and problem driven. One year later Hsieh and Shannon (2005) advocated another three types of context analysis approach (table 9); conventional, directed and summative analysis.

Table 10: Characteristics of different types of content analysis (adopted from Hsieh & Shannon, 2005).

Type of Content Analysis	Study Starts With	Timing of Defining Codes or Keywords	Source of Codes or Keywords
Conventional content analysis	Observation	Codes are defined during data analysis	Codes are derived from data
Directed content analysis	Theory	Codes are defined before and during data analysis	Codes are derived from theory or relevant research findings
Summative content analysis	Keywords	Keywords are identified before and during data analysis	Keywords are derived from interest of researchers or review of literature

After examining the different types of content analysis, we chose problem driven conventional content analysis, because, we believe texts are able to answer the real-world domain problems and fits well into our research design. It is of utmost importance to carefully chose the unit of analysis Downe-Wamboldt (1992) states that in a problem driven analysis, the analysis unit could come from an interview or diaries entity, which makes it necessary that parts of the text are abstracted and coded (Weber, 1990), or every word or phrase written in the transcript (Feeley and Gottlieb, 1998).

3.17 Content Analysis Process

Conventional content analysis framework (see figure 7) consists of a body of text/words, inferences (analysis), and research questions. A body of text or data is content that researchers have available for analysis. It can come from, for example, a survey, interviews, physiological experiments, or focus groups.
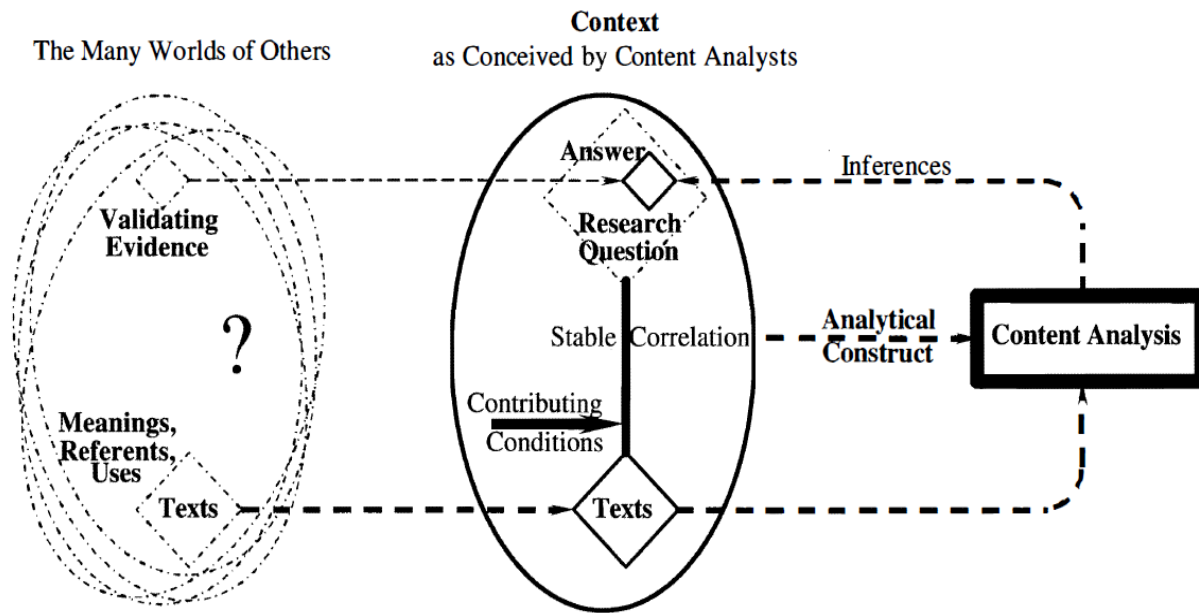
Figure 7: A framework for content analysis (adopted from Krippendorff, 2010).

The basic design components of content analysis are text data, coding/recoding, understanding the meaning, validating evidence, finding research questions, checking relations and correlations, inferring/analyzing, interpreting and abstraction the findings. A framework for content analysis is described in figure 7. This framework is intended to serve three purposes; prescriptive, analytical and methodological. The perspective purpose is to guide the conceptualization and design of practical content analytic research. The analytical purpose is to facilitate the critical examination and comparison of the content. The methodological purpose is to point to performance criteria and standard where researchers can apply in evaluating ongoing content analysis (Krippendorff, 2010). A body of text, the data that researcher collected from various sources, is the starting point for the analytical process. Research question(s) are important in this process and researchers seek for answers to them by examining the body of the text. The research questions target the problem area, and researchers find answers from the data. The context specifies the world in which texts can be related to the research questions. Usually, this step explains several possible tentative answers and researcher chose what make sense of the body of the text. Analytical constructs operationalize what the content analyst knows about the context, specifically the network of correlations that are assumed to explain how texts are connected to the possible answers. Inferences that are indented to answer the research questions, which constitute the basic accomplishment of the content analysis. The analytic inferences may be hidden in the human process of coding. Identifying the relations and correlations is the main task in this step.

It is important to read and understand all data word by word in content analysis process. First the research needs to highlight words that appear frequently and would help in finding key concepts. After that relationships between categories and subcategories are formed. After sorting sub-categories, categories and relationships need to create a meaningful cluster. In the conventional approach rele-

vant theories or other research findings could addressed in the discussion section of the study (Hsieh & Shannon, 2005). But, knowledge should be generated from the analysis of the actual data. Coding, grouping, categorising and abstraction are important tasks in the process of conceptualization. The actual process is depending on the research questions and the research design. If the goal of study is to categorize all occurrences of the particular event, such as factors identifying, it is very useful to read the transcript and highlight text, in first time the text is read to get an idea of the phenomenon.

In our study the whole text was considered and carefully condensed and labelled meaning units with codes. Several codes were compared on differences and similarities into different categories and sub-categories that constitute the meaning unit (see table 7). The provisional categories were discussed by two researchers and revised. Finally, reflection and discussion resulted in agreement about how to sort codes. The underlying meaning was formulated into a theme. An example theme, categories, and sub-categories are presented in the table 11.

Table 11: Examples of meaning units, condensed meaning units and codes.

Meaning Unit	Condensed meaning unit	Code
It is a private system. We charge nominal fee for each booking from the customers (General users) and it does not make any extra costs to the SMTEs.	Does not cost any money to join DMS.	Cost effectiveness
Yes, they will give training about the system and it is very easy to learn the system. The training is not so long but that is enough to learn how to use it.	System learning is easier.	System Learning
Well, we could see a quite good op-opportunities working with travel center. Our sales can be increased and they can advise our hotels as well. Not only our own channels.	Multiple ways of promotion.	Distribution Channel

Interviews with respondents from SMTEs and DMO were carried out in both Liverpool City and Jönköping County by the authors. The interviews were analysed using a summative approach to qualitative and quantitative content analysis, in order to identify the factors that motivate the adoption and usage decision of DMS by SMTE. All interviews took place at SMTEs itself. Most of the participants were managers of the SMTEs. Interviews are recorded and transcribed by authors. Each

analysis started with identifying certain keywords and content in the transcribed text. Authors have gone through text several times and words/content was highlighted by hand. The words/content frequency counts were calculated. This quantification was done as an attempt to identify patterns in the data and by doing this also helps identifying all the factors that would effects adoption and usage decision by SMTEs. All the important factors are derived from the analysis. Quantitative, analysis (counting) was made of answers given by the participants. The analysis and interpretation of data was carried out by qualitative, problem driven content analysis. Using this approach research questions are answered by data making, inferring, and narrating (Krippendorf, 2004). The interviews were rich in data. Whenever possible, authors went depth in interviews to all the factors that would influence the usage decision of DMS.

