

# ACTA ACADEMIAE STROMSTADIENSIS

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**Without Transportation no  
Tourism Industry.  
Case Stockholm / Sweden**

# **Without transportation no tourism industry. Case Stockholm / Sweden.**

## **Abstract**

The transport companies driving tourists to major cities in Sweden have difficulties when it comes to traffic problems like congestion in cities such as Stockholm, Gothenburg and Malmo. Furthermore, these bus operators are not allowed in the lanes for the city buses, which can result in long delays because of congestion, making buses not being able to arrive within a reasonable time. Moreover, they are not allowed to make right or left turns as city buses will do in city traffic. This means they have to take a detour to reach their destinations. They have to pay congestion charges, sometimes several times a day; there is a lack of special places at the various tourist attractions where tourists can get on and off the bus, which means that they often have to stay in the middle of the street forming an obstacle to other traffic. Last but not least, there are limited parking spots for bus operators when they need to park overnight. This affects both the bus driver's working and driving time. It might also increase the risk of burglary in the bus. This study examined how local tourism businesses like hotels, restaurants and visitor attractions were acting to assist and facilitate the transport companies when they bring tourists / guests / visitors to the destination. The main result was that they did not care about bus companies' problems, neither the so-called tourism industry nor the DMO's. This despite the fact that bus companies transport tourists who generate 3, 2 million guest nights, contributing 3, 5 billion in tourism turnover in the Stockholm tourism industry. So one might wonder how long bus companies will be willing to drive to destinations where they only experience problems. Is the tourist industry in Stockholm aware of the problems and what do they do in that case to influence municipal decision-makers?

**Key words:** Bus operators, local tourism business, NGO:s.

## **Introduction**

### ***No transportation no tourism***

Gradually, our travel patterns changed so that leisure travel today is completely dominant, calculated as a proportion of total passenger transport work.

Leisure travel is something that most people consider desirable and quality of life enhancing. In the event of a slight reduction in oil supply, many may think that it would be preferable to adapt, reduce their regular daily travel rather than leisure travels.

The car is completely dominant when looking at the average length of travel measured in person kilometres for Sweden's population (Neergaard, K et al., 2010).

Today's society faces a major challenge with the rapidly increasing vehicle use that creates dependence on fossil fuels, which contributes to climate change.

One option for leisure travellers is to go by bus to various destinations when visiting friends and family, or make a trip to visit a theatre, watch a sporting event, visit a museum, exhibition, and so on.

Bus travel habits, are defined in the report, "Svenska folkets resvanor med buss 2014". Traveling outside the traveler's usual environment, over 90% of traveling occurs within Sweden. Over 80% of travel is recreational. When it comes to different bus trips, the charter bus is the most common with 2.8 million trips. The scheduled buses come in as number two with 2.5 million trips. In addition, tourist traffic accounts for 1.8 million trips.

The main destinations for travel in Sweden are significantly topped by trips to Stockholm, with 955,000 trips. Followed by Västra Götaland County 637,000 trips, Stockholm County 634,000 trips and Gothenburg city with 628,000 trips (Series Bussföretag, 2015).

### **Problem statement**

There have been very few studies on how charter bus traffic to different destinations has been handled at the destination by for example DMO's, hotels, attractions, exhibitions, arenas for different events, etc.

Charter buses can and have encountered various problems that make it more or less difficult to get to the destination and navigate in its traffic system. There are often different local traffic rules that do not allow charter buses to get along in the smoothest way.

The bus operators are not allowed in bus lanes, causing long delays in traffic jam, risking not arriving within reasonable time to the destination, and they are not allowed to make left and right turns as city buses can do in city traffic. This means that they have to make a detour to reach their goal and they have to pay congestion charges, sometimes several times a day. There is a lack of disembarkation and pick up places at the various tourist attractions. This affects the bus drivers' work and driving time. There is also limited parking space for bus operators when they need to park overnight. It might also increase the risk of burglary in the bus.

When the tourist industry is being discussed in Stockholm, bus companies find that there is too little focus on the transportation itself. (Sveriges Bussföretag, 2016)

### **Research Objectives**

This study examined how local tourism businesses like hotels, restaurants and visitor attractions are acting to assist and facilitate transport companies when they bring tourists / guests / visitors, from all parts of the country, to the destination.

### **Research Questions**

Is the tourist industry at the destination aware of the problems and what do they do in that case to influence politicians in the town hall?

