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Network Governance and Actor Interaction in a Coastal Destination: A Case Study of Marstrand



Master thesis in Service Management (two-year)

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December 20, 2012

Acknowledgement

This master thesis is completed during February to December 2012 in Sweden.

I think network is a quite advanced concept in tourism business collaborations. I believe study of networks promote management and development in tourism industry. I would like to thank all people support me during my study.

Firstly, special thanks to my supervisor Mia Larson who helped me a lot with the knowledge about networks, the translation of my questionnaire and the expense during my field work in Marstrand.

Secondly, thanks to all interviewees and respondents participated in my survey. The research could not be finished without their help.

Thirdly, I really appreciate Lund University provides me such good conditions to conduct an academic work.

Finally, thanks to my family and friends who support me all the way through my study life in Sweden.

Thank you!

Junling Pan

Lund University, Campus Helsingborg, 2012

Abstract

Title: Network Governance and Actor Interaction in a Coastal Destination: A Case Study of Marstrand

Purpose: The purpose of the study is to understand network governance in a coastal destination and find out actors influences during the governing process.

Methodologies: The thesis is designed as a case study of Marstrand. The method of in-depth interview and quantitative survey are used to discover collaborations in the coastal destination. Key actors from MF & Co and officers from Kungälv municipality are interviewed and 50 network actors are surveyed through a questionnaire.

Conclusions: In order to achieve my study aim and answer questions, the empirical results are analyzed on several dimensions. Firstly, I describe structure, space and artefacts of tourism networks in Marstrand. Network actors in Marstrand are mainly restaurants, hotels, retail shops, events and sailing companies. Intra-sectoral and inter-sectoral collaborations among them both contribute to development of the coastal destination. Secondly, by connecting policy network theory and actor interaction, the key points of governing networks are explored as power, interest, conflict and trust, which are analyzed in the political market square (PSQ) model on three aspects: access, interaction and dynamics. Moreover, a metaphor of ocean park is used to explain the political market square model. The tourism networks are governed during actors' interactions, which is a dynamic process between conflict and consensus. Power issue and policymaking are also considered as critical points in network governance.

Key words: Marstrand; network governance; political market square; actor interaction; policy.

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Introduction

This Chapter provides an overview of my study, describing the background, defining the study object and raising questions according to my aim. Furthermore, I will give a framework of the thesis.

1.1 Study Background

‘Network as a form of governance’ has been studied by scholars from different aspects; conventionally structure and effectiveness have been specified (Provan & Kenis, 2006). In tourism planning and policy, network plays a critical role on the coordination of different actors’ interests and resources (Hall, 2011). However, factors influencing network results cannot be discussed apart from conflicts, power issues and the policy-making process. The thesis strives to further understandings of coastal network governance through different angles based on the case study of Marstrand, where there are collaborative stakeholders engaging in multiple industries. It fills the network study in the coastal tourism area and provides suggestions for network coordinators and actors conducting comprehensive collaborations.

Tourism networks are a widely used concept in the tourism literature (Scott, Baggio and Cooper, 2008). For instance, formation of the networks are derived from actors’ pursue of benefits, who are active in diverse industries (Komberger & Gudergan, 2006: 153). Network theories provide helpful understandings on structures, patterns and interrelations between government and tourism industry (Dredge, 2006). In some literature, locally based small and medium-sized stakeholders within tourism businesses are considered as important components of destinations’ development in addition to rational utilization of natural and cultural resources. Jamal and Getz (2000; in Bramwell & Lane, 2000) stated that stakeholders in communities have both demands and supplies to the destinations, which is governed by existed power structures. Caffyn and Jobbins (2009) conceive the meaning of coastal management as an integrated governing process, which concerns the collaboration among actors and availability of resources, instead of using seashore resources on a maximized scale.

According to Scott, Baggio and Cooper (2008), study of networks leads to better comprehension of destinations' governance. Another trend in the study of tourism network is shifting to clusters or industries. This thesis is devoted to understand the form of network governance in a coastal destination, where tourism activities concern several business areas: hotels and accommodation, restaurants, transportation as general and cruise, ferry, water sports as the particular parts. Collaborations among various stakeholders and organizations could urge and assure coastal resources being utilized appropriately in the process of providing better service for tourists. The implementation of cooperative networks increases better knowledge of coastal destinations leading to sustainable development (Sanches, Secomandi, *et al.*, 2009). Coastal destinations such as the Mediterranean Sea coast and the Golden Coast in Australia have become increasingly popular among tourists from all over the world. The attractions of coasts much depend on local features, geographic location, and length of seasons, cultural activities and public praise. In Northern Europe, there are large coastal regions, which probably give tourists the impression of 'cold-water' destinations (Ghosh, 2011). Facing increasing global competition, coastal network actors need to cooperate with each other and utilize available resources in a rational way.

In this thesis, the study object is Marstrand as a seaside resort located on Sweden's west coast, which is a suitable selection for coastal tourism network study. Multiple stakeholders on the island have collaborated with each other and built networks that transfer information, knowledge and experience on its development and management. The most salient example is Marstrandsföretagarna & Co (MF & Co), which gathers stakeholders from various industries together to achieve effective and collaborative development of Marstrand. Based on Marstrand's natural and cultural resources, hotels, restaurants, marine companies, retail stores and many other network actors cooperate among businesses and practice various events together to attract more and more visitors. The most famous attraction there is the castle Carlsten built in 17th century. In summer, Marstrand becomes a popular island of sailing. As the venue for Stena Match Cup in the World Match Racing Tour, it is invaded by thousands of visitors and ships every year. All of these tourism activities are fulfilled under actors' collaborations. While considering individual

benefits and common interests, conflicts and power games are possible to be resulted on networks.

Network governance is conceived as actors' interactive processes in destination management, which concerns construction, implementation, supervision and revision of many connections (Benassi, 1995). In the case study of Marstrand, empirical research is conducted by means of interviewing certain key actors and coordinators and surveying a number of actors' opinions on network governance. To improve the efficiency and functionality of tourism networks in destinations, networks include a number of organization nodes that are usually studied and analyzed as a whole.

The research reveals dynamic status of networks and put forward suggestions on network governance in a coastal destination. A metaphor of political market square model (Larson, 2003) is applied to illustrate and explain networks in Marstrand. Based on the market square model, a political perspective is analyzed focusing on the issues of interest, conflict, power and trust, which are conceived as imperative factors in network governance (Scott, Baggio & Cooper, 2008) and actors' interactions. Neither dimension of knowledge transfer nor value creation perspective is covered in the study.

1.2 Aims and Research Question

The aim of the thesis is to understand network governance in coastal destinations and find out actor influence during the governing process. I want to explore how power, trust and conflicts occurred in the interest-oriented collaborations. Therefore, network policy-making and actor interaction are concerned in the study.

In order to carry out a logical and convincing study according to the aim, the main research question is how tourism networks are governed in a coastal destination. To answer the question systematically, my first task is to illustrate a picture of tourism networks in the case Marstrand. A metaphor of Political Market Square is used to explain networks from a political perspective. Moreover, under the main research question, two sub-questions are proposed from two aspects of policy and actor interaction:

Main question: How are tourism networks governed in a coastal destination?

Sub 1. Who has power in making collaborative policies and how are they developed in Marstrand's networks?

Sub 2. How do network actors interact with each other in Marstrand?

1.3 Disposition of Thesis

This thesis is organized with six sections. The first chapter describes study background, defines my purpose and puts forward research questions. The second chapter compiles related theories from three aspects: understanding network in coastal tourism, political market square and network governance. The third chapter introduces how I design the case study and two methods I use in research: in-depth interview and questionnaire survey. The fourth chapter analyzes results of my empirical studies and applies a metaphor of political market square on the case of Marstrand. The fifth chapter discusses the governance of tourism networks in a coastal destination and answers research questions. In the end, the sixth chapter draws a conclusion and makes a suggestion for the future study.

Theoretical Framework

In this chapter, I will illustrate theories about coastal tourism and networks through studying the existed literatures and materials. Based on my study aim and questions, theories of political market square, network governance, policy network and actor interaction will be presented.

The idea that networks are not markets or hierarchies (Powell, 1990) is often considered as a middle or a third approach in tourism governance, emerging through continuous interactions among actors and rise across public - private sector (Hall, 2011). The concept of network is ‘a particular type of relation connecting a group of people, objects or events’ (Knoke and Kuklinski, 1991: 12), which is also perceived as a provenience of power. Tourism networks form and work in relation to communities, environment and businesses, which concerns issues about power, influences, natural resources, clusters interests and destination marketing (Scott, Baggio & Cooper, 2008). Therefore, it is important to study network governance from a political perspective, which is considered as political market square (PSQ) concerning dynamics between conflicts and consensuses (Larson, 2003). Moreover, The evolution of governance takes responsibility for policy-making in both private and public areas, which promotes interests in networks with a concept of organization (e.g. Dredge, 2004; Howlett & Ramesh, 1995; Rhodes, 1997; Börzel, 1998; Marsh, 1998). Bureaucratized governments often created tourism policies autocratically in past. However, the interaction of actors, collaboration and partnership replace the old phenomenon as it develops (Bramwell & Lane, 2000), which has led to a result of the decreasing of governmental responsibilities and shifted government to governance (Rhodes, 1997; in Dredge, 2004). To study network governance in coastal tourism and explore policy-making process and actor interaction in Marstrand, the theoretical framework is constructed from broad concepts to detailed points. Based on understandings of coastal networks, theory of PSQ is studied from access, interaction and dynamics. Then the governance tools of policy network and actor interaction are studied around power, interests, trust and conflicts.

2.1 Understanding Networks in Coastal Tourism

On tourism destinations' value nets, actors related to this industry are classified as hotel and restaurant, event and cultural activity operators, infrastructure provider and tourists' service and information provider (Scott, Baggio & Cooper, 2008: 34). In coastal networks, there are other marine-related actors such as sailing organizations and boat companies.

According to Cater and Cater (2007), marine resources, cultural diversities, economics and social capitals are developed and utilized by coastal communities, which are considered as important fundamental stakeholders in destinations. When these stakeholders and communities involve in coastal tourism networks, they play important roles in tourism planning and developing process. Borrini-Feyerabend (1996; in Cater & Cater, 2007: 112) characterizes the local actors' abilities on following aspects: 1) inhabitants' special knowledge about the harbor and cultural and historical stories, as well as the direct interactions with tourists; 2) economic and social confidence are invested toward all kinds of resources; 3) equal accessibility and interests allocation of using the resources; 4) compatible principles with authorities and effects on the natural environment.

As coastal tourism becomes increasingly prosperous, destination networks play critical roles in the processes. When multiple businesses run together, the linkages crossing form an intangible net. A cluster of tourism services working as a whole form tourism networks (Baggio & Cooper, 2009). Unlike many other economic areas, tourism involves various companies, partnerships and spontaneous networks to market and extend the products (Baggio & Cooper, 2009). Tourism is a networked industry where clusters of organizations are linked by cooperative and competitive approaches focusing on productiveness, which evolves animatedly in between (Scott, Baggio & Cooper, 2008: 3).

Based on structuration theory of Anthony Giddens (1984; in Komberger & Gudergan, 2006), network is built on comprehending the advancing of organizational practices, which also concerns domination and legitimation. Moreover, relations could be continually created and reproduced in structuration by practices. In order to understand and practice tourism network in a proper way, we need to obtain knowledge about the space, structure and artefacts_ (Komberger &

Gudergan, 2006: 11). Space means the content between structures, while structure is conceived as the approaches and results of network practices among organizations, which is decided by actors' categories. For example, practices link various companies such as travel agencies, restaurants and hotels in networks to conduct a series of tourism activities, which construct hierarchies and functional differences through collaborations that exist on their relationships with a range of closeness. Artefacts are in relation to members' participation, such as financial contribution to support the network, approaches they use common references and the way they communicate as emails, calls and meetings (Komberger & Gudergan, 2006). In this sense, networks are formed tightly or loose, strong or weak, relating to the scales, density and mutual effects of organizations (Larson, 2003: 123).

Network act as arena of coastal actors' interactions and interrelationships (Larson, 2003). On one side, they interact with information and knowledge sharing and communicating. On the other side, collisions and interferences are caused (Benson, 1975; in Larson, 2003). For example, the uncertainty of businesses could be largely dispersed since enterprises are connected in networks. Inter-organizational control is technique utilized to coordinate companies and organizations to achieve and conduct the agreements in a network. Except the purpose of governance, the actions mostly aim at gaining interests and benefits for each constituent. (Kartseva, Gordijn & Tan, 2006).

2.1.1 From Organizational to Inter-organizational

Networks are considered as processes from organizational to inter-organizational. According to Agarwal and Shaw (2007), the effectiveness and achievements of economics play important roles in coastal tourism management, which depends on knowledge and understandings about the network concept in organizational and inter-organizational connections.