The authors believe that these factors would help the destination management organizations to develop a better framework of DMS diffusion. The unit analysis is interview text about factors that influence adaption and usage decision of DMS and also the factors that inhibit the DMS usage. A total of eight participants from Liverpool City and Jönköping County were participated in this study. Interviews are performed to pull out various factors that influence and inhibit DMS usage by SMTEs. The interview text was divided into meaning units which are condensed. A meaning unit might be words, sentences or paragraphs that contain aspects related to each other through their content and context. The meaning unit is decreased in size, it is called condensed meaning unit, although its size is decreased but the quality of the text remains same. The condensed meaning unit is further abstracted and assigned with a label called the code which is really helpful in interpretation of the data and forming the theme. Table 7 shows the examples of meaning units, condensed meaning units, and codes extracted from the interview data. Nvivo software was used to assist the data analysis. Nvivo is a common and well-known data coding tools in qualitative research. Nvivo is a useful tool for analysing data and it allows coding and searching the data. It enables researchers to keep track of transcripts, managing the codes and related memos.

4   Findings

In this chapter the authors explain the research findings. First, the factors that motivate DMS use, inhibiting DMS use and drivers behind grow DMS participation are listed. The findings are summarized and full transcripts of the interviews are appended to the thesis.

4.1   Factors that motivate DMS use

This theme explicates all the factors that have positive impact on using the designation management system by SMTEs. All the factors that motivate SMTEs to use designation management system were supported by three categories; technological factors, organizational factors, and external factors. Each category has a group of subcategories that are evolved from the pattern/codes from the data collected from the interviews. In the following sections each category and its associated subcategories are explained in detail.

Respondents expressed that **technological factors** are important factors that influenced them to use the destination management system. Participants were happy to perceive the destination management systems to be <u>user friendly</u>. Destination management systems were considered very easy to use not only for SMTEs but also for the normal users (tourists). Destination management organizations were continuously performing <u>system updates</u> to supply DMS systems with new technologies and features. SMTEs usually do <u>information updates</u> every day about different offers and promotions. SMTEs stated that <u>system performance</u> was very good and that they never saw any problems with respect to performance and IT related issues. Generally SMTEs received feedback from the tourists about the services and most of them say that it is easy to get whatever they want on the destination management system, i.e. <u>the information quality</u> was very good. The respondents in our interviews from both the destination management system said that <u>effectiveness</u> of the systems was very good. SMTEs stated that <u>system quality</u> of the destination management systems was good.

"….System is very easy to use. We are mostly crowded with the bookings from them. We are enjoying using the system…" (Manager, O'Leary's restaurant and night club).

"….Well, system quality should be good, and tourist should get quality information so that they can enjoy their visit to a destination..." (Manager, Radhuni Indisk restaurang AB).

Table 12: Example of influencing factors motivating DMS use.

Theme	Factors that motivate the DMS use		
Category	Technological factors	Organizational factors	External factors
Sub-category	• User friendliness • System Quality • Effectiveness • Information Quality • System performance • System updates • Information updates	• Management support • Available resources • Size of the organization	• Competitive pressure • Cost effectiveness • Distribution channel • User satisfaction • Quality services to customers

Respondents from SMTEs perceived that the following **organizational factors** were also important in influencing them to use the destination management system. In medium sized organizations <u>management support</u> is really good and their managers/owners are encouraging them to become part of DMS in order to get more bookings. <u>Size of the organization</u> is another important factor that determines the DMS usage. Obviously, large organizations are easily adopting the DMS systems compared to small organizations, this is due to size. The <u>available resources</u> are one more important factor that influences the usage decision. If the organization is large they can recruit a special person for taking care of information updating, site development, whereas small organizations cannot afford to have one separate person for those services. What the authors observed is that big organizations have better chances to easily adopt to DMS systems.

Other important factors that motivated SMTEs to use DMS were **external factors**. Because of the <u>cost effectiveness</u> of the destination management systems SMTEs are showing more interest to join DMS. It does not cost money for them to become part of destination management system. If they want to join a DMS they can make an agreement with a DMO with terms and conditions. <u>Competitive pressure</u> is another important factor that influences DMS adoption and usage. Some SMTEs are getting a large number of bookings through the DMS and getting more profits. Because of this their

competitors are also joining DMS system. All SMTEs that participated in the interviews have their own website; the reason for joining the DMS is that they could use it as <u>distribution channel</u> for their services. All the SMTEs are satisfied with the services they are getting from the DMO and the services they are providing to the tourists through destination management system. All SMTEs believe that they could provide <u>quality services to tourists</u> through destination management system.

"….we charge nominal fee for each booking from the customers and it does not make any extra costs to the SMTEs…" (Manager, destinationjonkoping.se)

"…Well, we could see quite good opportunities working with travel center. Our sales can be increased and they can advise our hotels as well. Not only our own channels…" (Manager, Scandic hotels)

"… we are getting more bookings and they are (DMO) are getting more restaurants and hotels for tourist. The people who visit Jönköping county get very good experience." (Manager, O'Leary's restaurant and night club).

The theme discussed above is supported by the following counts:

Table 13: The influencing factors of DMS use mentioned by participants.

	Factors	Count
1	Satisfaction with DMS usage	7
2	No problem with updating information	3
3	System updating	1
4	Information updating	8
5	Training about DMS	4
6	Collaboration with DMO	6
7	Feedback about system	3
8	Own website	5
9	No money to join DMS	5
10	Advertising channel	2
11	Easy to update information	1
12	No problems with DMO	4
13	Positive feedback from SMTES about DMS	4

4.2   Factors that inhibit DMS use

From the data it is observed that the **administration factor** is inhibiting the use of destination management systems, i.e. <u>lack of know-how</u> (see table 10) about destination management systems. The authors noticed that most of the SMTEs participated in interviews lacked the skills or knowledge to integrate the own websites/channels with the destination management systems. Moreover, destination management do not have knowledge or skill to develop the system.

Table 14: Example of theme, categories and sub-categories from the content analysis of interviews about factors inhibiting DMS use.

Theme	Factors that inhibiting the DMS use	
Category	Administration factors	Communication factors
Sub-category	• Lack of know-how	• Lack of available information • Lack of communication between organizations

"…We did not develop the system because we do not have people who can work with IT stuff. We actually buy from visit technologies group from Goteborg and we work closely with them to improve quality of the system." (Manager, destinationjonkoping.se)

The authors also observed from the interviews that **communication factors** are other factors that inhibiting the destination management systems usage. When the authors were calling for SMTEs for interview, they observed that six out of ten respondents said that they knew about the destination management system. It is evident that lack of available information inhibits the use of destination management system. One more factor, inhibiting DMS usage is lack of communication between organizations. The authors observed that communication between SMTEs and DMO are limited See table 14) and also SMTEs are not sharing information about the destination management system with other SMTEs, it might be due to the fact that if they share this information, they might lose bookings.

Table 15: Theme, Categories and sub-categories from observation of interviews that would increase the SMTEs participation in the future.