### **Previous research and conceptual framework**

According to the Swedish Transport Agency, today there are 4, 8 million registered passenger cars, which is a large volume if you want to convert / replace these to fossil-independent vehicles. How will this affect different parts of the tourism industry? (Transportstyrelsen 2017).

Swedish car sales hit record highs in 2015 with 345,108 new cars, of which more than 90 percent are not driven by renewable energy, writes Sweco, Energiforsk, VTI and Fores 2030 secretariat in a press release January 12, 2016.

The problem to create a more sustainable tourism industry is thus gigantic based on a transport perspective. ([www.sweco.se/nyheter/press](http://www.sweco.se/nyheter/press), 2016)

Additionally, there are 2,961 buses that run tourist and order traffic, which is the second dominant activity in addition to bus services in the bus industry (SBR, 2012). This is a very significant transport work load that is being carried out to provide the Swedish tourism industry with customers / tourists.

Bus journeys are largely in free time, although the numbers oscillate over the years. Day trips in free time were the largest category in 2015 with 3.8 million trips, followed by overnight leisure trips amounting to 2.5 million trips. There is thus a significant transport capacity that benefits the city's tourism industry. (Transportföretagen, 2016)

When the tourist industry discusses leisure trips, bus companies find that there is too little focus on the transportation itself. The focus will be on the actual visits or events. The Swedish bus company wants the

transportation itself to be more front and centre and prioritized because it is an important part of the traveller's overall experience.

In general, the transport companies driving tourists to major cities in Sweden have problems when it comes to traffic congestion in cities such as Stockholm, Gothenburg and Malmö.

These bus operators are not allowed in public transport lanes, causing long delays in traffic jam risking not to arrive within reasonable time to the destination and they are not allowed to make right or left turns in city traffic – as local buses in bus lanes do; this means that they very often have to make a detour to reach their final destination. They have to pay congestion charges, sometimes several times a day; furthermore, there is a lack of disembarkation and pick up places at the various tourist attractions, which means that they often have to stop in the middle of the street forming an obstacle to other traffic. Last but not least, there are limited parking spots for bus operators when they need to park overnight. They have to search for a suitable parking place and this can take a long time and may end up being far from the hotel where the bus company's guests stay. This affects both the bus driver's working and driving time. It might also increase the risk of burglary in the bus (Sveriges Bussföretag, 2016).

This pilot study focuses on the cooperation between the charter bus and the local tourist companies and DMO:s at the destination. A review of the literature shows that there are no studies with this type of objective. Therefore, the present pilot study wants to lay the foundation for continued research on this 'cooperation concept'.

As Lumsdon, L.M and Page, S.J. (2007), writes in the preface to the book *Tourism and Transport*: "So tourism and transport research is a neglected activity, although tourism has a large geographical spread. A few tourism researchers have published their results in journals other than transport journals, so the research area has not developed in the expected way."

Perhaps transport and tourism are not the "hot" topics of the new millennium for tourism researchers as sustainability and ecotourism were in the 1990s. Perhaps the neglect is based on a somewhat pigeon-holed view of transport and tourism being two discrete areas that researchers should not cross as the research in transportation is dominated by transport economists.

Transport and tourism are not the "hot" combination for today's tourism researchers; sustainability and ecotourism have attracted all the attention of today's tourism researchers. Could it possibly be a narrow-mindedness not to look beyond their research areas?

Transport is mostly about research on sightseeing tourists' motivation and satisfaction. This research is described by, among others, the researchers, E L Dunn, R Seppo, E Iso-Ahola (1991).

Loyalties were investigated by a study in Thailand; this study looked at what factors affect loyalty of bus passengers. It looked at factors such as expectations, service, confidence and customer satisfaction; these factors were studied through different mathematical models (S Jomnonkwano, et al, 2015).

Another angle may be to look at how roads and cars could have an impact on the way in which one can convey the experience of nature and the countryside (J C Hallo, R E Manning, 2009).

Also movements in the room have been studied as geographical patterns of movement within a destination can identify explanatory factors that influence different patterns of movement (A Lew, B McKercker, 2006).

Further, mobility studies has been done thanks to sightseeing tours where you have been able to study spatial performances and look at different objects and how the tour has been posted. Based on these three factors, how the bus tour communicates the structure of the city, the bus tour becomes a structured improvisation, and this depends on the guide's choice of time of the trip and finally, the sightseeing trip can be seen as a cruise in the city that can be compared to a film trailer. (I Farias, 2010).