According to Scott, Baggio and Cooper (2008: 80), coordination of networks is examined by focusing on nodes and connections, which concerns three perspectives: structure, relation and embeddedness. To the first aspect, networks are built as architecture models which control transportation and transformation of resources and knowledge, as well as the specific mass of

linkages between companies and organizations, which results in the improvements of resources accessibility, business inerrability and costs saving (Scott, Baggio and Cooper, 2008). To the second perspective, the exploration of relations in tourism networks concerns quality and tension to low or high extent and the interconnection to weak or strong extent. In order to understand the concept, it is considerable to discuss the original features of relationship - if the network is trustworthy, tight or flexible (Scott, Baggio and Cooper, 2008). To the last aspect, embeddedness means the reliabilities in connected networks, which bond benefits and actors together. Therefore, tourism networks can also be considered as approaches of knowledge creating process (Scott, Baggio and Cooper, 2008).

As Sydow and Windeler (1998; in Fenwick & Cieri, 2004) recognize, there are three specialties of inter-organizational networks comparing to independent organizations. The first characteristic is inter-organizational networks concern legitimate individual qualification and economic inter-relationships (Fenwick & Cieri, 2004). Secondly, the dual operations on organizational and inter-organizational levels bring a large amount of benefits (Fenwick & Cieri, 2004). For example, individuals, clusters or organizations practice networks achieve higher business efficiency. Thirdly and considerably, there are 'logical exchanges' between different hierarchies and markets running on networks, which are being conceived as social embedment (Fenwick & Cieri, 2004). Therefore, organizational development is considered as enhancement of stakeholders' competence while inter-organizational development leads to competitive networks.

2.1.2 Collaborations in Coastal Destinations

In coastal destinations, the prediction for collaboration is in both activities and benefits in terms of the intra-sectors and inter-sectors, particularly depending on natural resources. Wilson (Cater & Cater, 2007; 2003) argues that issues in coastal tourism could be complicated due to the problem solving abilities of different actors from sections of government, business stakeholders and non-profit or non-government organizations. As a result, collaboration in networks is vital towards conflicts about marine sustainability. Environmental issues related to fisheries, sailing

and other events should be considered at different stages with organizational and inter-organizational initiatives in coastal networks (Cater & Cater, 2007).

2.1.2.1 Intra-sectoral collaboration

As intra-sector refers to one consubstantial area, where organizations are viewed as a cluster which functions on one direction (Cater & Cater, 2007), they play vital roles in coastal network practices on marketing and branding, as well as gathering voices for a specific industry. For example, a ship association collects opinions of boats companies, which has influence on existed policies. At the community level, networks are often affected by personal interactions; while at the regional level, organizations and associations have more power (Cater & Cater, 2007). For another example, in hotel industry, there are world famous brand such as Inter-Continental, as well as motels and hostels running in same destination. The collaboration between them is intra-sectoral. As Cater and Cater (2007) stated, it is important to brand image of the coastal destinations, which is considered as a work of organizations between community and regional level.

2.1.2.2 Inter-sectoral collaboration

Inter-sectoral associations' main task is making policies and strategies for destination management and development and coping with resource issues, financial problems and social conflicts (Bramwell & Lane, 2000). This collaboration involves interactions among private, public and government portions, as well as between political hierarchies or the same level (i.e., town to town). As an example at the local level, the participants of coastal forums include local municipality, tourism service suppliers and operators, regional stakeholders, marine sections, local communities and so on. In comparison to the intra-sectoral collaboration motivated by professions, collaboration among various sectors is usually generated by greater mutual interests (Cater & Cater, 2007).

2.2 Political Market Square

As Larson (2009) stated, the Political Market Square (PSQ) is an instrumental model for analyzing relevant interactions in networks, which mainly focus on three critical points of interest, conflict and power. Market Square is a virtual space or arena for connections among actors as marketing tourism service or products through the networks. The process of networking is derived by mutual interests of actors, in which power is a considerable factor in coping with inter-organizational conflicts. The PSQ model is characterized in three perspectives: accessibility, interaction and change dynamics (Larson, 2009; Larson, 2003).

2.2.1 Access, Interaction and Dynamics

The concept of access is applied to understand the political and dynamic properties in networks that build a political market square (Larson, 2009). Actors need to get access to involve in PSQ, which is controlled as borders of the networks where is open or closed by the gatekeeper (Larson, 2009). Accessibility to PSQ is often varied for different potential actors. For instance, in coastal event networks, media have the green pass since they cannot be controlled by other actors.

Actors' interactions in PSQ comprise diverse interests led by aims, values and prospects. For example in a coastal event network, some actors market the destination while some market the event (Larson, 2009), and brand sponsors market themselves. Though actors have different purposes, they may get benefits from collaboration with each other. According to Larson and Wikström (2001), the mutual interests work as a basis of cooperation in networks, which create collaborating platforms for actors, and partnerships are only generated with these shared purpose and benefits. Sometimes network actors have contrary interests, which causes tensions that need to be solved through negotiations. Actors pose the tendency of collaboration when they have common benefits, otherwise the contradictory interests would result in power competition. The former is based on agreements while the latter constructed by conflicts (Larson & Wikström, 2001). Moreover, long-term relationships tend to be more cooperative than short-term relationships (Larson, 2009). Since actors in a long-term collaboration have more experience on

overcoming conflicts and solving disagreements. Rahim (1992; in Larson, 2009) described conflict as an influential content involving intolerability and disapproval while social characters interacting with each other.

Dynamics in PSQ refer to the interactions about agreements and conflicts are actively changing, from competition to cooperation or other way around, through political approaches, such as negotiated dialogues, constructing trust and connections (Larson, 2009). Actors' relationships are considered as political from consensus perspective to conflict perspective. The dynamic sessions are relatively frequent in tourism industry, which also affect the accessibility and interactions of PSQ (Larson, 2009). Actors' private interests are in relation to the public interests in networks since their expectation is influenced while communicating with others. Larson (2003) compares the two aspects of interactions in political processes (Table 1). On the aspect of consensus, mutual commitments, trust and communication compose the vital elements for effective relationships. On another aspect of conflict, power games and tensions are inevitable in social interactions and renovate the network structures and policies.

The Consensus Perspective	The Conflict Perspective
Mutual interests	Different interests
Harmony	Conflicts and tensions
Cooperation	Power games
Conversation	Negotiation
Mutual commitment	Individual commitment
Trust	Distrust

Table 1. Perspectives on Political Processes (Larson, 2003: 143)

Power refers to the capabilities of affecting other actors to make decisions, always unevenly distributing, which is a critical concept in network governance (Larson, 2003: 123). Network actors hold more power than disconnected actors on controlling information transmission, in terms of connections are always more powerful than entities themselves (Komberger & Gudergan, 2006: 9). Since the municipalities could largely stand for fairness and equity, as well as the characteristics of networks, power has always been studied on a political

perspective. However, an actor in networks could hold strength because of considerable tangible and intangible resources, such as funds, techniques and customer relations (Larson, 2003). Actors operate long-term or short-term relationships in tourism networks. They communicate and exchange information and knowledge to form the structure of power. Around a competent actor, plenty of organizations gather and build the complicated connections (Larson, 2003). Likewise, with a center of a positive industry that is relatively prosperous, other related industries also tend to develop in mutual collaborations. For an instance, it is beneficial to both sides if restaurant and hospitality industries build connections with event and tourism industries that are developing rapidly.

2.2.2 Metaphors of PSQ

Larson (2009) puts forward a few metaphors to illustrate dynamics of actor interaction and distinguish different kinds of political market squares. The first example is jungle representing a turbulent PSQ. Like rain forest, the jungle is open for accessibility and cannot be controlled by single actor. It is easy to survive in the jungle but hard to settle down in peace, and actors should obey the-law-of-the jungle. Due to the highly intensive competition in turbulent PSQ, the power structures are easily turned over. Some of the weak nodes may tend to break down or slip away. Partnerships existed in this type of networks are neither competitive nor cooperative while dynamics present chaotic status.

The second metaphor of PSQ is park illustrating dynamic networks (Larson 2009). For example, a national park is managed with ideas to preserve various geographic landscapes, plants, animals and other facilities building for people's convenience, such as plank road and dangerous signs. The manager controls the park with plans and policies, including the access that would turn off when new species getting in without accepting rules. Besides, other organizations such as environmental department are also powerful on the park's maintenance and development. Accordingly, even though the manager is in charge of interactions in the dynamic PSQ, other actors also have power on decision-makings. Normally, animals and plants live in peace until some conflicts happen, such as insects invading, illegal hunting and so on, which may

turn the stable park into disturbance. In this type of PSQ, access is open for organizations, while actors in networks often join in the decision making process in accordance to their position in the power structure. There are both consensuses and conflicts between actors' interests, and the tensions often result in power games and create varying structure. The dynamic PSQ is updating by conflicts while the stable actors generating more long-term and cooperative connections. To control networks, it is critical to increase power in actors' interactions in the PSQ.

The third metaphor is garden for an institutionalized PSQ, which is managed by the gardener who controls the types of creatures and fertilizes them with aims (Larson 2009). New plants want to access the garden are only admitted when the gardener believes it makes more beauties. Therefore, all creatures co-exist in a peaceful and stable environment without conflicts on competing resources. In institutionalized networks, one group of actors acting as the gardener dominates strategies and policy-making. Powerful actors have common interests, which easily build trusts during the interacting process. Since the access is closed, an institutionalized PSQ lead by fixed actors who are confident and the risk of stagnation is produced.

2.3 Network Governance

The word 'governance' refers to social, governmental, organizational actions and actors' instruction in society (Scott, Baggio & Cooper, 2008; Kooiman, 1993). In wide citations on political approaches, governance is defined as inter-organizational networks and being studied with disciplinary perspectives (Ruhanen *et al*, 2010). On a basis of Eagles' (2004) study, governance is characterized as the ten dimensions (Ruhanen *et al*, 2010): "*public participation; consensus orientation; strategic vision; responsiveness to stakeholders; effectiveness; efficiency; accountability to the public and stakeholders; transparency; equity and rule of law*". Governance in socio-economic systems plays the role of coordination and self-government, particularly on network relations and public - private actors' partnerships (Hall, 2011).

Network is considered as one type of governance sometimes, which characterized as flexible, interdependent, knowledge-exchange and communicative. Meanwhile, the role of governance decides the effectiveness of networks and protects stakeholders' interests (Provan &

Kenis, 2006). Networks coordinate public - private interests and allocate resources to maintain effective implementations of policy that is regulated and preferred by network actors (Hall, 2011). In comparison with old bureaucratic models, network governance differing from markets or hierarchies systems pays more attention on informal social actions, which posts another choice when the existed rules shift to gregarious and irregular. As Jones *et al.* (1997; in Scott, Baggio & Cooper, 2008) stated, there are three situations could develop network governance: uncertain demand and supply, varies led by new techniques and capabilities.

Some principles of network governance are summarized from former studies. Participation is considered as the basis and it is important to involve diverse organizations in networks (Scott, Baggio & Cooper, 2008). For example in coastal tourism, there are hotels and restaurants, marine and boat companies, event holders, harbor managers, local communities and so on. However, not all members have the power to take part in policy-making process. The effectiveness of networks relates to many aspects, such as government's opinions and the utility of resources. Besides, equity, accountability and inclusiveness also play critical roles in governance of tourism networks (Scott, Baggio & Cooper, 2008: 69).

2.3.1 Policy Network Theory

Networks are emerging as constructive aspects on policy-making in business activities (e.g. Dredge, 2004; Burstein, 1991; Rhodes, 1997; Marsh, 1998). As one kind of governance in political science applications, the socio-cybernetic system is used in policy networks where all the stakeholders are integrated and connected with each other, and the structure cannot be cut down to one or few stakeholders (Ruhanen *et al.*, 2010; in Rhodes, 1997). According to Hall (2011), the themes of policy in networks concern multi-level governance and illustrated as steering, manipulating, bargaining and negotiating. Policy networks involve both formal and informal types of social relationships that form the collaborative activities between government, industries and societies (Atkinson & Coleman, 1992; in Scott, Baggio & Cooper, 2008). Formal policy normally is presented on document while informal one tends to oral agreement, which

depends on network actor interaction and the common goal beyond present self-interest (Burstein, 1991; in Scott, Baggio & Cooper, 2008).

As Dredge (2004) stated, stabilized networks evolve the state of responsibility controlling and sharing for implementation of policy-making among stakeholders, which has affected the social relations between government, organizations and communities. It is a continued process from policy-making to implementation in networks where bargaining happens, in terms of policies are built up on negotiations (Hall, 2011).