Theme	Useful factors for DMO to increase SMTEs Participation
Category	Planning to attract more SMTEs
Sub-category	• Enhancing communication • Developing marketing strategy • Developing promotional channels • Explicating DMS benefits to SMTEs

4.3 Useful factors for DMO to increase SMTEs participation

Destination management organizations need to adjust their **planning to attract more SMTEs.** Destination management organizations have to enhance communication with SMTEs. The current

way of communication is not enough to attract SMTEs. DMO's have to <u>develop marketing strategies.</u> To invite SMTEs to join the destination management system. Destination management organization should <u>explicate DMS benefits to SMTEs.</u> If possible, businesses going be started in the region should be given special demo on DMS. At present destinationjonkoping.se has only one way of promotion which is visiting every SMTE and asking them to join DMS. During the process some SMTEs might be forgotten and others might get a chance very late. Hence DMOs have to develop promotion channels that could be easily diffused in the region.

Destination management systems are very sophisticated systems that promote SMTEs that are interconnected through various channels. Destination management systems main aim is to promote destinations as holistic entities by interconnecting with as many SMTEs as possible in order to provide quality services to users. All though Destination Management System has gained popularity during several years, DMS participation and usage decisions by SMTEs are influenced by a number of factors. Beside that our study has found many Small and medium sized companies have system performance, user friendliness, system quality, information quality, and effectiveness etc. are criteria to adapt and use the system are related. DMS system is easy to use and the training process is also very simple. All these factors have relation to technological factors i.e. the core category in above mentioned categories. Similarly, all the core categories emerged were represented in the form of model which is shown in table 15.

5   Conclusions

In this study we have found that organizational, technological, and external factors are important factors that motivate SMTEs to use destination management systems. Our findings also show that interorganizational relationships play a crucial role to uses and participation decision. In this section, our conclusions are presented as answers to our research questions.

RQ: What are the important factors that influence DMS participation and usage decision by SMTEs? In our research we have found that the factors motivating DMS usage decision by SMTEs are technological factors, organizational factors, and external factors. Previous research (Fadeel, 2011; Sigala, 2009; Myers et al., 1998) found that DMS effectiveness depend on factors like system quality, content quality, skills and competency, navigation, usefulness and successful integration. In this study we have found that some others factors could play an important role in DMS adaption i.e. system performance, system updates and information updates, system training and system learning and we grouped them these factors under technological factors. El-Gohary (2012) found that user friendly systems motivate SMTEs to use information systems. In this study, the authors discovered that one of the main motivations for using destination management system by SMTES was its user friendliness.

Organizational factors were other important factors that could mould DMS usages decision by SMTEs. This factor has three sub categories, management support, available resources, and size of the organization. As Frew and O'Connor (1999) argue management support is an important factor for DMS success. The respondents of this study said that their managers were very supportive in working with destination management organizations. In this study, the authors found that those organizations that have readily available resources (knowledge and skills), quickly adopting the designation management systems. Through our study we found that belief factors i.e. compatibility and distribution channel are important as well to influence the DMS usage decision by SMTEs. Several researchers (El-Gohary, 2012; Lawrence, 2010; Horan, 2010) argue that system compatibility and market pressure are important factor that influences adoption decisions. In our study the competitive pressure is categorised an external factor. The authors observed that organizations who are using is big are using destination management systems early. It is due to the fact that they have better management and more staff. Other external factors; are cost effectiveness, distribution channel, user satisfaction, and quality services to customers. "Cost effectiveness" is an important factor that influences DMS adoption and a highly significant factor. When authors asked the respondents do you still use the destination management system if its cost high, most of them said "no"? As Kumar and Crook (1999) mentioned, economic strategy and service cost are very important factors to the SMTEs, in order to afford to join the system. This is understandable that the DMS usage decision is clearly influenced by the cost effectiveness factor. To a great extent respondents expressed satisfaction using the destination management system. Another important motivation for using destination management system by SMTEs was that they can distribute their product to most of the world.

RQ a: What are the inhibiting factors that could discourage use of the regional DMS?

We have found a number of factors that inhibited the DMS participation and usage by SMTEs. They were administration factors and communication factors. The Administration factors include lack of knows how. The respondents of this study are from both small and medium sized organizations. Small sized are organisations are mostly using static web sites; due to the fact that they do not have technical skills either to develop their own website or order the service.

The communication factors comprise lack of available information, and lack of communication between SMTEs. Our study shows "participation could be low but not problematic". There are many SMTEs that have no idea about DMS. Hence it can inhibit the DMS success hugely. Our findings also show that destination management organizations are failing to promote their business effectively. In this case, DMOs could develop proper strategies to promote destination management system at both national and regional levels. Another factor in this category is lack of communication between organizations. In the research setting SMTEs unfortunately do not have any forum or community to share information about the business. It is clearly evident from our research that administration and lack of communication factors are depriving the destination management system of success.

RQ b: What type of initiatives from the Destination Management Organization (DMO) could set off to increase number of participations?

The authors observed that the destination management organizations in this study do have comprehensive marketing strategy aligned with the business process to attract more participants. However, compare to private destination organizations they are still far behind. As stated earlier in this thesis, tourism is growing steadily; countries are building either public or private destination management systems. Thus, it is the responsibility of the destination management organization to make them successful.

The destination management organizations need to develop comprehensive marketing strategies for DMS promotion to increase the number of users. They need to explain to the SMTEs, what benefits are available by using the DMS. If they increased the marketing effort and information, there is a high possibility to increase number of users. We have noticed during our study that many SMTEs do not aware about the public system. Last but not least the success of the destination management systems is Cleary on the hands of the destination management organizations.

6   Discussion

There is a slow shift from traditional computerised reservation systems to designation management systems. Tourists usually go through different search engines and web for information about the place they might like. The information tourist might search for is available hotels, museums, restaurants, and so on. It is difficult though to find what are the best hotels or restaurants in a particular destination. To answer these questions destination management systems are evolving to serve user needs on a single platform with regional expertise knowledge accessible. In spite of this SMTEs participation and usage online is still low. Our research was focused on exposing all the factors that can influence and inhibit DMS participation and usage decision by SMTEs. We have mentioned the factors that inhibiting DMS adaption and usage decision by SMTEs. DMOs could use this information while developing business strategies or process frameworks. There was an interpretive study suggests that studies with "*an interpretive perspective doesn't report out "data", they report "scenes" that is accounts of researchers' engagement over time with participants in their surroundings*" (Lawrence, 2010, p. 61). From this research we got a clear understanding of why SMTEs participation in DMS is low.

We have experienced a number of DMS failures in the past decade. A very famous and well known DMS failure project was the English Tourist Network Automation (ETNA). The project objective was a central DMS developed for England. Within three years, in 1993, the authorities had to snub the project with a conclusion of "unachievable". Interestingly only less than quarter of the project work had been done in this total period. It is notable that the strategic plan was to build inter-organizational system among English tourist boards, regional tourist boards, and government authorities in England, but, surprisingly none of the regional tourist board managers was involved in the centre of decision making. Later investigation shows lacks of communication during project time IT infrastructure got more priority than the business strategy. In theory, tourism strategy should facilitate a smooth information flow and should development business processes strategy among related organizations. But, the political borders of the local authorities, the regional tourist boards and ENTA failed to cross the boundary. Later that proved to be a central reason of the project failure. After 15 years, we have seen in the UK a tourism industry completely different from the previous scenario. They have learnt from the failure and address the issue efficiently. They break down the system to the regional level and give authority to develop regional agendas. Grate success of visitwales.co.uk, visitmanchester.com or in relatively small city visitliverpool.com shows DMS could response positively if communication flow is smooth and mutual decision making process presence. We have learnt from the example that only centralised IT planning is unable to ensure success, but business process implementation, better communication and regional involvement are needed for DMS success.