Other studies focus on low-income travellers, Low-income travelers travel mainly to meet relatives and friends. Low-income earners are unlikely to travel on business trips, and the low level of leisure travel is probably due to the high cost of accommodation for restaurant visits, not on transport costs. (W J Wallett, 2001).

Innovation and renewal of the inter-city travel have been studied looking at how emigrants from China have developed a new bus service model, which gives travelers faster service at a lower price (R Toole, 2011), and most buses run non-stop between the major cities they are driving. Some companies offer higher standards and services such as internet and in some cases meals and movies (M Di Giacomo, E Ottoz, 2010).

Safety and accidents have also been studied; one paper has thus identified how to reduce these problems via a theoretical configuration along the NY-27 (D Blower, P E Green, A Matteson, 2008).

Even fatal accidents have been studied about driver factors in fatal bus crashes and different types of bus operators (Blower D, Green P E, Matteson, A, 2008).

The regular bus traffic in rural destination areas has been studied to see if it could be an option for the tourists. Buses have some advantage as they allow for access to the countryside for people without a car and this can generate certain income in the local economy. Furthermore, modern bus companies can save money by selling their tickets over the internet and picking up their passengers along the roadside, rather than by expensive bus stations (Guiver, J et al, 2007).

Network of stakeholders for sustainable urban tourism have also been studied and it is noted that There is a lack of “bridges” between industry, government and community (Timur S, Getz D, 2007).

The present pilot study is a tentative one and aimed at examine how local tourism businesses like Destination Management Organizations such as Stockholm Visitors Board, hotels, restaurants and visitor attractions are acting to assist and facilitate for the transport companies when they bring tourists / guests / visitors to the destination. Is the tourist industry at these destinations aware of the problems and what do they do in that case to influence municipal decision-makers.

One of a destination’s more important organizations is its Destination Management Organization. They can, among other things, coordinate product development and marketing. Therefore, the authors also want to briefly describe how DMOs and tourist companies at a destination can interact at a destination (Howie, 2003).

Furthermore, internal destination development refers to all activities except marketing, which enters at a later stage of the business. The destination's goals will be developed in conjunction with the destination's companies. In this work, the destinations need to work with each other and with DMO to make best use of the destination's resources.

All tourist companies and interest centers are part of a network and this network is the foundation of destination management, which may become a Destination Management Organization (DMO).

Tourism organizations can be sorted according to their functions, either a single function or a variety of features, but may be more specific and share the business into four functions - planning, delivery, interest presentation and marketing. However, for the management of land, collaboration activities are provided by DMO (Pearce, 1992, Bieger, 1996).

## **Methodology**

The survey is a pilot study with fixed response questions. Chosen method is mixed with an emphasis on solid quantitative questions with the possibility of some qualitative comments. This survey has also used a secondary source for the number of bus passengers and their overnight stays, as well as how much they spent per day. *More people travel by coach. - Sweden's bus company, 2016.*

### **Selection method**

The survey population was developed through a stratified selection of all the hotels, theatres and museums that were located in the city centre, which were part of the respective strata. Based on these, five units were chosen from each stratum.

In addition to these, so were four NGOs in the pilot study to determine the cooperation between tourism businesses and NGOs.

The sample consists of 15 organizations within hotel, theatre and museums as well as four NGOs, a total of 19 respondents.

After two reminders 14 respondents replied, yielding 74% response rate.

## **Findings and Analysis**

The empirical chapter presents a summary in current text of the various categories, hotels, museums and theatre as well as NGOs.

All stakeholders and their summarized responses are deliberately themed by the author based on the fixed questions and the closed answer options received.

At [www.destinet.eu](http://www.destinet.eu) **Destination** are a particular place and a complex system involving a diversified set of tourism products and interrelated network of stakeholders and communities. Several types of effects, such as environment, economic, social, and cultural, due to the growth of tourism bring up the concerns over competitive sustainable **management** issues. Therefore, establishing a destination mega monument system is a key to effective and sustainable development of destinations. This system will encompass the management of tourism infrastructure and products, the creation and marketing of tourists' experiences, and contribute to building a network of local stakeholders.

Previous research emphasizes that Destination management is essential for managing the many different tasks in modern tourism. The destination will manage, develop and serve tourists as well as residents, local businesses and industries. Destination management can be defined as strategic, organizational and operational decisions to manage the process of defining, marketing and commercializing the tourism product. In addition, the flow of incoming tourists is to be managed in a balanced and sustainable way to meet the economic needs of local actors. (Presenza, Sheehan and Ritchie, 2005 and Howie, 2003).