According to Dredge (2004), there are two main kinds of application of networks in tourism studies. The first one is describing in organizational studies, in which networks play roles as useful tools to understand the development of business networks, as well as product innovation and opportunities for future development. This kind of application reveals how the interrelationships between organizations are formed and managed, and the insights of how actor clusters are spread. The second application see networks as a critical pipe for public - private relationship controlling and tourism governance understanding, which is often emerged in policy analysis researches (Dredge, 2004). There are some common senses in these two streams of application.

They both concern innovation and activator in building networks, which needs flexible planning and regulating of environment and the possibility of response in time. Under the situation, it is important for government to coordinate industries' developing requirement and interests. Meanwhile, communities have to get interaction with the processes of innovation and creativity, for example, the policy of transportation, environment or foreign investment on tourism, launched by both government or non-government organizations in certain forms such as forum (Dredge, 2004). The success of policy networks is difficult to be assessed objectively, which depends on various actors' satisfaction degree (Hall, 2011).

Dredge (2004) believes there are four advantages in policy networking. Firstly, the overlapping regulation of policy-making in different statements could be recognized by operating several networks in different scales as time goes. Secondly, networks could make an influence on pressuring both public and private participants work with constructive strategies and

are responsible on the significance of governance (Dredge, 2004). As a result, different actors benefit from common policies. Thirdly, policy networks may be influenced by some political actions, in which the level of political effects could be shifted (Dredge, 2004). Fourthly, policy network actors interact with each other to build various functions and relationships with the frameworks (Dredge, 2004).

Analyzed by Scott, Baggio and Cooper (2008), there are also disadvantages about policy network theory: 1) it lacks explicit statements; 2) descriptive rather than practical; 3) the critical points of power and conflict are ignored; 4) approaches and evaluating regulations are neglected; 5) the theory ignores formal aspect on construction of networks.

2.3.2 Actor Interaction in Network Governance

According to Provan and Kenis (2006), varieties of governance exist in tourism networks and application principles directly affect the collaboration outcomes. For example, in some modes of network governance, conflicts are addressed in actors' mutual action. Actors organize each other and assorted resources by means of different strategies lead to poly-phase networks (Garrety, 1997; in Rodger, *et al.*, 2009). Through their interactions with each other, actors' partnerships, power centrality and generated social capitals are critical elements affecting networks.

Instead of the ideal occasion of focusing all links among the networks, which is rather time-consuming and costly, a series of key stakeholders are identified and selected (Scott, Baggio & Cooper, 2008). As Knoke and Kuklinski (1991) stated, identifying key actors has four paths: 1) to analyze actor's position in a formal association; 2) reputation and power evaluated by other members; 3) participation of decision-makings; 4) interactions and effects in networking processes.

Interactions among different actors characterize each type of network governance, such as participant governance, which is divided into shared and lead organization forms, and networks administrative organization governance (Provan & Kenis, 2006). There is no governing entity in participant governance, which involves majority or all network actors interacting in the

process and can be decentralized as shared form or centralized by a lead organization that is an actor (Provan & Kenis, 2006). In participant governance, network actors themselves are responsible for their internal affairs and external relations with local community, government or tourists.

Different types of actor partnerships are existed in networks amongst tourism operators and tourist associations, local government associations and local communities. They all play non-compensable roles in tourism network governance. According to Scott, Baggio & Cooper (2008), partnership as a tool in networking process hold diverse aims which lead a series activities and events to achieve developments, such as raising funds for festivals, exploiting and utilizing resources, constructing infrastructures and connecting culture and tourism. Partnerships among actors are classified into four categories: cooperative, competitive, independent (co-existing) and predatory.

It is critical to discuss how social capitals are generated and function during network actor interaction. A social network always contains three parts: exchange, communication and 'social', in which the linkages are naturally existed from 'loose' related to coalition as the network develops (Scott, Baggio & Cooper, 2008: 29). Social capital refers to a kind of potential resources in the society, which connects individuals with trust and legitimacy by concerning the characteristics of social networks and aims to achieve common goals (Furst, *et al.*, 2001). Batt (2008) conceived social capital as sharing information, principles, knowledge and prospects of interrelationships within a cluster of organizations in recrudescence way.

The content of social capital contains social conventions, inter-organizational connections and value viewpoints that drive the development of destination network in which 'trust' is considered as the most critical characteristic (Batt, 2008). Trust is defined as a positive expectation in a community with frank, normal and collaborative behavior on other members (Fukuyama, 1995; in Batt, 2008), which shaped in personal practices and social relations is much stronger than which built on social regulations. Actors in highly collaborated networks generating more confidences tend to trust each other largely, which results in social capitals on an upper level (Batt, 2008). Nevertheless, common standards could be formed in a long round of trustworthy cooperation, which conceives trust as a foundation of social capital in business

network in which social behaviors and conventions are settled in. Since trust stands the vital position in collaboration among organizations, it becomes increasingly important to study social capital on a network stage.

2.4 Theoretical Framework: Coordination of Cooperation

Network governance is a process of cooperation coordinating happened on a political market square (PSQ) (Larson 2009), which concerns spiritual, physical and scientific structures and configurations (Lemmetyinen, 2010). It is critical to involve actor interaction, government policies, stakeholder interests and community benefits based on their values in long-term or short-term coordination of tourism network, which is considered as inter-organizational mechanical systems by Mandell and Steelman (2003; in Robertson, 2011). Cooperation is an essential active strategy used at geographical levels to coordinate actor partnerships in intra-sectoral and inter-sectoral perspectives, as well as public and private initiatives (Lemmetyinen & Go, 2009). With means of governance, networks present varying status as different PSQ metaphors. Actor interaction plays a critical role in the process, which decides the changes of dynamic in PSQ. Policy makers comprise varieties of actors holding common goals while interference and conflicts need to be negotiated and social capitals such as trust, friendships among actors are essential elements throughout.

According to aim of the thesis, the study should be based on understandings of coastal tourism, as well as multiple concepts concerning network governance such as policy and actor interaction. The theories are connected and overlapped with each other on some points of power, conflict and trust, which are structured as an explicit tree diagram (Figure 1). On a basis of applying the PSQ model to understand coastal networks from a political perspective, theory of policy network and actor interaction are further analyzed and discussed with empirical data. Therefore, the theoretical framework is illustrated on a platform of Political Market Square. There are four kinds of elements are planted on the market square. To study network governance, policy network theory and actor interaction need to be discussed on such a political platform.

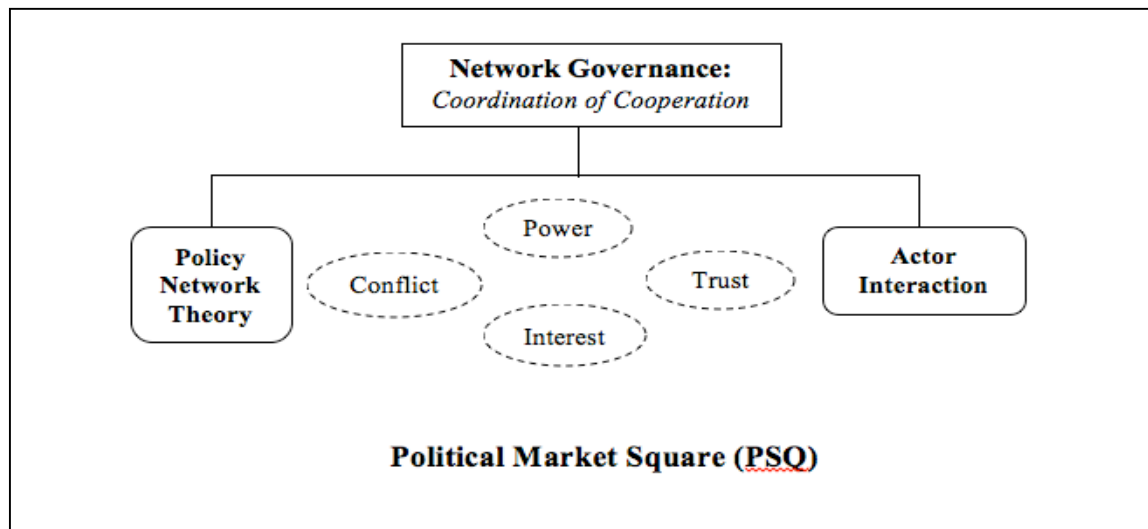


Figure 1. Theoretical Framework

Methodologies

In this chapter, I will firstly present design on the case study of Marstrand. Secondly, I will explain how data is collected through a pre-study of in-depth interview and survey of network actors in Marstrand. Thirdly, there will be a summary on how to ensure validity and reliability in my study.

3.1 Design of Case Study

On a basis of theories above, network governance presents dynamic status due to actors' changeable interaction. In order to reveal networks in coastal destination, this thesis is designed as a case study of Marstrand. It provides a comprehensive understanding and situates the research issues on specific situation (Baggio, 2008). As Scott, Baggio and Cooper (2008) stated, network research concerns transactions and relationships among actors and units, as well as the characteristics of structures, for understanding which evidences are explored through a variety of qualitative and quantitative methods.

Yin (2009) states case study has advantages on questions with 'how' or 'what', which is persuasive with the functions of exploring describing or explaining. It is critical to formulate a case study on a basis of research purposes and theories. Case study need to be designed systematically and logically on four steps: 1) research questions determining; 2) case selecting; 3) data collecting and 4) data analyzing. The author stages the case study of networks in Marstrand as bellowed.

- Determine questions

According to the questions proposed at the beginning of the thesis, the case study of Marstrand need to answer how tourism network is governed in Marstrand, as well as the sub-questions: 1) what is the picture of tourism networks in Marstrand; 2) who has power in making collaborative policies and how are them developed in Marstrand's networks; 3) how do network coordinators and actors interact with each other in Marstrand.

- Select case

In order to study how network is governed in coastal destinations, this thesis chooses one specific coast as an explanatory case. There are three reasons for selecting Marstrand: 1) as presented in the first chapter, it is one of the most famous coasts in Sweden; 2) there is an association called Marstrandsföretagarna & CO (MF & Co) connecting most companies and organizations and being considered as important networks; 3) the scale of Marstrand as a destination involving transportation sectors, hotels, restaurants, water sports and other businesses is suitable for network research.

- Collect data

Case study is supported through multiple sources of data through six approaches: direct observation, participant observation, records, artefacts, interviews and documents (Yin, 2009). Data collected by diverse tools tend to be more convincing and reliable, which constitutes proofs and evidence for the case study. In order to capture a shot of the case Marstrand, I took a long time to study online resources before conducting fieldwork. Thereby I give a description about Marstrand's profile at the beginning of the analysis chapter.

The empirical data was collected through in-depth interviews and survey of actors from different sectors. The former method is originally emerged from ethnography and anthropology while the latter one is constructed on mathematic science (Williams, 2007). Additionally, I before the analyzing derived from the Internet. Before collecting data, the objective organizations and informants in networks are situated, including members of MF & Co, other private companies, government officers and network coordinator.

In this study, one week long fieldwork was conducted in Marstrand and Kungälv, from which I obtained more knowledge about the case and tourism environment on the destination. Interview fieldwork lasted two days in April while survey fieldwork took five days in June. Interviewees contacting is considered as a critical preparation of fieldwork (Bryman, 2008). This part was helped by my professor Mia Larson who led me getting in touch with four participants work in Kungälv municipality and MF & Co. The survey questionnaire was firstly published on

the Internet and sent to informants' email addresses. Due to my over high expectation of the survey efficiency, the fieldwork was conducted for twice trip to Marstrand, which was out of the plan.

- Analyze data

After the data collecting stage, empirical and statistical results analyzing is considered as a crucial part that executed by certain techniques. Yin (2009) stated four strategies, first, data analyzing need to be always based on theoretical backgrounds. Second, presenting a structural description of the case study is also an alternative point. The third is making use of both qualitative and quantitative data and finally to summarize the key points. Scott, Baggio and Cooper (2008) argue the regulations on network analyzing: cohesiveness, structural similarities, dominance, extent and bridges with outside networks.

According to aim of the thesis, I firstly illustrate Marstrand's networks on structures, space and artefacts. Then I apply the PSQ model to analyze networks from three aspects: access, interaction and dynamics. Based on the theories, two sub-questions are answered by analyzing empirical results from different aspects around points of power, interest, conflict and trust.

3.2 The Pre-study: Interview

As a pre-study of my research, the method of interview grabs an overview of Marstrand's networks and prepares information for the quantitative survey. Besides, it also explores actors' different perceptions on the network governance. Interview is a widely used qualitative method which discovers detailed and deep information and knowledge from specific person (McNamara, 1999), which is especially useful on studying network dynamics and actors on formal and informal perspectives. The method of interview gives opportunities to collect narrative data and touch the story of realities.