6.1   Limitations and Future Research

We have faced a number of limitations throughout the study e. g. in the data collection, and we were highly concern about the generalizability of the findings due to only two cities investigated in this study. However, our purpose was not to perform a statistically generalisable study, but to create factors forming a framework on DMS. We recommended the framework to be tested in other research setting. As we mention earlier the concept is new and still unexplored e.g. measurable user satisfaction, DMS reliability. Further research can deal with private owned DMSs. It is noteworthy that our study were public base experience, therefore, it could extend easily with private DMS experience. Compare of the performance of private DMS and public DMS could be another considerable future research in this field.

Although interviews facilitate flexibility and discussion, there are also several limitations like cost, time and availability of suitable respondents (Frey & Oishi, 1995). As foreign interviewers with Swedish speaking respondents, we observed that language and communication barrier. Sometimes respondents facial expression, and gestures were difficult to interpret or it was difficult to understand what he/she wished to say. Saunders et al. (2007) says that facial expressions of interviewees are hard to interpret; the answers may not be their real opinions during a formal interview. It is good to inform our experience that some time we have face difficulties especially during data collection period at Jönköping county due to limited local language ability and lack of communication skills. We had communicated numbers of potential respondents and received a low number of positive replies. Our experience says it is good to know local dialogue for effective communication and best research outcome. Once again, the research scope was limited so it is hard to say in generalization or transferability point of view the research outcome can generalize in different economic, cultural and environment setting in another part of the world. However, we do believe the study will bring a new understanding and increase knowledge about DMS and IS with a substantial degree of reliability.

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Appendix 1: Travel Centre Jönköping

SMTE Name: Travel Centre

Interview location: Jönköping, Resecentrum

Interview form: face-to-face

Date/Time: 2012-05-11 / 10:00

Interviewee: Helena Nordström (Marketing Manager)

Interviewer: Anil Kumar Pasupuleti

Length (Recorded):   00h, 30m, 05 sec

Would you please explain your role in the Destination Management system and how is it working here in Jönköping?

I think you have to explain what you mean by destination management system.

Destination Management system is just a website nothing more than else, where tourists can find all the information about the destination electronically and can book the services using the internet.

What is your role in motivating SMTEs to join destination Jönköping system?

We are cooperating with writing papers with SMTEs in Jönköping which can be bookable through online besides that we are presenting more SMETEs to join the system. So that, more tourists can book services through destinationjonkoping.se. SMTEs have good opportunity to explore their business to people across the world.

What are the benefits SMTEs are getting by joining DMS system?

It is a marketing and sales channel for them. For normal users it's easy for them to all the information within the destination and they can book hotels during their stay in the destination from their native place using internet.

How do you interact with SMTEs to join the destinationjonkoping.se?

Many of my colleagues are out in the community to try to get them involved in the system and they need to see benefits for them, of course we need reply or each transaction so that they get more bookings. We try to market the opportunities every day and those who are interested can contact us and then we have talk with them to find the way forward.

Is the Destinationjonkoping.se public or private system?

It is private system. We charge nominal fee for each booking from the customers and it does not bring any extra costs to the SMTEs.

Do you get feedback from SMTEs about performance of the system?

Yes, we do. Sometimes they say that something is not working and something is difficult to find in the system and so on. We work on that kind of issues every day to improve the system performance.

Do you get any complaints from users about the IT related issues?

It is very easy to use and so we do not get complaints often. We get rare complaints like, it is hard to find some information and hard to get somewhere. We always welcome their suggestions and complaints because we can take them as inputs to build a better system.

Do you get feedback from general users about the destination Jönköping system?

Yes we do get feedback from users and they say it is easy to use and comes with some suggestions as well. We work on those suggestions to improve the system quality.

How often you update the system?

We update the content of the site regularly because it helps customer to know the latest available information, but we do not upgrade the full web system frequently. Last time we upgraded it was in December 2011 and before that we updated it in June, 2010.

Did you develop the system internally or you buy the system?

We did not develop the system because we are people who can work with IT stuff. We actually bought from a visiting technologies group from Göteborg and we work closely with them to improve the quality of the system.

When you ask the SMTEs to join the system, did they ask questions related to IT issues?

Actually most of the SMTEs we visit do not have IT staff and they just run their websites through 3rd party vendors. So what they need is that they have to learn the system in order to store the content and make the information available.

Do you offer training on the system when SMTEs becomes part of the destination management system?

Yes, we do. It is very simple and we explain how the communication process will go on during the bookings. It helps them to get familiar with the system.

Appendix 2: O'Learys AB and Karlssons Salonger AB

SMTE Name: O'Learys restaurant and Karlssons Salonger night club and restaurant AB

Interview location: Jönköping, Västra Storgatan 16

Interview form: face-to-face

Date/Time: 2012-05-17 / 13:00

Interviewee: Christer Edman (Manager)

Interviewer: Anil Kumar Pasupuleti

Length (Recorded):   00h, 32m, 17sec

Are you working in association with Travel Centre and is everything going smooth?

Yes, we are working in association with them and everything is going good. Actually we are working with them since quite a long time and we haven't had any problem.

How do you find using the system?

The system is very easy to use. We are mostly crowded with the bookings from different systems; however, We are enjoying using the system. I am manager of two restaurants, this one and Karlssons Salonger. We get more bookings at Karlsson than here.

How is the quality of the destinationjonkoping system?

The quality of the system is quite good for us and I am sure everyone likes using it. We can exploit new opportunities using destinationjonkoping services because of the good quality of the system.

Have you ever had problem in updating your information?

No, we never had any problem in updating the information. Actually the system is very simple. We send the available information at the beginning of the week and when a customer calls for more bookings they contact us through phone or email.

Have you ever had problems in respect to transactions?

No, we do not have any problems. It goes well. They send the bookings sheets and we check it and send them back to them, and then they will create the invoice. Everything is clear.

Do you have your own website?

Yes, we do have our own website and we use it for promoting various offers as well as those customers can make bookings directly using our website.

How do you develop your website?

There is one person working with us. He developed the system and he also updates the information about various matches on each day and it is very important for us because ours is a famous sports bar located in the city centre.

How often you update the information?

We do it every day, As I mentioned earlier it is very important for us to update the information about all the matches and fairs. We have one person who works with us and he comes here every day and we tell him about offers, if there are any.

What benefits you get from the DMS?

We are getting more bookings and they are getting more restaurants and hotels for tourists. The people who visit Jönköping County during fairs, markets etc. get a very good experience.

Do you have any problems with DMO IT point of view?

No, we do not have any problem as per as I know and the person who works with he has more knowledge about the system.

Do you get feedback from the users about the system?

Yes, most of them are positive towards the system. Actually they do not have to do anything. If they call the Travel centre, they will take of everything.

How do you perceive the interaction with the system, for example updating the information and finding information?

It's not so difficult but we have to be better on it. When we joined the system they provided some training and it is very simple.

Do they give any training about the system and if so, is that training enough to learn about the system?

Yes, they will provide training about the system and it is very easy to learn the system. The training is not so extensive but that is enough to learn how to use it.

Are you satisfied with the system?

Yes, we are satisfied with the system and we recommend other restaurants to join the system. Why we are satisfied is that we are simply getting more bookings.

Does it costing extra money for joining the system?