## An overview of the various organizations in the study

<b>Name</b>	<b>Location</b>	<b>Availability for coaches</b>
<b>Hotels</b>		
Birger jarl	City	Yes, outside the door
Adlon	City	Guests may walk 15 m
Nordic Choice Hotels (7 Hotels in city)		Mostly good, in most cases you can walk directly into the hotel from the bus
<b>Museums</b>		
Vasamuseet	1,6 km from city	Guests may walk 50 – 200 m
Moderna museet	1,3 km from city	Guests may walk 200 m
Historiska museet	1,6 km from city	Guests may walk 30 m
Millesgården	4,1 km from city	Guests may walk 3 m
<b>Theaters</b>		
Oscarsteatern	City	Guests may walk 200 m
Folkoperan	City	Guests may walk 5 m
Dramaten	City	info not available
<hr/>		
<b>NGO:s</b>	<b>Duties</b>	
Visita	is an employer and trade association for the hospitality industry and represents more than 5000 hotels, restaurants, camping sites and other businesses in the hospitality industry.	
Stockholm Visitors Board*	Focuses on international marketing and works to a certain extent with hosting. No marketing towards the Swedish market.	
Stockholm Chamber of Commerce	is a member organization that takes the mayor's role. 'We highlight the region's biggest challenges, present solutions and conduct concrete projects with our members to strengthen growth and competition.' Of a total of 2 000 member companies, 40 come from hotels, culture, entertainment and leisure activities.	
Stockholm Traffic Office	'Our mission is to ensure high accessibility and road safety. In addition, the traffic office has a shared responsibility for Stockholm to be a clean, stylish and safe city for residents, visitors and businesses.' The Traffic Office may sometimes grant exceptions to the local traffic rules for specific purposes.	

\* SVB is more of a Destination Marketing Organization, than a Destination Management Organization.

## **Hotel**

The three hotels responding to the survey state that they have between 2-12% bus passengers of their total guest volume and that leisure days when bus groups fill our hotels are mainly Fri-Sun and weekend / school holidays during the year Easter, spring / summer / fall holidays. (Choice Hotels).

Mainly, bus guests will arrive between May - August and September - December.

When it comes to drop off outside or around the hotels, a hotel can be found just outside the hotel entrance, and at other hotels, guests can walk directly into the hotel from the bus after a short walk.

Two of three hotels know where the buses are at night parks and the other hotel has no idea at all.

The bus operator wants a parking as close to the hotel as possible and in the worst case only a parking possibility. For a hotel, it is obvious to try to help find a solution to the parking issue. The other hotel has not answered the question.

One of the hotels has spoken with NGOs, Visita, Stockholm Visitors Board and Stockholm's traffic offices, to find a solution. None of the hotels have talked to Stockholm Chamber of Commerce, or to Stockholm's traffic office, to find a solution to the parking problem.

*\*Has not discussed parking problems because we do not have so many bus groups!  
Hotel Birger Jarl.*

*\*Hard to find parking lots near the hotels! Choice hotels.*

## **Theatre**

Of the three theatres responding to the survey, two state that of the total number of visitors, between 2 - 15% are bus passengers. The third theatre has not answered the question.

The most common months for bus passengers to visit a theatre in Stockholm are September - April, February - May and September - December.

There are no suitable places to do drop offs outside the theatres, and so visitors must walk between 60 to 200 meters.

No theatre knows where the buses park overnight.

Only one theatre has discussed parking and traffic problems with the bus operator. In general, it is believed that it is difficult mid-city.

None of the theatres have discussed bus companies' problems; one of the theatres has mentioned the problems for the Stockholm Visitors Board. The most common arguments why they are not discussing the bus companies' problems is that very few visitors come with organized bus travel and that the majority of our audience comes from the Greater Stockholm area and parts of Mälardalen.

*\*The bus tours that visit us have done so several times before and know how it works by taking*

*a bus to our theatre. Folkoperan.*  
*\*Difficult to park the buses in the middle of the city! Oscarsteatern.*

### **Attractions and Museums**

From the four attractions / museums that responded, the following has been stated:

A museum does not know how many of their visitors are from bus groups.

One of the other museums says about 10%; however, it is hard to estimate.

The third museum states that approximately 35-40% come by bus. The high percentage is due to cruise guests who buy an excursion package on board. The proportion of Swedish bus passengers is relatively small.