Face to face in-depth interviews further investigate interviewees on a basis of what they answered and responded. Thus, the importance of interview is to understand what interviewee

means (Kvale, 1996). According to McNamara (1999), the investigation period could be divided into five steps: planning, designing, interviewing and recording, interpreting and analyzing, verifying and reporting. During the interview, it is vital for interviewer to possess a logical, explicit and gentle mind.

3.2.1 Interview guides

Semi-structured interview guides were in advance formed for network coordinators and actors to ensure the interviews processing reasonable. I prepared questions and possible questions that related to my study theme and they were supposed to be flexible during interviews in consideration of unanticipated answers. The core questions all derived from key points in the theoretical background. The eventual questions for different informants are attached on appendix 1. In the starting period, my questions tended to be simple and I went further deep while getting to satisfied status. Another importance of preparing interview guides is to control the conversation in case of informants deviated to non-related topics.

For coordinators, the interview guide focused more on their perceptions about networks' development and management; for actors, their purposes were also concerned. Issues of power, conflict, interest and trust are embedded in the questions. For instance in the questions for coordinator, I asked how you deal with conflicts emerged among members and if there are any companies that have more influence of decisions in the network. In addition, in the questions from actors' perspective, I asked why you join the collaboration.

I spent two days in Marstrand and Kungälv to obtain interview data. Each interview lasted from 40 minutes to 1 hour. At the beginning of every interview, I introduced myself and explained my study purpose firstly. According to Silverman (2007: 199), the research data always need to be recorded. In order to save interviewees' completed narratives, I started with recording tool after obtaining their permission.

3.2.2 Selection of Interviewees

There are four informants participating the pre-study of interview. Noel Corner and Åsa Tollbom are working in the Kungälv municipality that governs the Marstrand Island. Michael Stensjö's is the chairman of MF & Co and in charge of sailing section. Besides, he owns a famous café in Marstrand. Annika Wingårdh works as a communicator in MF & Co and she is an artist running a design company there. Due to Michael and Annika act as both network coordinators and stakeholders, they responded some of my questions with different identifications. In this occasion, interviewees normally have bias on answers to my questions, which would affect the reliability of my data. I tried to communicate with interviewees they should answer questions in different roles. Table 2 presents the interview participants' roles and concerns in Marstrand.

Interviewee	Role	Interview Content
Noel Corner	Communicator of Kungälv Municipality	<ol style="list-style-type: none"> 1. Kungälv municipality's role in Marstrand's development 2. Policies and strategies 3. Conflicts in networks 4. Opinions about MF & Co
Åsa Tollbom	Cultural Secretary in Kungälv Municipality	<ol style="list-style-type: none"> 1. Kungälv municipality's role in Marstrand's development 2. Policies and strategies 3. Collaboration in cultural activities
Michael Stensjö	Chairman of MF & Co	<ol style="list-style-type: none"> 1. Management of MF & Co 2. Accessibility and centrality 3. Conflicts in networks 4. Collaboration in sailing events 5. Hotels and restaurants' role in networks
	Network Coordinator in Sailing Sport Section	
	Actor in Hotel & Restaurant Section	
Annika Wingårdh	Communicator of MF & Co	<ol style="list-style-type: none"> 1. Purposes and plans of MF & Co 2. Conflicts in networks 3. Cultural actors' role in networks
	Actor in Culture & Event Section	

Table 2. Interviewees' roles and interview contents

I planned to obtain information from Noel and Åsa about the political power and culture influences toward tourism network governance. They provided information of government's policies and strategies about Marstrand's development, as well as the municipality's opinions on conflicts happened during actors' interactions. Noel represents the voice of Kungälv municipality, who works as the direct communicator with Marstrand. The interview of cultural secretary Åsa laid emphasis on networks in the section of culture and event tourism in Marstrand. Michael and Annika are both network coordinators who work for MF & Co on several positions. Meanwhile, they also act as stakeholders in different industries. The questions for them concern accessibility of MF & Co, actors' centrality, conflicts, policies and partnerships, from which interest and power issues could be discovered.

During interviews, sometimes it is hard to ask questions objectively. For instance, I asked Noel Corner what the municipality's role is during policies and strategies making, which is supposed as a question on policy making process. Nevertheless, he answered with their goals is to have more companies and more residents in Marstrand. Besides, in some questions related to power issues and conflicts, it is difficult to ensure that the answers given are honest and transparent. For example, I asked Michael Stensjö if there were conflicts happened among members in MF & Co. As the chairman, he directly answered no and they cooperate with each other in MF & Co.

3.3 The Core-study: Questionnaire Survey

Survey is a quantitative investigation measuring a variety of variable data on a number of cases in social subjects (Byrne, 2002). As Scott, Baggio and Cooper (2008) recommend, although most researches about policy network and governance are based on qualitative methods, quantitative techniques is significant on analyzing interactions and connections among destination actors based on relevant theories. There are two advantages to study network with quantitative methods. Firstly, it provides opportunities to study networks as a dynamic structure that is always described thickly by qualitative methods. Secondly, literatures about network governance are better assessed through combining qualitative and quantitative approaches. Argued by Byrne (2002), survey as a process of knowledge creating also practices relevant

psychology among actors, and it is important to understand functions and interactions of the three participants. Besides, linguistics is considered as a vital principle which knowledge is embedded in. There are three points in a survey: procedures, issues and the representativeness of issues.

There are a few disadvantages in using the method of quantitative survey. Firstly, the method might be time-consuming. Secondly, questionnaire survey cannot distinguish informants (Bryman, 2008). Thirdly, the data compiling process is artificial, which may result in inaccuracy (Bryman, 2008). During the survey, it is important to decrease effect of the weaknesses as much as I can.

3.3.1 Constructing the Survey

Based on the pre-study, survey of Marstrand's network actors is considered as backbone of the case study, which was devoted to investigate various attitudes toward actions, relations and effectiveness on the networks. From the results of interview, I attained an overview and some fresh information about networks in Marstrand, as well as the relations embedded between actors. Therefore, in construction of the survey, informants were investigated and analyzed in groups: 1) members of MF & Co and non-member of MF & Co, 2) actors engaging in different industries. As the case of one informant activates in a few sectors, data was compiled as more than one response.

During the data-collecting period, I firstly published an online survey and sent to actors' email addresses that I obtained from the interview. However, the responding ratio was only ten percent far from expectation in one and a half month. Therefore, I decided to conduct a survey fieldwork in Marstrand. I still over expected to obtain enough data during the first survey fieldwork. Due to insufficient amount of answers were completed, I went to Marstrand again, which is the toughest work in this study. It was time-consuming that took me two days the first journey and three days the second time. The reason might be the questionnaire is too long and boring for respondents. I also tried to make calling interviews but it did not work well. The reason is probably actors in Marstrand are busy in the early summer season. I interviewed many

informants directly in the stores or on the street. Normally I handed people the questionnaires and picked them up one or two hours later, during the time I kept visiting potential informants, which caused some disorder and wasted a lot of time traveling through the island. When I picked up some questionnaires afterwards, they were possible still blank due to the informants were busy in daytime. That would be better if I could sent questionnaires to all potential informants on the first day and tried to make deals that I would meet them and pick up the data on the second day.

3.3.2 Design of Questionnaire

As Bryman (2008) stated, a good questionnaire should be designed according to three principles. Firstly, there should be few open questions since they are not easy to answer. Secondly, it is critical to form an easy-follow-up structure. Thirdly, the questionnaire should not be too long, which often leads to ‘fatigue’ if participants get bored and become tired.

In order to inform participants with expressions that are more familiar but academic terms such as ‘network governance’, the questionnaire is titled ‘Survey of collaboration between tourism companies/organizations in Marstrand’ (Appendix 2)¹. There is a brief introduction at the beginning about the study purpose, my background and contact information. The questionnaire is divided into three parts. Firstly, basic information of participants includes organizational types, sizes, working period, length of history and so on. This part classified informants into groups. Working period may reflect the destination’s seasonal problem; size and existing length help reveal if these elements effect actors’ position in networks.

The second section is the main part of the survey, in which informants need to score to what extent they agree with the statements about networking reasons, approaches and contents, relationships between industries, power issues and Marstrand’s development. There is a block particular for MF & Co’s members, which aims to discover collaborations inside this formal

¹ The Swedish version of questionnaire is also attached in Appendix 2.

network association. For instance, through comparing one statement of ‘the reason I joined MF & Co is that I wanted to get more profits’ and another statement of ‘I get more profits from being a part of MF & Co’, actors’ satisfaction extent towards formal networks could be discovered. Besides, a cross table of six specified industries was formed with one question and four statements. The question asked if you have connection with certain industries among the six and statements are about actors’ value on their cooperation with each industry. This cross table was supposed to discover certain industries particularly have a say in Marstrand’s tourism networks.

In the third part, three open questions further investigate actors’ opinions on power and conflicts. For example, informants were asked to list three most powerful organizations or companies in their opinion, and conflicts possibly emerged in Marstrand.

In total, I collected 57 responses of the questionnaire from network actors in Marstrand. Among them, the number of valid data is 50; eight from online survey and the others are completed through five days fieldwork, which is used in the following statistics and analysis. The invalid data emerged in two situations. The first, I left the questionnaires to respondents who were too busy to answer the questions in daytime, and made appointments to pick them up on the next day. Nevertheless, they told me the second day that they were still busy in evening. The second, because the questionnaire is relatively too long and boring to some actors, they gave up in the middle. All participants in the survey are considered as active in tourism networks in terms of the final data are derived from actors who have valid opinions, including members in MF & Co, private stakeholders and other actors in Marstrand.

3.4 Summary

In this chapter, I discussed how I designed the case study and the way I applied research methods. The aim of the study is to discover how to govern tourism networks in coastal destination, for which the combination of qualitative and quantitative method could give a more reliable result. Four in-depth interviews as a pre-study obtained an overview of Marstrand’s tourism networks and provided knowledge to design the questionnaire survey.

Validity and reliability are two indispensable elements that need to be ensured in any research methods. In general, my design is valid and reliable except for bias maybe caused by interviewees' plural identities. Bryman (2008) says validity and reliability are essential in evaluating quality and persuasiveness of the study. Silverman (2007) claims, validity in terms of the truths are often doubt by readers as the unsuitable usage of data. Though quantitative data is often considered as telling truth by figures, the data analyzing work should take more time than collecting work.

The frequent reliability threat of open-ended interview is that interviewee could not response a perfectly exact answer during intensive questions (Silverman, 2007). In this study, the more reasonable idea for interviewer is to ask questions with enough communication and to decrease interviewees' nervous and tiredness. Additionally, I paid more attention to interviews recording and transcribing. Transcripts of all interviewees' narratives are compiled for the data analysis work.

Moreover, interview and survey data analyzing is a technical action in a research, which needs to be always based on theories and to respond questions proposed from the beginning. The software SPSS and Microsoft Excel are used to support statistics and analysis of the survey². By means of univariate and bivariate analysis, results of network actors' opinions on a series of issues such as power, trust, conflict and policy are revealed and it is possible to analyze these variables between sectors and activeness in Marstrand.

² Survey data of the second part network governance is presented with mean values of supposed statements attached in Appendix 3

Results and Analysis

This chapter analyzes empirical data obtained from interviews and questionnaire survey. Firstly, I will give a description about the case of Marstrand, followed with the network coordinator and key actors' perception on coastal development. Secondly, I will illustrate a picture of Marstrand's networks with structure, space and artefacts. Then a metaphor of PSQ will be applied to analyze networks from a political perspective.

4.1 The Case of Marstrand

Marstrand situated on two islands belong to Kungälv municipality in southwest of Sweden. I took a snap shot on the Marstrand's profile from online resources. With seashore, houses, historical fortress, sailing events, restaurants and cafes, Marstrand has been one of the most famous coastal destinations in North Europe, a summer heaven for Swedes. Marstrand's popularity also effected because of royal member's favor that King Oscar II visited here yearly. Except the natural beauties, Marstrand is also a historical town that was founded centuries ago. With infrastructures, hotels, events and many other organizations, Marstrand contains considerable tourism facilities.

4.1.1 Culture and history

Marstrand is a historical island, which dates back to the 13th century. Before 1658, it belonged to Norway and Denmark and suffered from wars and fires. The town was founded by Norwegian king, in 1368, it was invaded, and the mediaeval castle was destroyed. Marstrand went through peacefully in the 15th century and it became popular to fish herring fishing in 16th century. Fishing herring bring people riches and power in Marstrand and the novel 'Herr Arnes Penningar' based the history was filmed to a famous movie. Then Marstrand was burned down again by a big fire in 1643.