No, it does not cost any extra money. They usually charge money from customers who book tables using travel centre. No problem for us.

Appendix 3: Scandic hotels Aktiebolag

SMTE Name: Scandic hotels Aktiebolag

Interview location: Jönköping, barnarpsgatan 6

Interview form: face-to-face

Date/Time: 2012-05-18 / 13:35

Interviewee: Anonyms (Front Office Manager)

Interviewer: Anil Kumar Pasupuleti

Length (Recorded):   00h, 36m, 42 sec

Can you introduce yourself?

I am assistant front office manager here at Scandic hotel Jönköping and I have been working here for the last 10 years.

Is your hotel part of destination management system?

Yes, we have a relation with travel centre here in Jönköping, they sell bookings at our hotels and we can call them if we need any help.

What is the advantage of joining this system?

Well, we could see quite good opportunities working with travel centre. Our sales can be increased and they can advise visitors to our hotels as well. We don't need to use only our own channels.

Do you have your own advertising channels?

Yes we do, we are one of the largest chains of hotels in Sweden. We have our own website where customers can book or call for booking hotels.

Is it easy to update the information?

Yes, it is easy to update information. Our reservation manager contacts destinationjonkoping for bookings. They will send us the sheet, the reservation manager then update the information in the system.

How often do you update the information in the system?

I think they do it on daily basis. As I work in the front-end, I do not have much idea about it, but our reservation manager has a better idea about it.

Are you satisfied with the system performance?

Yes, it is working very well. We have not seen any problems with using the system. Overall we are happy to use the system and working with destinationjönköping.

Have you ever had problem with the system?

No, I do not think so because it is very simple process. There is a very small possibility for problems when using the system.

How much do they charge per transaction?

They have a regular travel agent commission. They can book directly with us. People, who turn to destination Jönköping, make the reservation there and they just confirm that we have the allotment here, then confirm us the reservation by email, and we make reservation in our system.

Are you satisfied with the charges?

Since we are getting more bookings from them we are happy to use the system. We are satisfied with using the system.

Have you ever had IT related problems?

No, I do not think so. The communication is most of the times either through phone or email. We couldn't see any problems.

Is it making your job easier?

Yes, it does, because I am working in the front office. Customers ask about reservations or the order directly arrives here, that makes my job easier.

How is the system quality?

System quality is very good. It is really helpful to the tourists and makes their bookings easy. It is very simple to use and I am sure people will enjoy using system.

Do you get feedback from the customers about the system?

Yes, customers are satisfied with how the system works. At the beginning we had few questions about the system as well.

Are you satisfied with using the system?

Yes, we are satisfied because we do not find any difficulty in using the system.

You are maintaining information on your own website as well as in destinationjonkoping, does it cost extra money?

We have our own website and they have their own website. It does not cost any money for maintaining the information. We simply give our bookings sheet to them, and they will update information on their system.

Does your hotel information like offers, promotions can directly see from destionation-jonkoping?

No, I do not think so. On their website people can see what hotels can be booked through destionatjonkoping, but on our website it's only our hotel.

Does it costing extra money for maintaining information?

No, I do not think so. We are just maintaining information on our own website but not any information on their website. So it does cost any money for maintaining information.

Is the system reliable?

Yes, it works perfectly without any problems. It is easier for customers also. They just see where they want to make their reservation and they call to the travel centre for confirming the booking.

What are the benefits you are getting and what are the benefits they are getting?

Both of us aim to satisfy clients and customers. If the clients are satisfied with our services, they can recommend this system to their friends and relatives.

Appendix 4: Elite Group Sverige AB

SMTE Name: Elite Group Sverige AB

Interview location: Jönköping, Hotellplan

Interview form: Telephone

Date/Time: 2012-05-21 / 11:15

Interviewee: Carl-Henrik Nilsson (Director)

Interviewer: Anil Kumar Pasupuleti

Length (Recorded):   00h, 28m, 37 sec

Are you working in collaboration with travel centre in Jönköping?

Yes, we are working in collaboration with them.

How do you find using the system?

It is very easy to use and we are enjoying using it.

How is the quality of the system?

System quality is very good and it is working quite well.

Do you have your own promotion channels?

Yes, we do. We have our websites and we are very well-known in Sweden as well as Scandinavia for providing quality services to the customers.

How often you update the information?

We update the information almost every day and it is very important for us to keep the availability information to the customers.

Have you ever had problems with system with respect to IT related issues?

No, we never had problems related to IT.

Is it costing any extra money for joining the system?

No, it does not cost any extra money. But it is a little expensive for customers, If they can book with us directly they can avoid transaction charges.

Can you explain in clear way?

If they can book a hotel from our websites it is cheaper for them. So that customers can save charges by travel centre. One advantage for them is that when people look for a particular place in Jönköping län people first visit their website for information.

How does the booking system work?

We allot some bookings to the destinationjonkoping every month. If they want more bookings they have to contact us through phone or mail.

How do you develop your website?

We have our own department that developed the website and they do the maintenance work. We have our hotels in all big cities in Sweden, so it is very important for us to have one department that deals with IT stuff.

Do you like to integrate your system with their system?

Yes, we do not have any problem. I do not think they like to integrate the system because if integrate, they lose the commissions.

Is the communication with the system fast?

Yes, it is. If we have any problems we directly make call them. It's the same if they have any problem, they will contact us through phone or email.

When you joined the system did you get any training from the destinationjonkoping?

Yes, they provide training about three to four days about how to use the system and the rules for exchanging the sheets.

Is that training enough to learn the system?

Actually the system is very simple. So the training is enough. The system does not have any complex issues, so it easy to learn the system.

What are the benefits for you and travel centre with this system?

We both aim to provide quality services to the customers who visit Jönköping. We are getting more and more bookings from them and they are getting commission fees from the customers. It is advantageous for both of us.

How about the performance of the system?

The performance of the system is quite good and we recommend others to use the system. It does not take much time to make transactions and the overall process goes smoothly.

Appendix 5: Radhuni Indisk Restaurang AB

SMTE Name: Radhuni Indisk Restaurang AB

Interview location: Jönköping, Östra storgatan 50

Interview form: face-to-face

Date/Time: 2012-05-21 / 17:13

Interviewee: Suman Karmokar (owner)

Interviewer: Anil Kumar Pasupuleti

Length (Recorded): 00h, 48m, 52 sec

Would you introduce yourself please?

This is a restaurant and a café at the same time. We are providing quite a range of Indian dishes.

Are you working in association with travel centre?

No, we are not.

Do you know travel centre here in Jönköping is maintaining destination management system?

No, I have no idea about it. What is it about?

Destination management system is just like a website which is run by destination management organizations for providing information about the destination with bookable services. They work in association with hotels, restaurants, travel agents in that region to encourage tourism in the locality; advantage for hotels is that they get more bookings through them. So now when you know about it, would you like to join this system?

Sure, why not, it is great advantage for us to improve bookings.

Do you have your own website?

Yes, we have a website. It is developed by my brother and he is a software engineer. We do update our offers and promotions on website. We also use Facebook and other social networking sites for promotions. We had about 100 likes for our restaurant in Facebook within one month. It is great achievement for us because we have started our business just three months ago.

If it costs some money to join the system, will you still join the system?

If it is nominal charges within our range, we will join the system. We are in the introduction phase of the business; it is not possible to spend more money on these kinds of things, though it is advantageous for us.

If you want to join the system, what qualities do you look for?