The majority of the visitors come from June to August (many foreign visitors), although the tourist season is spreading further throughout the year.

‘Depending on the current exhibition, we will attract large audiences even during the rest of the year.’ Holiday arrangements like sports, fall and Easter holidays will attract many families when the museum offers youth programs. During the rest of the year, the museum will receive the majority of its visitors on weekends, about 60%, and the remaining on Tuesdays to Fridays. Also, cruise guests come during the summer months April-October and Asian visitors all year round.

Availability at appropriate places of exit varies for the three museums.

One museum says that those are located on both sides of the street and the guests have to walk Approx. 150 m.

Another says yes and no. Large bus parking is available, as well as lanes for buses boarding and unboarding. However, this is not respected by freelance taxi drivers. They block, stand idle and create chaos; and force the visitors to walk 50-200 meter.

The third museum says the buses stop along the way and visitors can walk about 30 meters

None of the museums knows where the buses overnight parking is. One of the museums has discussed possible parking and traffic problems with bus companies, the other two have not done so.

Accessibility is the main problem says bus companies when one of the museums has discussed the issue with bus companies. But when the museum does not own the land, we cannot act. We have made some improvements with the Royal Djurgården administration, but we would also like to have the city's help in this matter.

The other two museums consider this a non-issue and none of the bus companies have complained.

None of the museums have discussed bus companies' problems with NGOs and some of the answers are that the issue has never come up, have not found any needs. Previous networks and forums for bus traffic issues are closed down and have not been replaced by new ones.

The other two museums consider that there has been no need for discussions and none of the bus companies have complained.

*\*Depending on the current exhibition, we will attract large audiences even during the rest of the year. Moderna museet. (Museum of modern art)*

*\*Accessibility for buses is a problem! Vasamuseet.*

### **NGOs**

The NGOs that participated in the preliminary study are the Stockholm Visitors Board (SVB), Stockholm Chamber of Commerce (SCC), Stockholm Traffic Office (TKS) and Visita (V).

Everyone received the same survey, except for the Stockholm Traffic Office that received another type of question because it is about removing obstacles for bus operators.

***Do you have any cooperation with incoming bus tour operators?***

To some extent, although we mainly focus on international marketing, we are working with hosting to a certain extent. (SVB)

No. (SCC)

Not to a large extent. (V)

If yes, how does it work?

Participates annually in the bus industry association's dialogue forum, has visited their board and has continuous contact. 'We have contact with several bus companies regarding events, congresses and meetings.' (SVB)

'We have, for example, answered referrals and the like together with Sweden's bus company. For two consecutive years we have jointly designed and implemented the Swedish visiting industry congress in Gothenburg.' (V).

No response. (SCC)

***Are you aware of the coach tour operators' biggest problems with destination Stockholm? According to Sweden's bus company***

- All buses are not allowed to drive in public transportation lanes.
- That all buses should be treated equally, which means that buses under/following traffic orders also have to drive on bridges with restrictions on carriage, use left-hand traffic on certain streets, in similarity to buses in scheduled traffic.
- Improving the "bus logistics solutions", especially at different visitor destinations.
- That traffic planning, especially in areas where new buildings are under construction, is done so that buses can fit in and arrive in a timely manner. Especially the construction of railing for tram cars has hampered bus traffic. (SVB)

Do not know what the biggest problem is, but from what we understand following our contact with some hotels in the city, it is difficult for the buses to arrive and leave bags at the hotels. (SCC).

One thing that we have discussed with bus companies is the fact that buses do not have to drive in bus lanes all over the city which we consider is very strange. Another question is about bus stops that cannot be located or are too far from the tourist destinations (V).

***What does your organization do to influence the municipal authorities to facilitate bus travel operators?***

As part of the city of Stockholm, we have an ongoing dialogue with our colleagues at the traffic office to find solutions for non-scheduled bus services. (SVB)

We are working a lot with the issue of pleasure spending, that is to say. The commute the inhabitants do in their spare time to different destinations in the region. Here we have had round

table discussions with representatives from the city, the traffic office, the carriers and a number of hotels and attractions. This is to discuss solutions to challenges that are present in the pleasures of pleasure. (TKS)

We have also planned to discuss these issues separately with the bus industry (SCC).