After the herring age, bathing cure became a new wealth path for Marstrand, which combines salt baths with sea air accounts for curing diseases. Hot baths facilities were built with

houses on the island and inhabitants discovered the area's potential of spa. The current 'Hot Båtellet' in Marstrand is the bathing establishments rebuilt in 1858, which is considered as a tour attraction today.

The Carlsten Fort in Marstrand is built in 16th century accompanied with plenty of dramatic historical stories. Visitors could experience the ancient life through the historical dinners, prisons and firing cannons during traditional fortress festivals. Standing at the top of the fort that is the highest building on the island, scenery around Marstrand will be taken into eyes. Moreover, many painting and handicraft galleries and exhibitions present a dense art atmosphere in the islands. (www.marstrand.se)³

4.1.2 Sailing events

Marstrand is one of the most prestigious sailing arenas in the world. As the sailing competitions are held around only 15 meters from the seashore, Marstrand is particularly an ideal place for the spectators can enjoy a clear view of the races. Except the most famous Stena Match Cup, there are also many other local, national of international races, such as Rutgersson Marstrand Cup, Youth Match Cup Sweden, RC44 Sweden Cup, Marstrand Day Regatta and International Swedish Championship 606. Stena Match Cup represents the world highest level of sailing as a part of World Match Racing Tour, which attracts a large number of tourists to visit Marstrand in one week, 150000 spectators annually. During the week, there are series activities for visitors such as children's kingdom, school for sailing watchers and a large interesting land for young people. The nightlife is also fully scheduled by parties and after-sail discussions. (www.stenamatchcupsweden.com)

4.1.3 Hotels and restaurants

³ Information and materials about Marstrand's history and events are sourced from 'www.marstrand.se'.

There are around 15 hotels and hostels in Marstrand today and the figure is getting higher as developing. Many of them have specialties and tourists have various choices. For example, Marstrand varmbadhus - Båtellet is famous for sauna and Carlstens fästning provides experience sleeping in a building for soldier billets a few centuries ago, named Donjon. As a four-star hotel, Grand Hotel Marstrand was constructed for King Oscar II in 1892 that it holds charming rooms in stylish architecture which impress customers a strong historic feeling. Moreover, there are a number of popular restaurants and cafes in Marstrand which also attract visitors to come in the off season. (www.marstrand.se)

4.1.4 Marstrandsföretagarna & Co

Marstrandsföretagarna & Co (MF & Co) is an association aiming to develop the unique qualities that benefit both local communities and tourists of Marstrand, which collects stakeholders' voices to process effective dialogues with the government. Being a member of MF & Co, actors have opportunities to get involved in closer business relationships, common profits and better skill trainings. The coordinators strive to encourage collaborations among members and attract new actors to be involved in Marstrand's development. (www.mfco.se)⁴

4.2 Perceptions on Coastal Development

One of the main tasks for networks in a coastal destination is to develop and manage tourism industry, local actors play critical roles in the process. According to Borrini-Feyerabend (1996; in Cater & Cater, 2007: 112), inhabitants have special knowledge about the harbor and cultural and historical stories and direct interaction with tourists. Two interviewees Michael and Annika both live in Marstrand for many year and they interact directly with their own customers and visitors. Social confidence and economic on Marstrand are connected with their daily business.

⁴ Information and materials about Marstrandsföretagarna & Co are sourced from its official website: www.mfco.se.

All actors want to develop the unique destination as a world famous coast. However, there is a global competition with other places such as Mediterranean. With tougher winds, sailing in Marstrand is a big attraction. Therefore, it is the first task for actors to protect the harbor. It was a small village twenty years ago, without bridges and highways. Today in summer, Marstrand is a crowd place with boats and young people. High-efficiency collaborations are needed between various companies and organizations from each industry. However, this could only last few weeks. Therefore, network coordinators in Marstrand also consider the season problem as a barrier towards its development.

Though the interviewees stand on different positions, they have some similar understandings on Marstrand's development. In fact, Kungälv municipality and MF & Co both want to have more companies and residents in Marstrand. Informed by Noel who represents the Kungälv municipality, the figure of residents in Marstrand is 1500, which needs to be increased to 2500 before developing the tourism to a higher stage. MF & Co's coordinator and consultant Annika went through the content of their profiles on development which are considered as the affairs with politicians: 1) to make the harbor top class; 2) increase the accommodation in different ranges; 3) the infrastructures like parking lots, roads, gas station should be taken into consideration; 4) attract entrepreneurs from different industries; 5) provide full services in sailing; 6) bathing culture; 7) year round events such as concerts and art exhibitions; 8) architecture and landscape; 9) school for children and youth; and 10) cooperation with other associations and municipality. Whereas, when talking to some policies such as constructing more parking lots and free ferry for tourists, Noel and MF & Co's chairman Micheal hold contradictory opinions, which makes conflicts happened.

4.3 Illustration of Networks in Marstrand

Based on qualitative and quantitative data, Marstrand's networks are illustrated from three aspects: structure, space and artefacts. Space means collaborations and other content between network structures. Artefacts represent what actors do for connection. The three pictures could give description on Marstrand's networks in an oblivious level, which form a basis on

applying the PSQ model to analyze network in a political angle. Based on classification of actors, Marstrand's networks are structured on the government, various industries and an influential organization MF & Co. As space between network nodes, different collaborations are happened among actors through artefacts.

4.3.1 Structure

Structure of networks represents an architecture model built for information and knowledge transportation (Scott, Baggio and Cooper, 2008). There are extended tourism networks around Marstrand. According to Noel, the information officer of Kungälv municipality, themselves and other two neighboring municipalities established a tourism company called Södra Bohuslän that derived from tourism strategy branches. He acts as the contact person in Kungälv municipality and communicates with this company and other organizations. Except MF & CO, there are many other associations such as photo club and sailing club. Whereas, these associations do not have much interaction in Marstrand's tourism networks, therefore we assort companies and organizations into industries.

Coastal destinations contain a number of unique features as the marine resources, ocean cultures and coastal business communities. Tourism networks in such a diverse environment involve various actors from different industries. Different industries cooperate with each other for 'logical exchanges' bases on social embedment to ensure successful activities (Fenwick & Cieri, 2004). In Marstrand, network actors in small or large sizes are mostly restaurants and cafes, hotels and hostels, sailing and marine companies, culture and event companies, retail stores, Kungälv municipality and some other non-governmental organizations such as MF & Co (Figure 2) and the church. MF & Co not only constructs large business networks in Marstrand, but also acts as a vital actor. For example, it collects a plenty of stakeholders' voices to communicate with Kungälv municipality.

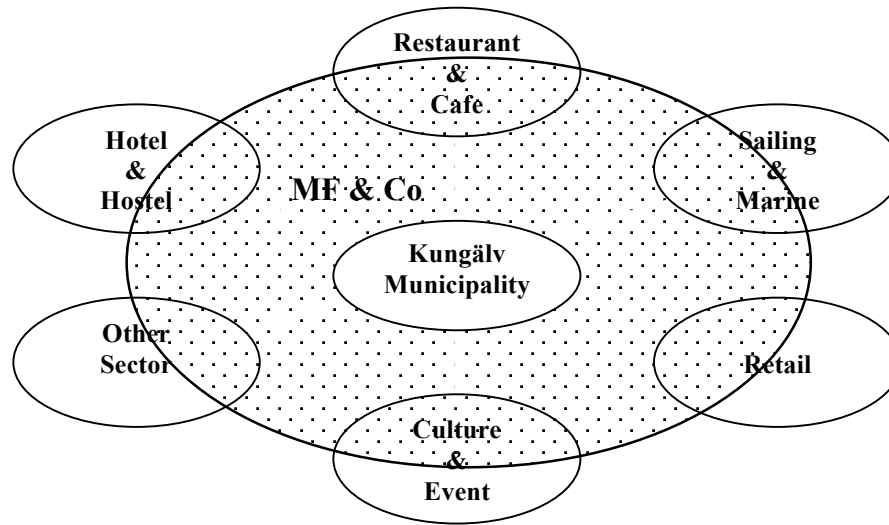


Figure 2. Assorted actors in Marstrand

Among 50 respondents who participated in the survey of network actors' collaboration in Marstrand, 33 are members of MF & Co and 17 are not. From the inter-sectoral dimension, there are 10 restaurants and cafes, 15 retail stores, and less than 10 are from each of other sectors such as hotel and hostel, sailing and marine and culture and event. Only three companies have more than 50 staffs, most of the respondents are small or medium sized companies. Forty-four percent respondents have business out of Marstrand, and some of them are world famous or national famous brands such as Grand Hotel and the supermarket Coop Nära.

MF & Co has double identities in Marstrand. The first role is an influential actor collecting stakeholders' voices when communicating with the government. The second role is a shaped network connecting small businesses together to promote the destination in and out of Sweden and attract more and more visitors, in terms of a network coordinator responsible for members' collaborations. According to Komberger and Gudergan (2006), network structure also concerns domination and creates relations. Before, MF & Co was originally two associations for inhabitants, hotels, and restaurants. Michael stated that today there are 12 persons in the board, including chairman and vice chairman, five committee members and other staffs. Under the board, they have different working sectors for the harbor, infrastructure and residents, sailing, culture and shops, hotels and restaurants, as well as 15 clients. Currently, MF & Co has 90 members consist of actors from various industries while only around 25 companies stay in

Marstrand the whole year round and the rest come in summer, which is in accordance with the overall season phenomenon.

4.3.2 Space

Network space is considered as content between structures decided on actors' categories (Komberger & Gudergan, 2006), which represents collaborations built on actors' relations and shows density of network activities. Partnerships are shaped during collaborations, which are embedded with social capitals (Scott, Baggio & Cooper, 2008). Inter-sectoral collaboration can be co-exist or cooperative. Normally, the competitive partnership is emerged in intra-sectoral collaborations. In Marstrand, collaborations happen with common businesses and with various events, such as sailing races, art exhibitions and concerts.

Both inter-sectoral and intra-sectoral collaborations are important content in coastal networks (Cater & Cater, 2007). Based on coastal resources, inter-sectoral collaborations are frequently happened in events and activities. For instance, during a sailing race, local government gives permission, boat companies provide sailing support, hotels supply accommodation and restaurants supply catering. Intra-sectoral collaboration gather more power of one specific industry in particular events (Cater & Cater, 2007). Sailing industry works as a hero during the races. Big boat manufacturers and small local companies cooperate from marketing to sales and maintenance. To achieve high efficiency in specific professions, actors from the same industry should turn competition to cooperation.

According to Michael, hotels and restaurants are most active in MF & Co since their profits depend more on tourism. The second is sailing, boats and marine sectors while the logistic company that has more businesses out of Marstrand is less active. MF & Co works as a band connecting different companies. As a sailing contact person in MF & Co, Michael gave an example, during the sailing races, that their job is to make sure the sailors' accommodation and prepare facilities for them to celebrate and entertain. Moreover, they coordinate the sailing clubs and event companies and make sure with them it would be continue next year. Social capitals are built during the communication process, which constitutes social networks (Scott, Baggio and

Cooper, 2008). Besides, many stakeholders in Marstrand have special emotion for the island and they wish to run their business for a long time in the future. Network actors express positive attitudes towards expanding tourism seasons and attracting more and more tourists.

Through the investigation in Marstrand, actors tend to have more collaborations on local events, marketing activities, extending Marstrand's tourism season and social issues rather than natural issues, marketing research, lobbying for governmental investments and product development, which are ranked as followed:

No.1	There is collaboration on local events.
2	Marketing activities.
3	To prolong and extend the tourism season.
4	To achieve sustainable development concerning social and cultural issues.
5	Lobbying for governmental investments in Marstrand's tourism industry.
6	Marketing research.
7	Product development.
8	Lobbying for investments in the infrastructure.
9	To achieve sustainable development concerning natural and environmental issues.

Table 3. Collaboration content between companies/organizations in Marstrand

4.3.3 Artefacts

Network coordinators and actors make much efforts and artefacts during collaborations, such as cooperating approaches, policies and financial supports (Komberger & Gudergan, 2006).

To cooperate with each other, Noel said, they have different meetings and seminars. For example the seminar about Stena Match cup, they invite companies and other three municipalities. The board of MF & Co has meeting once a month and with members twice a year. Between the meetings they transfer information through emails, websites, phones or face to

face. They have some formal and informal agreements on protecting the harbor and assuring parking places for boats.

Atkinson and Coleman (1992; in Scott, Baggio & Cooper, 2008) say strategic policies are effects of collaboration in network, which aims to make better development and management of destinations and to achieve stakeholders' common interests. Kungälv municipality has a few policies and agreements with MF & Co, such as the infrastructure agreements about parking lots and housing for residents, and they often use dialogues to solve conflicts. On one side, the approach of policy networking could assure implementation of the regulations to a considerable extent. Moreover, it is liable to shift without authorities' participation. On another side, the approach lacks of flexibility on network governance. According to Michael, they did not have any policy on collaboration between members in MF & Co, the element made them cooperate is trust.