Well, system quality should be good, and tourists should get quality information so that they can enjoy their visit to a destination. Since it is a system based thing, information quality should be the priority thing that I am looking for.

Are you interested in integrating your system with destination management system?

It depends; first I have to anticipate, if I can get more customers by integration then sure I will go for that, no problem. First I have to see prospect, with our seeing the prospect I cannot say anything.

What kind of system you look for?

The system should be user friendly, as it is a system based thing, it is very much considerable. It should provide useful information to users, otherwise people might not like to use the system and its performance should be good.

Do you like to get feedback about the system?

Definitely. If can get feedback about the system, I can improve the quality of services that I provide to the tourists. As of now we are not part of destination management system, I will very much consider getting feedback from the customers. I spend every day about 1 to 2 hours on the customers posting photos and status messages that I upload on Facebook about my restaurant.

As your competitors are using the system, that's why you like to use the system?

I can say that it is one reason for using the system because if your competitor is using the system and you are not using it. It means that you are one step behind in using technology and competing with others.

Appendix 6: John Bauer AB

SMTE Name: John Bauer AB

Interview location: Jönköping, Södra strandgatan 15

Interview form: e-mail

Date/Time: 2012-05-21 / 10:17

Interviewee: Katarina Fingal (owner)

Interviewer: Anil Kumar Pasupuleti

Length (Recorded):   00h, 00m, 00 sec

Are you a member of Destinationjonkoping.se (Which is a website maintained by travel centre Jönköping to provide information about the Jönköping county to the tourists with booking services)?

Yes we are.

What factors motivated you to joining DMS (destinationjonkoping.se)?

Our cooperation is very important for the city when it is fairs and other events. It must be easy for the guests to come to the destination.

What are the benefits you are getting from DMS?

More room reservations.

Do you have your own website?

Yes, we have.

Do you developed your website yourself or you buy it from other company?

Our hotel chain Best Western Hotels give us templates for what it should look like.

How long it took to learn the system in the beginning?

N/A

Was the training provided by travel centre is enough to learn the system?

N/A

Is the destinationjonkoping.se system effective?

Yes, we hope so.

Do you have any problem while updating the availability information in the destination-jonkoping.se?

No.

How often you date the availability information?

Almost every day.

How do you see the reliability of the DMS system?

Very god.

Does it cost extra money for maintaining your information in destinationjonkoping.se website or is it free?

No, bud we pay commission on every booking.

Do you ever have problem with system with respect to Technology?

No.

how do you see the effectiveness of the DMS system?

Good.

Are you satisfied with destinationjonkoping.se system?

Yes.Appendix 7: Novotel Hotels Liverpool Centre

SMTE Name: Novotel Hotels Liverpool Centre

Interview location: Liverpool, 40 Hanover Street

Interview form: face-to-face

Date/Time: 2012-05-31/ 15:30

Interviewee: Jackie Shields (Sales Co-ordinator)

Interviewer: Nazmul Hasan

Length (Recorded): 00h, 20m, 00 sec

Your company has a wonderful website, however, what is your overall experience and motivation to use visitliverpool.com web portal for booking online?

We do have a very good system although we use third party system to increase number of booking and visitliverpool.com is one of them.

Are Visiteliverpool.com really helping/ supporting your organization to increase/ boosting number of booking?

This is a government supported system and I heard recently that the system should merge with another private organization but I am not sure about that and do not have much information. Yes, we are really happy and satisfied to work with them, and they are very helpful, supportive as well.

Beside visitliverpool.com, are there any other third party organizations/ online systems helping you to getting more booking?

Yes we do, as I mentioned earlier we do have number of private third party online booking system beside visitliverpool.com but as visitliverpool.com is getting fame every month we would love use their system.

How complex is it or how long does it take to learn the system? Is the system easy to use for your employees?

We do have our own sophisticated employee training system and before use any system we train them. But yes, it is very user friendly and easy to learn and use. None of my employees complain about the system complexity and security.

Do you think visiteliverpool.com system really effective? Means, how many booking you receiving on average (weekly or monthly)?

We do have quite a number of bookings from them and we are satisfied with their effort. We do not lose anything, if we do not get bookings from them. It is really good to work in collaboration with them.

Who update your company information? Your company or visitlierpool.com?

We update information on our site. Frankly, I do not have any idea how they update information in their system.

How often do you update your company information in visitliverpool.com?

Frequently, especially when any offer come out. Our hotel is very famous in Liverpool city centre so it is important for us to keep our information rich.

How reliable is www.visitliverpool.com?

We trust their system to use, because they have a number of expert Employees and the system is very user friendly. In addition to this, it is a Liverpool city council (government) supported system/organization.

Does it cost money to use the system?

Yes, they charge commission for every booking. We do not need to pay money to them. As the visitliverpool.com is a public system, all the companies working in collaboration with them do not need to pay commission.

If yes, do you think the cost is competitive?

Yes, we feel it is competitive. They do not charge high money, they charge very nominal price per transaction or per booking. I could say it is competitive.

How do you see the effectiveness/ performance of the system?

Good, we can say it is quite high. As performance is concerned visitliverpool.com site is high on providing performance.

Do you ever experience problem with the system in respect to Technology?

Honestly, so far no. The process between visitlivepool.com and us is fairly simple and there isn't any scope for IT failures or problems.

Do you expect more service facilities from visitliverpool.com? What very important facilities/service is they not providing, but might provide?

I don't know at the moment, it depends on them, what kind of service they can give us. (Smile)

Are you satisfied with visitliverpool.com web service? How supportive are their employees when you have problems?

As I said, yes it is user friendly and easy to use, their staff also very supportive. I want to mention one more thing; it is that by collaboration with them it is making some of our employees work simple. Whoever book accommodation using visitlivepool.com they directly visit us and take room keys.

Will you recommend using the system to other organizations those are not participating/using the system?

Hmmm (Smile)

Appendix 8: Hotel IBIS Liverpool Centre

SMTE Name: Hotel IBIS Liverpool Centre

Interview location: Liverpool, 27 Wapping

Interview form: face-to-face

Date/Time: 2012-06-01/ 10:30

Interviewee: Anonymous (Sales Officer)

Interviewer: Nazmul Hasan

Length (Recorded):   00h, 20m, 00 sec

Your company has a good brand image as quality budget hotel, how does your business in Liverpool centre?

It's being good though we are/ our country experiencing a deep recession. We hope that recession will not affect our business.

In the point of taking online booking system how does your own system works?

We have a best online booking system and all the time we develop it in mind of our customer. We regularly work to improve the quality of our web site in order to provide quality information to our users.

Do you have alliance with Visiteliverpool.com?

Yes, we do. We have an agreement with them.

How visitliverpool.com giving service to you, are there any other third party organizations/ online systems helping you to getting more bookings?

This is a government system and they are doing well. We are happy with their system and service. Even though there are some other third-party vendors who provide the same services, we prefer vistitlivepool.com because numbers of people who visit their site are more than any other booking service.

How the system really helping/ supporting your organization to increase/ boost the number of booking?

They have strong back up due to being a governmental system, a wide network and partner organizations. It's really helpful for them and gives competitive advantage from others. They work with us as a partner and bring customers for us.

Appendix

How complex is it or how long does it take to learn the system? Is the system easy to use to your employee?

The system is not that much complicated and we upload and update our information. Yes, it is easy to use for our employees. They keep on update on the available information on our site as well as the visitlivepool.com site.

Do you think visiteliverpool.com system is really effective? How many booking you received on average (weekly or monthly)?