As mentioned, in referral to municipalities and regions, we always emphasize the need for transportation to and from our destinations. We believe that buses are an environmentally friendly and good means of transport that should be used much more in rural areas and in our cities. Then it should be obvious that coaches are allowed to drive in the bus lanes and that there are good for the coaches. (V)

### ***Questions to the Traffic Office in Stockholm. (TKS)***

Some questions about the Traffic Office's view on

1. Parking spaces for coaches - temporary and night parking
2. Zones for the drop off and loading of tourists at hotels and tourist attractions
3. Accessibility in city traffic - utilization of public transport lanes
4. "Congestion charges" for order traffic
5. Have any impact studies on the impact of order traffic been made

### **Response:**

1. Bus parking spaces are laid out after the bus industry applies for a parking space for buses in a certain location, the office then investigates the possibility of parking in the desired location, there are no problems such as accessibility problems, then the bus parking is being built. Some bus parking is time limited, which simply depends on the buses being able to make a short stop to allow passengers to go and watch the view. There are bus parking services that only apply during the peak season of tourism. In addition, there are those that apply throughout the year, such as those located at tourist destinations such as in the vicinity of the castle or at major events such as the area around Globen arena.

2. Pick up and take-off places are also provided by bus companies and bus organizations dealing with letters requesting where to place them. Besides being clean and convenient, there are also many who compete for space in the streets and it may be like any other type of business.

3. There are a number of classified lanes that are approved for coaches (bus in order traffic), usually on some information lines and on some streets within the tariffs. As far as the more central parts of the city are concerned, we have not approved that the buses use the public lanes because of the intense traffic situation in these parts of the city.

4. The congestion tax and its regulations is a federal issue and not the city of Stockholm. Buses with a total weight of 14 tonnes are exempted from the regulations and the bus industry sees unfair, according to talks at meetings etc. Preferably even lighter buses than the total weight of 14 tonnes should be exempted from the regulations.

5. There are no investigations of recent dates made by the city that look at the consequences mentioned above. The bus industry has conducted investigations based on the importance of buses in order traffic and the problems that the bus industry experiences of accessibility.

***From a previously conducted bus survey - Sweden's bus company, 2016***

The focus is mostly on the actual visits or events.

- usually one stops and stay overnight at hotel with 3.2 million guest nights (*13, 5 million guest nights in Stockholm; 23,7 percent of all guest nights in Stockholm are generated by bus passengers, year 2015. 60 million guest nights in Sweden total 2015*)
- The average stay for a trip is 1.1 days.
- People who are travelling spend more money per day and night 1 100 SEK. (Compared to one-day travellers 990 SEK.)
- And make the tourist- and coach industry even more important to the overall visiting industry.
- 3.2 million Guest nights x 1 100 SEK = 3.5 billion in tourism turnover in Stockholm.  
281, 7 billion SEK in total consumption yearly basis (*in Sweden*)

### ***Findings and Analysis - continues from current survey***

All surveyed tourism companies say that around 2-12% of their visitor volume is generated by bus tourism. One of the museums surveyed, indicated as high a percentage as 35-40%, but then counting on the cruise guests who came on a short visit and were transported by bus from the cruise ship to the museum. This type of bus tour can be ignored when the study concerns bus companies that transport tourists from different parts of the country to Stockholm.

The study shows that companies have difficulties to estimating their visitor volumes in terms of bus tourism. Probably the real volume is slightly higher, given that the number of guest nights, 2015, totalled by bus travel in Stockholm was 13.5 million, which was distributed to hotel / motel 3, 2 million guest nights, relatives and friends of 3 million. Then there are hostels, rented rooms, own accommodation, etc., all in small volumes.

Visits are fairly even throughout the year with a small peak during the summer, largely due to cruise tourism, which has its peak season during June - August.

Tourism companies in the survey had no, or a very vague, idea about bus companies' problems when it came to traffic situations, such as pick-up and pick-up places at hotels, theatres and museums. Nor did they know anything about how accessibility in the city affected bus companies' timetables and night parks.

Only one of the tourism companies had talked with Visita, Stockholm Visitors Board and Stockholm Traffic Office. But without any response to the problems for the bus companies from any of the NGOs.

### ***Visita(V)***

Visita is an industry and employers organization for companies active within, or closely related to, the tourism industry.

Visita will promote the interests of its members and the industry's sound development as well as highlight the importance of member companies for society and business.

Visita is a member organization in the Swedish Enterprise Association; and Visita represents more than 5,000 hotels, restaurants, campsites and other activities in the visiting industry - a total of over 7,000 workplaces.