When applying projects, Åsa thought it was critical to choose which department in the government to send the applications to, and different sectors in Kungälv municipality need to collaborate with each other. According to the survey results, companies and organizations in Marstrand have few official meetings, regulations, contracts and municipal policies. Instead, they often cooperate on oral agreements and informal meetings such as emails, calls and spontaneous chats on the street.

MF & Co is mainly financed through two approaches, as Michael informed, funds provided by sponsors and member fees. There are seven tiers of memberships classified by different member fees, which depends on members' needs and contributions to the association. To get more sponsors is one of the most critical reasons why they collaborate. Besides, there are also some supports from companies who deliver food and drinks from outside of Marstrand.

Above all, without many formal policies but regular meetings and intensive informal contacts, we conclude that networks are formed moderately tight in Marstrand.

4.4 Political Market Square in Marstrand

Networks are considered as political market square (Larson, 2003), which are neither markets nor hierarchies (Powell, 1990). The application of PSQ model further analyzes Marstrand's networks from a political perspective concerning the issues of power, interest and conflict. To solve the issues, trust is considered as the most vital element. According to Larson (2009), the PSQ model is understood through three aspects: access, interaction and dynamics, which study network governance from a political perspective.

4.4.1 Access

As Larson (2009) states, independent companies and organizations get access to the networks once they participate in the market square. Thus, they would get involved in interactions on negotiations, coalitions and commitments. Participation is considered as a basis of network governance and it is critical to involve diverse actors in (Scott, Baggio & Cooper, 2008). In Marstrand, the boundaries are not that explicit and rigid. There is no regulation for actors' number, sizes or types. The network coordinators said in interviews, new companies and organizations are welcome to develop their businesses in Marstrand. Both the government and MF & Co believe it is critical to attract more stakeholders and inhabitants in the destination. Michael believed every one like hotel, café, little shop and company works with marine, boats, surfing, diving and other coastal activities are suitable for Marstrand.

However, the access of MF & Co is open with conditions. The chairman Michael Stensjö has power to decide the accessibility because he acts as the gatekeeper of MF & Co. As Michael stated, there are some stakeholders choose to be independent instead of being a member of MF & Co, the biggest reason is they do not want to pay the member fees. Companies pay 200 SEK (Swedish Kronor) to get permanent membership in MF & Co. Then members in different tiers pay more money to their budget annually, seven classes from 1800 SEK to 27000 SEK. Thereby private stakeholders in Marstrand have to pay to access this network, which constitutes a part of the financial support for MF & Co.

According to Dredge (2006), financial support is directly affecting power position in networks. For example, due to their business rely more on tourism development, hotel and

restaurant members pay most to MF & Co's budget and have more influences in the network. Although MF & Co builds excellent networks in Marstrand, as Michael knew, there are around 20 actors in Marstrand prefer not to join the formal connections. He thought the reason might be the independent actors do not want to pay the member fees or they could not see the benefits.

In addition, destinations provide a platform for various activities and events, access and connections between companies and organizations are changing for potential actors in different occasions (Larson, 2009). During a sailing race, sailing companies have more accessibility rather than art companies. While in an exhibition or concert, art companies play more important roles than other actors do. There are many other branded companies involving in different events, banks, media, Volvo and Audi, as well as some sponsors like Brandsport. Whereas, in coastal tourism networks, hotels, restaurants and marine companies are always easier to get involved since they are considered as bones of this industry.

In summary, the access of PSQ in Marstrand is open and relatively uncontrolled for new actors. Nevertheless, the access of MF & CO is open with conditions and controlled by the board. During activities and events, accessibility of different networks is varied for various actors.

4.4.2 Interaction

According to Larson (2009), interactions in PSQ are based on actors' interests. Interaction tends to cooperate when they have mutual interests while results in power game when conflict emerges. In Marstrand, the government wants to attract more inhabitants, please local people and develop the destination in the long round. MF & Co wants to develop the destination and increase members' profits and other private stakeholders want to get economic benefits from Marstrand's development. Actors' purposes are accordance or contradictory in different occasions, which leads to constantly transferring between consensuses and conflicts (Larson, 2009). The most obvious conflict in Marstrand is issue of constructing parking lots, which were both discovered from interview and survey. Noel said there is always a money problem for the infrastructures in Marstrand. However, stakeholders thought lacking of parking lots is the main

barrier to attract more visitors. The survey shows us companies and organizations in Marstrand do not trust Kungälv municipality's contributions to Marstrand's tourism.

Furthermore, interactions among different actors characterized types of network governance, such as participant governance and networks administrative organization governance (Provan & Kenis, 2006). There are a large number of actors participate in Marstrand's tourism networks. Provan and Kenis (2006) state that decentralized interaction among actors is lead by shared governance while centralized interaction is lead by an organization. Except MF & Co stands a centralized position in the networks by gathering voices from members, certain companies are also believed as important in Marstrand. In the survey, informants were asked to list three most powerful companies and Carlstens Fästning, Havshotel and Krogarna restaurant were frequently mentioned.

4.4.2.1 Interactions between MF & Co and the Government

From interviews, we obtained descriptive results about interactions between Kungälv municipality and MF & Co. Trust as a foundation of social capital in business network plays a critical role in actors' interactions (Batt, 2008). Moreover, partnerships are also shaped during actor interaction process, which are embedded with social capitals and trust (Scott, Baggio & Cooper, 2008). On positive sides, Noel said he believed MF & Co does a good job. He had interacted with them for a long time, being good friends with Michael out of working time.

Normally the conflicts and tensions in PSQ firstly result from actors' different interests, which leads power games and negotiation (Larson, 2003). After this period, a more severe situation would be individual commitment and sowing distrust. On negative sides in Marstrand, conflicts between MF & Co and Kungälv municipality emerged in many occasions, such as where to build a hotel or how many times the ferry should go between the islands.

Though the pure government-dominating policy on destination's development has been discarded and shifted to network governance (Rhodes, 1997), government sill hold power on making decisions. Actors in Marstrand blamed the bureaucracy which took a long time to

process a project. For example, the construction of bridges took more than 20 years and the housing project has been always delayed.

On one hand, in some affairs, MF & Co gathered stakeholders to fight with politicians, which is the power game in Marstrand. Informed by Annika Wingårdh, once a bar could not get permission of opening after 10 p.m. in the evening from the government, all restaurants and cafes in MF & Co connected together to support the bar to against Kungälv municipality. On another hand, the instance also proves networking actors could hold more power than individuals (Komberger & Gudergan, 2006). The communicator in MF & Co stated:

We become stronger and stronger that we could put pressure on the politicians now. And they think it is great. (Annika Wingårdh).

Moreover, Annika explained the differences between the business mind and political mind. The former needs to get interests in a short time while the latter does not care about that. And on the matter of taking care of harbor and ferry as a public transportation, politicians are not service minded and care more about the fortress other than residents. While the municipality explained:

Because the inhabitants, for instance, in Marstrand, some of them benefit from the tourists, but the most people, it is only problem for them. Many people everywhere, they do not have their island for themselves. And then you have the companies who think the municipality does not do enough, so it has to be sort of balance, everyone is at least same words, can see why we do this (Noel Corner).

From the words, we figure out that Annika saw the businessmen as local residents while Noel thought they were separated. They hold different opinions on tourism industry in Marstrand. Noel believed the main conflict in Marstrand is among municipality, business and inhabitants. Discussed by Dredge (2004), from controlling to sharing the responsibility for implementation policy-making, changes of relations among government, companies and communities can happen.

Due to changes in interactions regarding consensuses and conflicts, political approaches such as negotiation and dialogues are used to construct trust and connections on the market square (Larson, 2009). Michael said MF & Co and Kungälv municipality disagreed with

anything, but they would try to communicate more and make decisions together. Keeping a good relationship is a good thing for both of them.

We (MF & Co and Kungälv municipality) disagree with everything. But now we try to talk more and decide things together, which is both good for us. We have to learn more about the government. But we have to take it step by step (Michael Stensjö)

To construct successful collaborations, reliabilities and social capitals have to be embedded in networks, which bond benefits and actors together (Scott, Baggio and Cooper, 2008). Nonetheless, Noel stated that developing tourism is the job for the industry, not the job of municipality, which reveals they did not want to take enough responsibility of tourism in Marstrand. Though Kungälv municipality is seriously stressed by MF & Co, they still have legitimate power in making policies and decisions.

4.4.2.2 Interactions in MF & Co

According to Larson and Wikström (2001), mutual interests create cooperative platforms for network actors. MF & Co builds an entity for networks administrative organization governance (Provan & Kenis, 2006). Actors in MF & Co offer mutual benefits with each other. Michael Stensjö believes the companies who are not members also enjoy the extra benefits created by MF & Co. As Larson (2003) explains, when they achieve consensus during interaction, the PSQ presents harmony, cooperation and trust. As Michael said, members in MF & Co do trust each other and networking makes them stronger. Annika described as followed:

We build a very good organization for the inner cooperation, when the restaurant buys their food with some percent; there are lots of works between the groups. When a guy designs a website, we are going to translate it in German, English... That the things we do to make Marstrand much stronger. And the member fees we are using to build our website and advertise, that is why the members pay, we really market them (Annika Wingårdh).

In the roles of actors in MF & Co, Michael and Annika who own a café and a design company both thought they got benefits from the association such as the economic profits and social

resources. Michael thought being a member brought him more guests and his cafe definitely has more power than other cafes. Annika also got more clients for designing and advertising. Whereas, they could not represent opinion from all members in MF & Co.

Through the investigation of reasons and results of being members in MF & Co, the data discovered some interesting information about this network. As described in questionnaires, the highest score is '7 absolutely agree' while lowest is '1 absolutely disagree', the middle score '4' refers 'neutral' opinion. As figure 3 presents, members' expectation and satisfaction about joining MF & Co are compared on different aspects. Some companies joined MF & Co is because they were afraid of being treated discriminately if not being a member. Except their strongest motivation is being a part of decision-making in MF & Co, it also shows that they always mark higher scores on expectation of being a member than results.

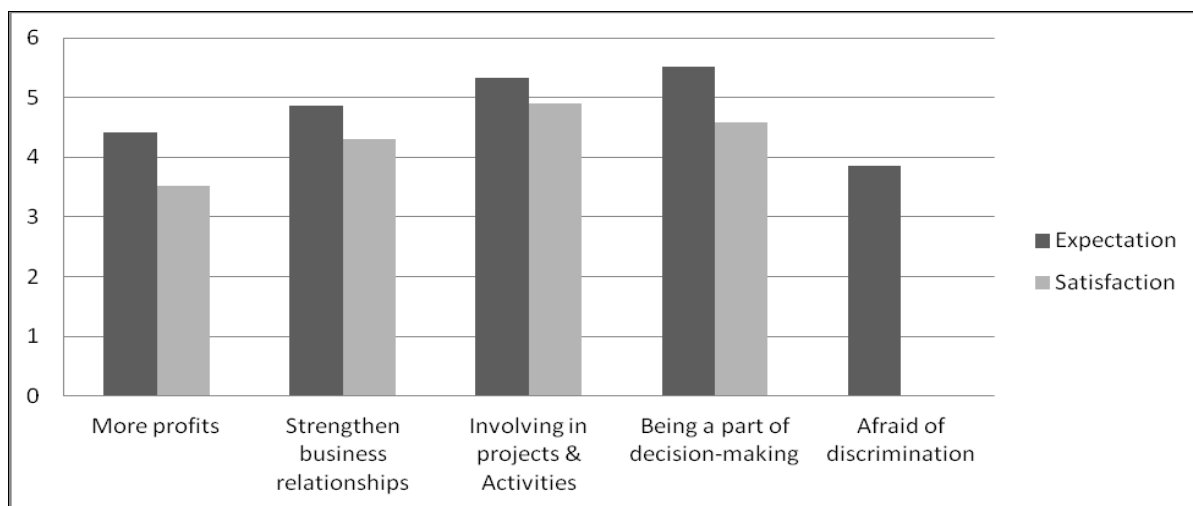


Figure 3. Expectation and satisfaction of members in MF & Co

According to Scott, Baggio and Cooper (2008), network relations are differential on the extent of trustworthy, tightness and flexibility. Members in MF & Co generally score between 'neutral' and 'partly agree' on the statements of they have a lot of cooperative projects and meetings and highly trust between each other. Actors build social capitals during collaborations. The network is relatively trustworthy, tight and flexible. Whereas, they agree more on there are

conflicts in MF & Co rather than all members cooperate with each other (Appendix 3), which is different from what Michael and Annika believed.