I don't know the exact number but they bring quite a good number of customers every week. Overall we are happy to use visitliverpool.com.

Who update your company information? Your company or visitlierpool.com?

We update our company information on vistitliverpool.com site. They could also update the information by looking into their database.

How often do you update your company information in visitliverpool.com?

We update the information frequently. We have a special team of people who will work with information technology.

How reliable www.visitliverpool.com?

We have trust in the system. We haven't had any major problems with the system up till now. Overall it is a reliable system.

Does it cost money to use the system?

Yes, they charge commission for every booking. Usually 10% to the customers. For us, it does not cost any money being part of visitlivepool.com.

If yes, do you think the cost is competitive?

It is similar for other private or third party companies. I do not think that the commission is expensive. It is a competitive price.

How do you see the effectiveness/ performance of the system?

The performance is really high. The system responsiveness to requests is really good. We are happy for using such a good system.

Do you ever experience problem with the system in respect to technology?

I am not. But my other colleague I am not sure. Once I heard through my colleague that one customer had booked accommodation in another hotel but he visited our hotel. I think it was due to a system problem.

Are you satisfied with visitliverpool.com web service? How supportive are their employees when you have problems?

We are satisfied working with visitlivepool.com and we are very thankful to them. We do get a good number of bookings per week from them. Their employees are really supportive to respond to problems.

Will you recommend using the system to other organizations those are not participating/using the system?

Yes I will, it is good and they help us to business growth. I will strongly recommend to the organizations that are not part of visitlivepool.com.

Thanks Miss!

Appendix 9: Shows various concepts in coding process

Appendix 10: Appendix categories in Nvivo software
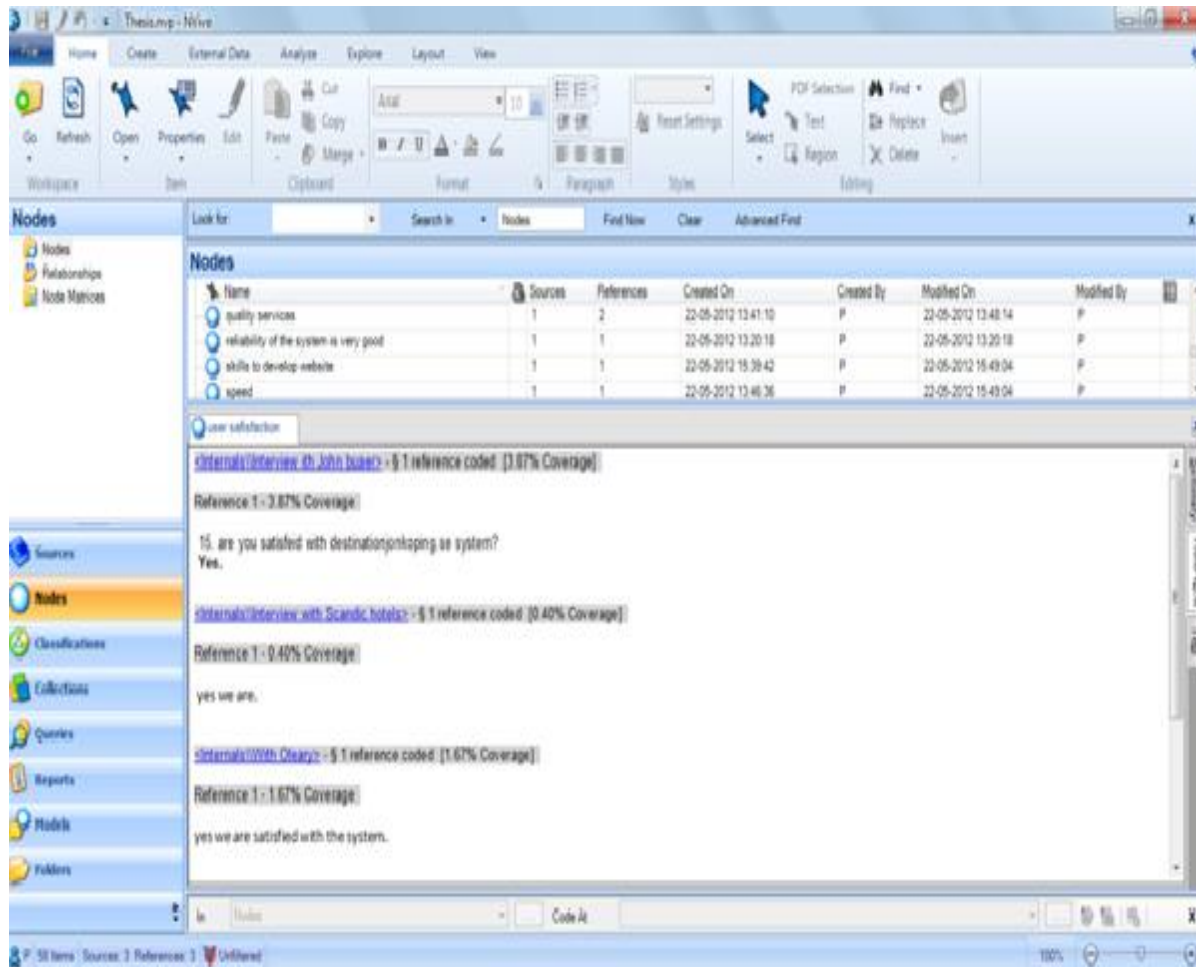
Appendix 11: Sample Quantitative type of data

Name of theme	1	2	3	4	5	6	7	8	COUNT
working in association with DMS		YES	yes	Yes	No	Yes	Yes	Yes	7
Feedback from SMTEs about DMS	YES								1
Complaints from users about IT issues	Yes								1
Feedback about System	YES	Yes	yes						3
System updating (every 6 months)	YES								1
Information updating(everyday)	yes	yes	yes	yes	yes	yes	yes	yes	8
Training about DMS		Yes		Yes					2
Problems with updating information		No							1
Problems with respect to transactions		No			No				2
Own website		Yes				Yes			2
Problems with DMO		No							1
Satisfied with DMS		Yes	Yes			Yes	Yes		4
No extra money to join DMS		YES		yes		Yes	Yes	yes	5
Own advertising channel			yes	Yes					2
Easy to update to information			yes						1
Problems with the system			Yes						1
IT problems			No	no		No	No	no	5
Like to integrate own system with DMS			yes	Yes					2

Appendix 12: Sample interview consent and invitation letter

JÖNKÖPING INTERNATIONAL BUSINESS SCHOOL
JÖNKÖPING UNIVERSITY

INTERVIEW CONSENT LETTER

> **Thesis Title: The factors that Influence Participation and Usage Decisions of Destination Management System (DMS) by regional SMTEs: a qualitative Theory Approach**
>
> Thesis Purpose: The purpose of this research is twofold, firstly, to explore the possible factors that influence, motivate and inhabited regional SMTEs to adoption and usages of destination management systems (DMS), and secondly, establishing a new DMS usages and adoption model in SMTEs that will provide a richer understanding of the factors.

We, Nazmul Hasan and Anil Kumar Pasupuleti, would like to inform you that the letter is an invitation to consider participating in a study because we are conducting Interviews as part of our Master Thesis in Business Informatics at Jönköping University under the supervision of Jo Skåmedal and Professor Christina Keller (Dr). We would like to provide you with the information about this project and what involvement would entail if you decided to take part.