### ***Stockholm Visitors Board (SVB)***

The official tourist organization for Stockholm is Visit Stockholm and it will promote the Stockholm region to increase the volume of international guest nights.

SVB has no, or very little, development activity with Stockholm's tourist business. According to the city's political leadership, one should only deal with the promotion of Stockholm on the international market.

### ***Stockholm Chamber of Commerce (SCC)***

This is a business organization that represents companies in the metropolitan area. The Chamber of Commerce has three main tasks:

- to influence the public in a company's better policy orientation (lobbying)
- provide service to members and in certain matters to other companies
- to facilitate business activities through business-friendly networks.

None of the requested NGOs have any cooperation with incoming bus tour operators. This is despite the fact that bus companies have contacts with V in other contexts at national level. In the V response to the survey, they say that they do not organize the travel industry, even though it is very important for our member companies.

V has a very low profile when it comes to influencing politicians and traffic office, V responds only to referrals and give their opinions known. Somewhat more active lobbying does not occur. Nor does SVB, which markets Stockholm, primarily internationally, have any major interaction with the incoming bus companies. SVB has some cooperation when participating in the Bus Industry Association's annual dialogue forum.

There is only a diffuse perception about bus companies' problems when driving tourists to Stockholm and transporting them in the urban environment.

SVB tries through dialogue to influence the Traffic Office to find solutions that can work for bus companies that transport tourists to Stockholm.

The SCC focuses mainly on the intra-regional entertainment expedition, which has little to do with the activities of incoming bus tour operators.

Generally, NGOs have some insight into bus companies' problems when it comes to transporting around the city. For example, the prohibition on driving in public transport files, may not drive over certain bridges, difficult to find good entry and exit points for passengers, night parking places for the buses etc.

However, these NGOs are quite passive when it comes to influencing the Traffic Office and politicians to provide relief for bus operators who drive tourists to Stockholm.

What strikes the reader is that there is very little cooperation between bus companies and tourist attractions as well as hotels.

Attractions and hotels care so little about bus companies that transport tourists/visitors to Stockholm from all over the country. Bus companies are in part a prerequisite for hotels and tourist attractions to exist; this does not seem to have been understood!

When studying the NGOs included in the study, one is also struck by the low interest they show to bus companies, although as stated above this also applies to NGOs in Stockholm.

The Stockholm Visitors Board, SVB, has, according to its CEO, only to market Stockholm on the international market. It is not their task to cooperate with the tourism companies in Stockholm to gain more power in their marketing efforts, either internationally or nationally. SVB regards itself as a Destination Marketing Organization, DMO, while other destinations have

DMOs, which are management organizations that work together to make the destination as a whole an even more attractive tourist destination. According to the literature, the latter variant of DMOs appears to have a greater sustainability and endurance in its work with incoming tourists.

The Ports of Stockholm AB seems to be the non-governmental organization that tells what tourists mean for Stockholm as a destination. Informs about this year's cruise season, and says that cruise passengers spend over half a billion kronor in Stockholm each year.

This compares with bus companies generating 3, 2 million guest nights, spending 3, 2 billion kronor during their visit to Stockholm. Which is 6.5 times as much as the cruise ship provides.

The Stockholm Chamber of Commerce SCC, as appears from their replies to the survey, does not seem to be particularly concerned about how their member companies develop either market or economy. Nor do they think it's their job to influence Stockholm's city hall to facilitate traffic situation for bus companies that transport tourists to Stockholm and indirectly provide SCC member companies with better sales thanks to a large volume of tourists. One would expect that SCC would be a lobbying organization to bring relief to its member companies in an often difficult regulatory framework, both state and local. That does not seem the case!

Visita, V, which is a national industry organization for tourism companies, however, does not include the transport sector - bus companies, airline companies and ferry companies. In the title of this article, transport is a prerequisite for most Visita members that ensure that tourists come to the destination and can consume what V:s member company's offers. The transport sector is vital for V's member companies, without transport no tourism industry!

Stockholm's traffic office is responsible for the city's traffic planning and determines how the traffic is going to flow or is expected to flow. Many in the tourist industry require facilitation for the tourist buses so that they can use the public transport files, and drive just like public transport, which would make it easier for the tour buses to be accessible.

But bus operators have very little voice for their wishes towards the Traffic Office. If the Traffic Office had shown a little more courtesy and flexibility towards bus companies' wishes, probably some of today's traffic problems could be handled more smoothly.

In summary, it would be a good idea to invest more in helping bus companies with their problems instead of investing heavily in new port facilities that may not further enable a positive contribution.