4.4.2.3 Interactions among Industries

According to the survey results, 76.2% companies in Marstrand have cooperation with other industries. 64.3% of them have connections with restaurants and cafes, 61.9% have connections with sailing and marine industry, 57.1% connect with retail stores, 54.7% connect with hotels and hostels and culture and events industries. And there are only 45.2% have connections with Kungälv municipality (Figure 4), which reveals collaborative gaps between government and stakeholders. Restaurants and cafes are the most active actors in Marstrand's networks while sailing and marine companies stand at the second, which shows they are relatively centralized in actors' interactions. Kungälv municipality is conceived as the weakest interactive part that may lead conflicts between government and stakeholders in Marstrand.

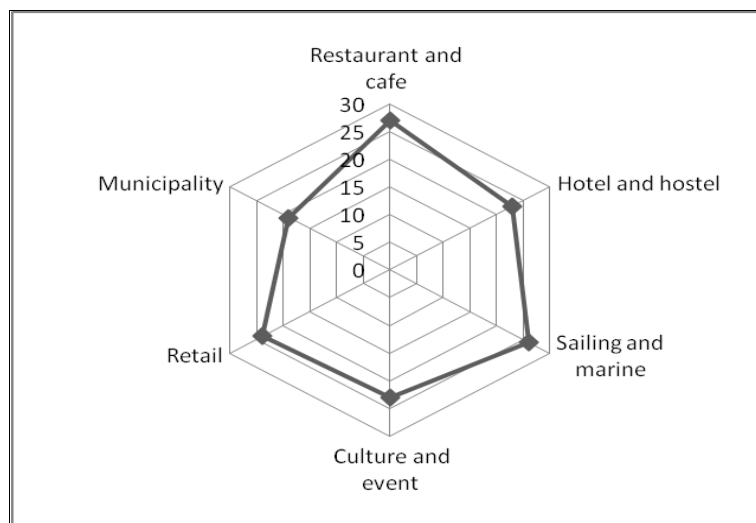


Figure 4. Connections with different industries in Marstrand's networks

Moreover, actors' evaluation on business closeness, cooperation importance and collaboration frequency present explicit spaces and relations among networks, which also reveals they have relatively cooperative partnerships between each other. From figure 5, actors conceive higher importance on cooperation with municipality than other sectors. While the government

shows less participations in networks from lower scores on business closeness and collaboration frequency. There are rational logics that Kungälv municipality's isolation in networks leads conflicts between them and stakeholders. As subjective questions in the end of the questionnaire, many respondents mention that the government should take much more responsibilities on Marstrand's tourism development.

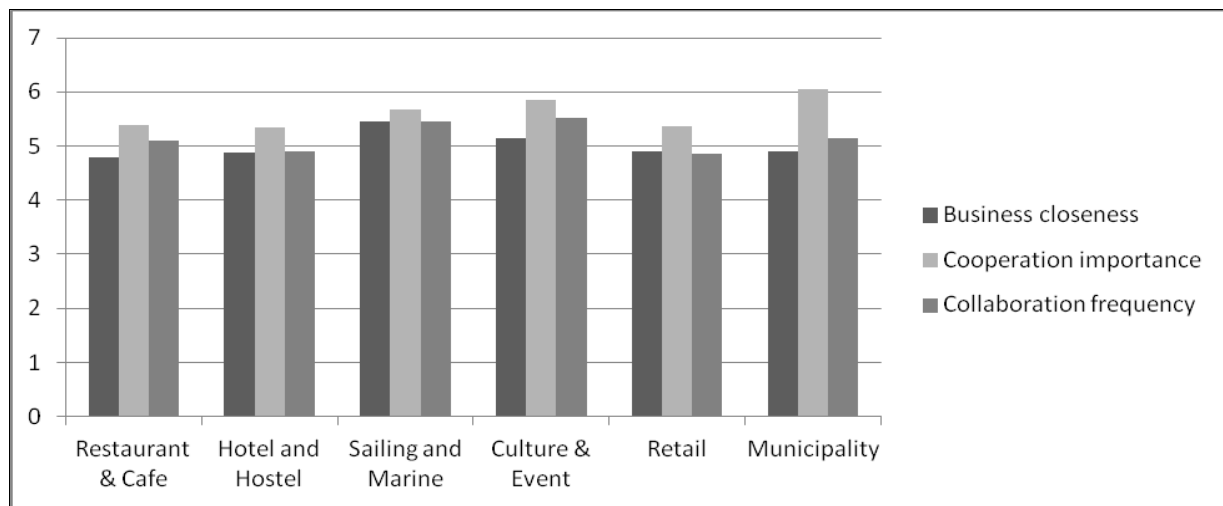


Figure 5. Collaboration evaluation with different industries

Power position reveals industries' centrality in networks, which is a considerable factor in interacting inter-organizational conflicts (Larson, 2003). In the case of Marstrand, companies scored explicitly high on the option of municipality have more power (Figure 6), which verifies the government's role of authority. Other options have no big difference and the second industry that has power on decision-makings about Marstrand is restaurant and café. According to Larson (2003), power competition is inevitable in social interactions on PSQ, which could renew the network structure and policies. As conflicts lead to power game during actor interaction, Kungälv municipality is considered as the terminator of tensions up to their expectation.

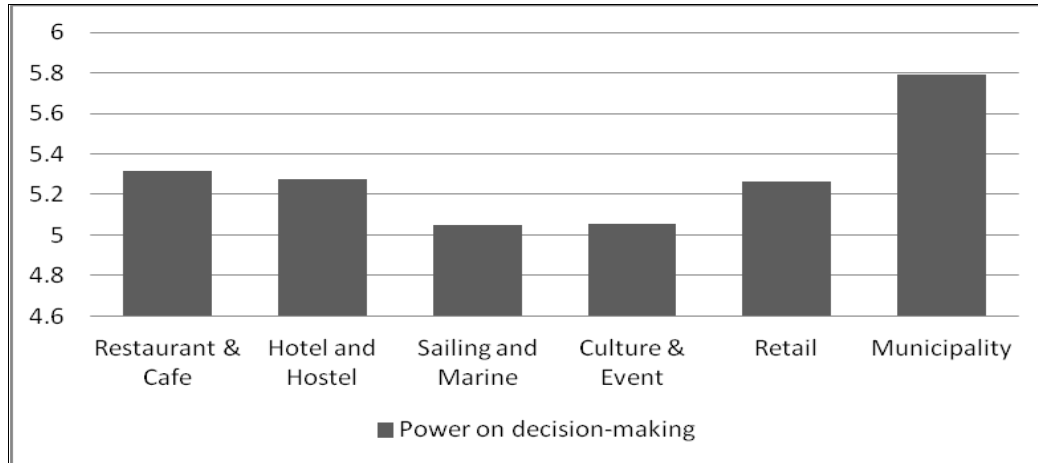


Figure 6. Power on decision-makings about Marstrand's Tourism

4.4.3 Dynamics

PSQ in tourism industry is relatively dynamic on actors' accessibility and interactions (Larson, 2009). Networks in Marstrand are dynamic in different aspects. In the survey, most of respondents set up their businesses within the recent ten years. Nearly 40 percent respondents started their companies in the recent three years. Without accounting actors who left Marstrand, the amount of actors joining the PSQ is increasing in recent years. Actors are updating as time goes, which shows a dynamic access of the PSQ in Marstrand.

The season problem also influent Marstrand's network structures on time dimension. Figure 7 presents that a number of companies open only during the summer. Normally, hotels open all-year-round while some restaurants, retail shops, marine and event companies work during warm seasons. Due to the tourism-season phenomenon in Marstrand, the dynamics of PSQ is fluctuated between summers and winters. Without much flexible shares, hotels and hostels work more time in low seasons. Otherwise, they could be supported by their own customer resources and conferences.

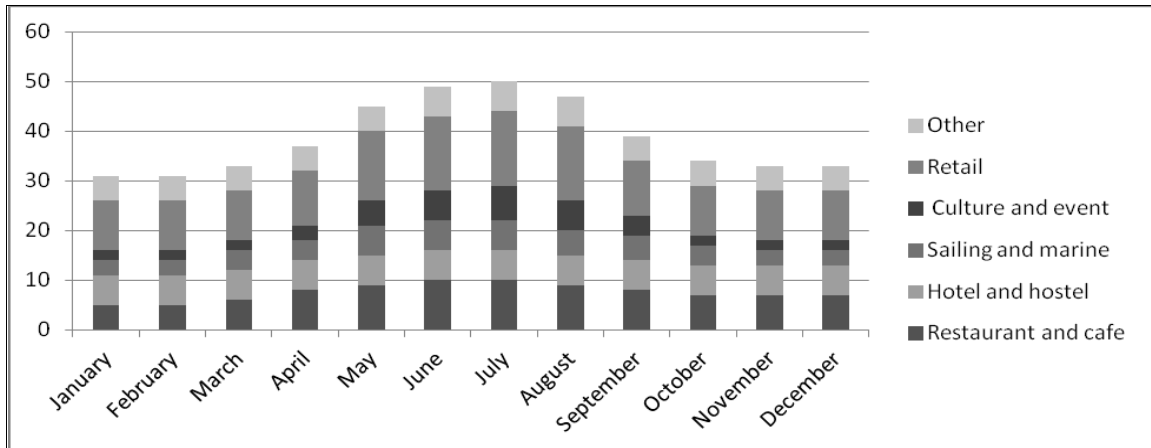


Figure 7. Companies' working seasons in Marstrand

Larson (2009) states, conflict and consensus could be turned and recreated on political market square. In Marstrand, interactions between government and stakeholders are dynamic on agreements and conflicts. Based on the mutual interests, the government, actors from different industries and MF & Co makes a number of collaborations. Meanwhile, disagreements and conflicts sometimes happen between Kungälv municipality and MF & Co or other private stakeholders, which causes dialogues and negotiations. The partnership among intra-sectoral companies is also turning between competitive and cooperative.

4.5 The Ocean Park – A dynamic PSQ

Larson (2009) used a metaphor of park for a dynamic PSQ, where contains natural features such as animals, plants and landscapes, as well as facilities for visitors to entertain. Since coastal destinations are located around the marine environments, I would like to use the metaphor of ocean park to describe the PSQ in Marstrand, where contains assorted actors and complicated conflicts that are possible to be changed as time goes. The ocean park is governed up to people's minds and strategies. With ideas of feeding and training, ocean animals cooperate with workers and the park is managed in regulations. There are sharks, dolphins, fishes, shrimps and many other creatures in an ocean park. Additionally, there are park manager, marine scientist, related department and other key actors who have a say on the park's maintenance and

development. Ocean animals are similar to stakeholders while actors in managing level are like network coordinators and the government in Marstrand.

Not all animals and working staffs can get access in an ocean park, which is controlled by the manager. Marine species are welcome but they have to be approved by managers before getting in the park. The ocean park also provides a platform for various shows for tourists, such as jumping dolphin, dancing penguin and swimming with the shark. When the ocean park runs for tourists, some animals present in exhibitions while some are not. Different animals and performers take part in different shows, which is similar to varied accessibility for potential actors getting in different events in Marstrand.

Normally, the ocean park stays in peace, but conflicts can happen both among the creatures and among the managing level in an ocean park. For instance, animals may fight for food and managers may have different opinions on developing and governing policies with scientists or related developments. The figure below could help us understand the dynamic PSQ in Marstrand (Figure 8). In order to keep the balance in PSQ, it is critical to build trust and reduce conflicts through communication and dialogues.



Figure 8. Political market square in Marstrand (Adapted from Larson, 2009; 2003)

Discussions

In this chapter, I will give explicit answers for my study questions and make discussions on coastal tourism networks based on the political market square in Marstrand. The discussions will be spread around the four elements: power, interest, conflict and trust.

5.1 How are tourism networks governed in a coastal destination?

The purpose of my research is to explore how to govern tourism networks in a coastal destination. According to Benassi (1995), network governance concerns construction, implementation, supervision and revision of a plenty of inter-organizational collaborations. The governing processes coordinate public-private interest and allocate coastal resources with policies (Hall, 2011), which are regulated and decided through actors' interactions. Moreover, power, interest, conflict and trust are considered as four critical factors during network governing process (Scott, Baggio & Cooper, 2008), which forms the political market square (PSQ) (Larson, 2003). Furthermore, social capitals among actors are embedded in network governing processes, which is considered as important elements to the consensus perspective. As we discussed above, tourism networks is not governed by only one or two actors. Instead, the governance is the coordination of cooperation between them.