However this research project concerns Destination Management System of Jonkoping but we will do a cross case study about VisitLiverpool system. We are identifying the factors which inhibited to participants the destination system by regional SMTEs. For that reason the analysis will be about SMTEs perception, therefore, we would like to include your opinion as one of the SMTEs in Liverpool.

Below terms and condition will be applied and you will receive a copy of the transcript to confirm the accuracy of our study. If you have any question regarding this study, or would like additional information to assist us Please contact me by email at hana1080@student.hj.se. or cell phone + (44)07438585850.

Finally, we would like to ensure you that the study in compliance with ethical rules received from school and supervisors. For that reason the final decision about participation depends on you. However, we would like to request you to contribute the research to identify and solve the mentioned problems and the growth of the tourism industry.

Yours Sincerely,

_____

Nazmul Hasan and Anil Kumar Pasupuleti
(Student from JIBS, Jönköping University)

It is a research project on faculty of Business Informatics, Jönköping International Business School (JIBS), and Jönköping University and carried out by Nazmul Hasan and Anil Kumar Pasupuleti MSc Information Technology students. We would like to request you sign two copies of this form and you will have one copy of the signed form.

Consent for Participation in Interview Research

I volunteer to participate in a research project conducted by Nazmul Hasan and Anil Kumar Pasupuleti from JIBS, Sweden. I understand that the project is designed to gather information about academic work of faculty on campus.

1. My participation in this project is voluntary. I understand that I will not be paid for my participation. I may withdraw, decline and discontinue participation at any time without penalty and prior notice.

2. I understand that most questions and answer will find the discussion on tourism and IT related. If, however, I feel uncomfortable in any way during the interview session, I have the right to decline to answer any question or to end the interview.

3. The interview will last approximately 15-20 minutes. Notes will be written during the interview. An audio tape of the interview and subsequent dialogue will be making.

4. The researchers might use my name and info in the report.

5. The interview transcript will be use to data analysis and only for academic purpose.

6. The topic absolutely information technology, DMS and tourism related and questions will be asked in connected the topics.

7. I will not undertake any legal or administrative responsibility after the interview even needed; it is full responsibility of the interviewers.

8. I have read and understand the explanation provided to me. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate.

9. I have been given a copy of this consent form.

1) Due to my full knowledge of all above mentioned, I agree, of my own free will   Yes   No
to participate in this study.

2) I agree to have my interview audio recorded.

3) I agree to the use of anonymous quotations in thesis or publication that
 Comes of this research.

4) I would like to receive information regarding the outcome of the research

Name Printed: _____

Signature: _____ Date: _____

Appendix 13: Sample email for interview request

Hi Miss Katie,

(Posh-Pads at the Casartelli)

Congratulation to won the Gold Award by visitliverpool.com!

We are students of JIBS, Jönköping University, Sweden writing MSc Information Technology thesis and interested to perform an interview with you on Destination Management System (visitliverpool.com) (Government supported online bookings system) in duration of 10-15 minutes. We went to your office 2 times and were unfortunately unable to meet you; therefore, I am applying to give us an appointment at any time by the next couple of days, please. We will return back to Sweden on Monday evening.

According to the thesis title, purpose and invitation letter attached, we will basically ask you some questions related performance, using experience and service quality of visitliverpool.com

We are looking forward to your kind consideration and reply. This is fully an academic interview, and as students we will be benefited by acquiring your knowledge and hence finish our thesis work.
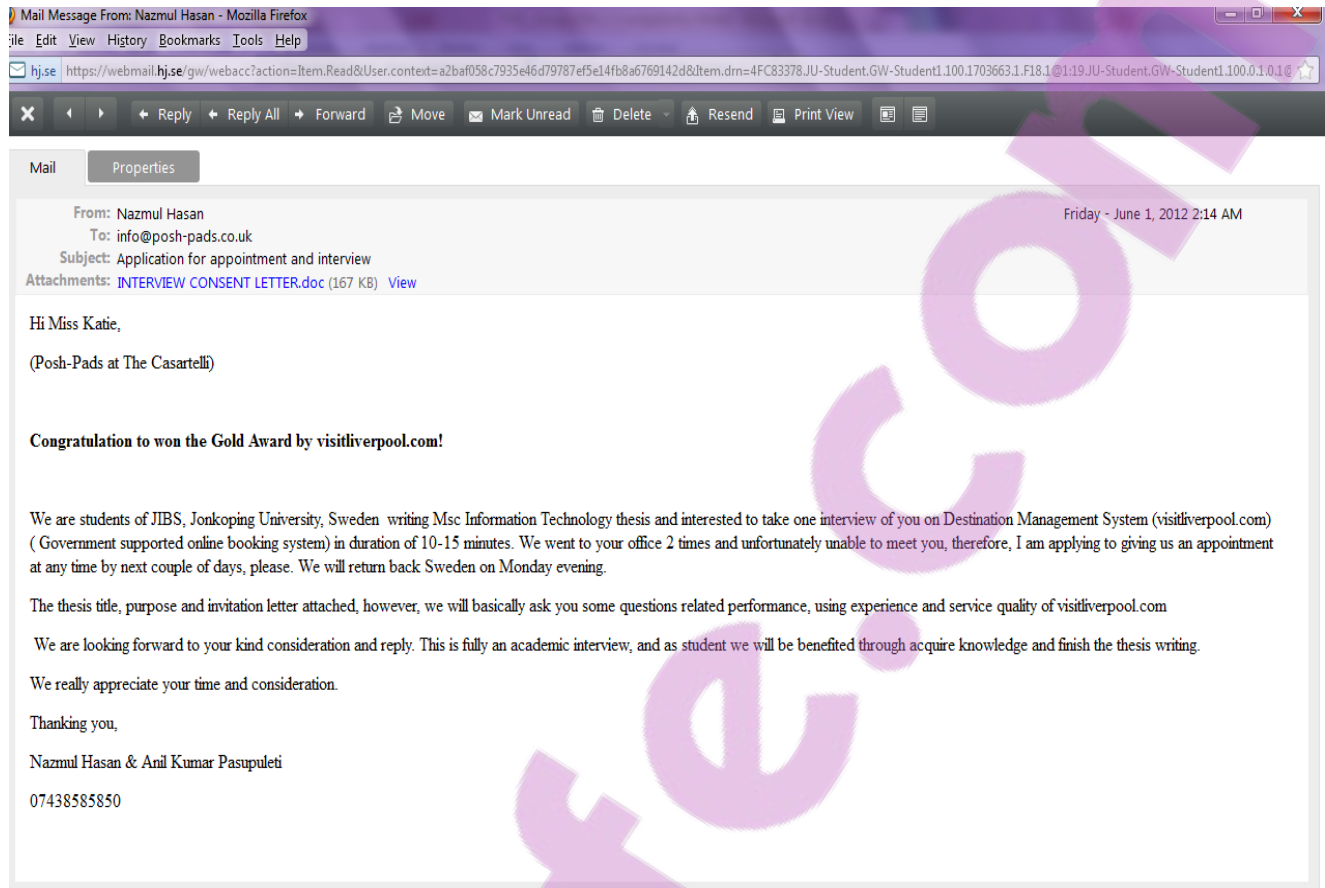
We really appreciate your time and consideration.

Thank you,

Nazmul Hasan & Anil Kumar Pasupuleti

07438585850

Appendix 14: Screenshot of sample email

Appendix 15: Destinationjonkoping.se screen shot (retrieved 2012-08-15)

Appendix 16: Visitliverpool.com screen shot (retrieved 2012-07-14)