## **Discussion and Conclusion**

### **Some initial reflections regarding the NGOs included in the survey.**

*Visita* is an employer and trade association for the hospitality industry and represents more than 5000 hotels, restaurants, campsites and other businesses in the hospitality industry.

The interesting thing here is that *Visita* does not have the transport companies in their organization.

This despite the fact that it is the transport companies that make sure that the tourists come to the destination, so the various tourist companies can sell their services to the tourists.

This may mean that there might be some coordination problems and lack of understanding of transportation problems for example for tourist buses, which have emerged in this study.

Besides, *Visita* does not monitor the special societal issues that concern the buses' activities, as the bus companies' organization may do instead. This can lead to pushing certain issues within *Visita* less good for bus companies.

*Stockholm Visitors Board* does not work at all to develop Stockholm as an attractive destination; this is left to the various tourist companies to do on their own. This means that the coordination of a product development for destination Stockholm takes place very ad hoc, depending on whether some companies happen to have the same interest for a specific audience or market. This will probably lead to a less thoughtful image of Stockholm as an attractive destination when SVB acts only as a destination marketing organization.

Destination development may include all forms of activity, but not marketing, to develop and maintain tourism at the destination.

Goal development is an internal process where activities require actions from other interest groups as well (Presenza, Sheehan, Ritchie (2005) Here, SVB has a lot to learn!

*Stockholm Chamber of Commerce, SCC*, has a large number of member companies that cannot be included in the tourism industry, and therefore the SCC shows very little interest in the hospitality industry, which is regrettable when the tourism industry contributes with several billion to tourism turnover in Stockholm.

*Stockholm Traffic Office, STO*, does not take any major initiatives to help the incoming bus traffic with tourists who spend several billion in the tourism industry in Stockholm, thereby generating both jobs and tax revenues.

Here it might be an opportunity to implement a training program in the STO to raise awareness of the importance of tourism for the destination Stockholm.

### **Hotels and attractions**

The real pull factors that make tourists travel are in addition to hotels - museums, theatres, musicals, exhibitions, sports competitions, etc.

In this pilot study, it was only one hotel that had talked to an NGO about the charter buses' problems with accessibility in the traffic of Stockholm and one museum has addressed the problems surrounding the parking situation outside the museum.

The museum had made complaints to the Traffic Office and the Djurgårds Administration, owner of the land on which the museum is located, but no improvement has been made.

The others in the pilot study, comprising organizations, do not have any idea of the buses' traffic problems, nor do they know where the buses are parked overnight. These parking spaces can be quite far from the hotels where the passengers live, and this also means long distances when the bus driver is to pick up the bus and then drive to the hotel and pick up the passengers.

### **General conclusions**

Given that charter bus traffic transports approximately 955,000 tourists each year to Stockholm (Sveriges Bussföretag, 2015), the tourist industry in Stockholm shows very little interest in the problems facing charter bus traffic in Stockholm. This roughly generates 3, 5 billion in accumulated terms in tourism revenue annually in destination of Stockholm.

In general, it can be said that neither the NGO nor the tourist industry shows any interest in the part of the tourism industry that provides them with guests so that their businesses are profitable or at least do not incur any losses in their business.

### **Limitations, Implications and further research**

The pilot study has its limitations, partly because there are only a few organizations that are included in the study and, on the other hand, a deeper study of how the NGOs experience the situation would be needed.

Nor does Stockholm's DMO appear to show any greater interest in developing Stockholm into an even more attractive destination, neither for national or international tourists.

Generally speaking, the majority of DMOs give reasons for growth of the destination and as a marketing organization to both the denominational and international markets.

It is not possible to draw any more comprehensive conclusions from this study, but it can only be noted that some parts of the tourism industry in Stockholm do not show much interest in the bus companies that transport tourists to Stockholm. This despite these tourists generates 3, 2 million guest nights and contributes to a tourist turnover of approximately SEK 3, 5 billion.

This lack of interest can lead to bus companies changing destinations and driving to other destinations that put more work into easing the companies' task when it comes to things like parking spaces overnight, places for disembarkation, options for using public transport lanes.

To get a more explicit picture of how cooperation between tourism industry at a destination and the bus companies that transport tourists to a destination could work, a more extensive study, preferably at national level, is needed.

In addition, it would be interesting to study how cooperation between the tourist companies in Stockholm and its DMO could be designed to develop Stockholm into an even more attractive tourist destination in the future.

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