In a coastal destination, there are actors from different industries such as traditional restaurant and hospitality industries and particular marine and sailing industries. Actors' collaborations contribute much more than few excellent stakeholders, which are classified as inter-sectoral and intra-sectoral (Cater & Cater, 2007). During the collaborations, social capital embedded with trust is an important element affecting actors' partnerships as cooperative, competitive or co-existing. In Marstrand, intra-sectoral collaborations lead profession marine events, such world class Stena Match Cup in sailing races. Different sizes of companies in the sailing sector have connections with each other. Besides, inter-sectoral collaborations also happened frequently across six main sectors in Marstrand are restaurants and cafes, hotels and hostels, sailing and marine, culture and event, retail companies, as well as the municipality. For

example, the big event Stena Match Cup could only be held successfully under various collaborations among companies and organizations.

During the collaborating processes in a coastal destination, policy and actor interaction are considered as critical tools in network governance. The discard of direct government actions gives non-government organizations the opportunities to participate in policy making, which brings dynamic consensus and conflict relations among actors due to mutual or contradictory interests. Furthermore, relations between network actors concern quality and tension to low or high extent and the interconnection to weak or strong extent. PSQ dynamics also represent on season phenomenon in some coastal destinations, especially in North Europe, the ‘cold water’ zone. In Marstrand, policies in networks tend to be informal agreements depending on actors’ interactions. However, there might be many formal policies in other coastal destinations. Different actors’ power positions play critical roles in the interacting processes. Then findings of network governance in the case of Marstrand will answer two sub-questions.

5.2 Power Issues and Policy Making

Who has power in making collaborative policies and how are them developed in Marstrand’s networks?

The process of policy making is affected by different actors’ power position in networks. Collaborative policies are not only on paper, but also exist in many informal communications. To discover the policy making process in Marstrand’s networks, we firstly need to explore power structures in the PSQ.

5.2.1 Who has power?

On one side, stakeholders are authorized to set up a non-governmental organization such as MF & Co to help their businesses and develop tourism in Marstrand. The action derives from government’s democracy and empowerment and benefits the balance among stakeholders in tourism networks. The political power in Marstrand is not autocratic but lack of responsibility.

Kungälv municipality stated during the interview, tourism should be developed by itself rather than by the government, which is contradictory to stakeholders' opinions about Marstrand. On the other side, government still plays the most vital role in decision-makings on Marstrand's development. For example, the issues of parking lots, Marstrand's entrance and infrastructures cannot be solved without Kungälv municipality's permission.

Though the municipality is considered most powerful, they could be stressed when stakeholders gathered to claim. MF & Co once gathered all restaurants and cafes to support a pub that was forbidden to open after 10 p.m., which forced Kungälv municipality to revise the policy. Therefore, power in network governance is not absolute force in Marstrand.

If we compare among industries, restaurants and hotels have more power on tourism networks in Marstrand, sailing industry comes to the next. However, inter-sectoral power issues are dynamic in different events. For example, sailing industry plays hero in sailing races while galleries work as hosts in art exhibitions.

In addition, actors are motivated to become a decision-maker in MF & Co, which reveals they believe power could help them gain more benefits. To my opinion, everyone wants to strive most interests and nobody wants to lose in conflicts, which is the direct cause of power games in political market square.

5.2.2 Policy making in Marstrand

Policies of collaborations between government, industries and societies are present in both formal and informal types, which reveals the equity, transparency and rule of law in network governance. The management of coastal destinations as a process aims to administrate and affect supply and tourists' demands by policies and strategic projects (Caffyn & Jobbins, 2009). In the case of Marstrand, actors cooperate with each other mostly on oral contracts and agreements. Moreover, networking approaches in Marstrand are also limited on informal types, such as oral agreements, calls, chatting on the streets. There are not many official regulations or meetings for collaborations between the government and stakeholders. Since it is a small island and business networks are mainly conducted by local residents, they sometimes communicate

and make deals just on the street. Nevertheless, MF & Co has formal policy for memberships, which is considered as access of the PSQ.

As Scott, Baggio & Cooper (2008) described, tourism policies were often proposed through bureaucratized procedures by government before. Nowadays this traditional process was gradually replaced by non-governmental organizations' opportunity to decide a destination's development. Whereas, policies made through informal approaches hardly assure fairness and authorities, which results in Marstrand's problems: the decrease of government's interference also reduces their consciousness of responsibilities. Moreover, policies on transportations, environment, foreign investments and other infrastructural projects are still established by government, which makes a barrier on tourism development.

To my understanding, policies in network need to balance public interests and private interests, or conflicts would emerge. Not all actors are able to participate in the policy making process, network coordinators need to function the balance. In the case of Marstrand, MF & Co works as network coordinator among their members. Due to MF & Co gathers many voices from stakeholders, it has strength to make pressure on Kungälv during policy-making process.

5.3 Dynamics and Actors' Interactions

How do network actors interact with each other in Marstrand?

To answer this question, we firstly need to understand the interest relationships among network actors in Marstrand. Mutual interests urge actors to cooperate while contradictory interests cause conflicts (Larson, 2009). On the negative side of actor interaction in PSQ, conflicts and tensions result in power games, which renovate network structure and policies. On the positive side, long-term cooperative partnership increases social capitals and trust in networks. Mutual transformation between conflicts and consensuses presents dynamics of the PSQ in Marstrand. Besides, dynamics of networks also represent the active collaborations in summer while dormant businesses in winter, because of the season problem in Marstrand.

5.3.1 Interests and Conflicts

Network governance is characterized as consensus-orientated. In Marstrand, local actors' revenue depends much on coastal tourism while the government hold different opinions on tourism development. The investigation on actors' opinions about conflicts shows there are large complaints towards Kungälv municipality. Respondents believe that Kungälv municipality has no idea with Marstrand's value and potentials and makes little contribution to improve companies' development in tourism industry. On one aspect, all hotels and restaurants in MF & Co backed up a drinking club to claim government for the permission of more business hours at night. On the other aspect, stakeholders in Marstrand require the government to build more parking lots and charge free for the ferry. However, Kungälv municipality could not accept the conditions, otherwise they need to pay for the construction and oil fee. In the first case, the bar and other restaurants and cafes get common benefit on opening time, so it is easy for them to gather as a louder voice. In the second case, there is contradictory interest on economy between Kungälv municipality and stakeholders in Marstrand. Though the louder voice in the first case got succeed, Kungälv municipality always has the highest power on making decisions for Marstrand, which is also verified in the survey. It reveals that in front of interests and conflicts, stakeholders would never stand in the opposite of their own interests. Nevertheless, if every actor focuses on the mutual interest but private benefits, it is possible for network actors to cooperate and become stronger leading by coordinator.

5.3.2 Trust and Consensus

Trust is considered as the key characteristic in not only network actors' friendships but also cooperative partnerships. Without trust, collaborations cannot even happen. In the case of Marstrand, Kungälv municipality's communicator Noel Corner said though there are many conflicts between the municipality and MF & Co, in private he and Michael Stensjö are still good friends and he believes MF & Co does a quite good job for Marstrand. The mutual benefits among all network actors in Marstrand are economic income of tourism. Consensus is achieved through this common idea.

Based on consensus in actors' interactions, social capitals are generated during collaborations, which also reversely affect the network governance. Trust is the most important capital in social interactions. In MF & Co, members are normally friends between each other. They often communicate with each other just on the street. Collaborations happen frequently in casual ways, which results from the close and tight relationships. With constantly interactions on consensus and trust, cooperative partnerships are formed in MF & Co.

Conclusions

In this chapter, I will make a conclusion of the thesis through stating the significance of my study and if I achieve the study purpose and pointing out advantages and disadvantages of the research. In the end, I will give suggestions on future study.

This thesis studies coastal network governance from a political perspective, including policy-making, actor interaction and the political market square (PSQ) model. Above all, we understand coastal tourism network governance with the example of Marstrand. Both inter-sectoral and intra-sectoral collaborations are important and actor interaction is dynamic between consensus and conflict on PSQ. Normally, consensus leads cooperation while conflicts result in power games. In addition, policies are tools to ensure transparent and equal environment for network governance. Actors in Marstrand are mainly from restaurant, hotel, marine, event and retail industries. The most significant actors in Marstrand are government and MF & Co. Power issues in decision-making and dynamics in actors' interactions are discovered through analyzing the PSQ model.

The aim of understanding network governance in a coastal destination is achieved by studying policy-making and actor interaction on the PSQ in Marstrand, a coastal destination in Sweden. I firstly took a snap shot of Marstrand's networks on its structure, space and artefacts. Then empirical study was conducted by both qualitative and quantitative methods. The results are analyzed on applying the PSQ model on the aspects of access, interaction and dynamics. In addition, the metaphor of PSQ model gives a vivid description of the dynamic networking processes.

Firstly, Marstrand is an island located on Sweden's west coast. With historical fortress and tales, beautiful scenery and tour facilities, it attracts a large number of tourists every summer. The most famous sailing event in Marstrand is the world class Stena Match Cup. Hotels and hostels in different classes and special restaurants and cafes could be chose. MF & Co assembles diverse stakeholders to cooperate with each other and perform more efficiency work in the destination.

Secondly, networks in Marstrand structured in industries, government and MF & Co. Both collaborations from the same industry and between different industries, in terms of intra-sectoral and inter-sectoral collaborations are critical in a coastal destination. Artefacts in networks include emails, meetings and seminars, as well as informal communication such as calls and chats on the street.

Thirdly, the PSQ in Marstrand is dynamic on both access and actors' interactions. The access in Marstrand's is open while to get access in MF & Co actors need to pay member fees. The perspectives of conflict and consensus are both taken into account in actor interaction. Actors' agreements on common benefits lead cooperation; otherwise, conflicts result from contradictory interests lead power competitions. Dynamics in PSQ mainly represent between these two statuses. However, in Marstrand dynamics also present on the serious season problem. Comparing with the neighboring metropolitan Gothenburg, which attracts visitors all year round, Marstrand is only popular in summer.

Finally, a metaphor of Ocean Park is used to describe the PSQ in Marstrand, which contains diverse ocean animals, park workers and managers. The access and interaction are also dynamic in the PSQ in the park. Besides, many other organizations have a say on the ocean park's management and development.

In my opinion, conflicts can be dissolved if both sides yield a step. In the case of Marstrand, they have built important networks such as MF & Co, but there are some serious conflicts between the municipality and stakeholders. Kungälv municipality's responsibility on tourism development should be improved and companies should focus more on the mutual benefits among all actors. Though the informal interactions show closer relationships between the actors, official meetings, forums or dialogues could build networks on a formal dimension, which could also increase networking efficiencies. Besides, assorted social capitals generated by network actors present great potentials in Marstrand's tourism development.

The government position itself to find a balance between coastal tourism development and inhabitants' peace. However, it should not be an excuse to avoid their responsibility in tourism networks. Meanwhile the government is also joyful on more tax revenue from tourism

industry. Due to the central power position, the government should pay more energy on tourism network governance but abandon their responsibility. As business stakeholders are mostly local residents, the excuse of maintaining inhabitants' peace cannot persuade other actors. In order to make appropriate use of tangible and intangible resources such as funds, techniques and customer relationships, the municipality should play as critical roles of fairness and equity.

Business stakeholders usually tend to focus on private interests but mutual interests. MF & Co gathers many voices to fight with the government, which is a transfigured purpose of their connection. More power represents more responsibility, which means the government is responsible to solve conflicts between business-orientated interests and political-orientated benefits. In order to develop a coastal destination and govern tourism networks in a rational way, the one who has more power should take more responsibilities on coordinating cooperation among various actors.

A strong network should be tight, systematic and broad. To build excellent networks in coastal destinations, actors from various business sectors should run their relationship in a cooperative way rather than a competitive way, as well as turn to mutual benefits from private interests. The more they cooperate, the more benefits they could get through each other.

Rational network governance could benefit a coastal destination to many aspects, such as attracting more tourists, increasing actors' profits and collaborations' efficiency. Modern tourists require more activities and holiday experiences in addition to the natural beauties of sea, sand and sun, which motivate the cooperation among industries around tourism. Under the shadow of 'cold water', it is vital for network actors to cooperate on governance of coastal destinations in North Europe.

This thesis fills study of network governance in coastal area and gives suggestions for actors in Marstrand to make it more competitive in the increasing world competition. With combining multiple methods and selecting suitable informants, study results are reliable and analytical for the questions. Moreover, interview and survey mixed specific questions concerning power, conflict and many other issues, which provides abundant knowledge to study network governance.

Due to the bias from interviews and invalid risk as respondents' tiredness, there are some disadvantages in this research. There are three companies listed by survey informants as most powerful actors in Marstrand: Carlstens Fästning, Havshotel and Krogarna restaurant. Because of limited conditions, the reasons of their power were not further investigated. The method of observation is suggested using on specific companies in related studies. Moreover, the findings of network governance in the case of Marstrand answer the study question in a specific occasion. I recommend making comparisons with other cases in future study, which can take a bigger picture of network governance in coastal destinations in general.

Besides, the concepts of power and conflict can be studied further on networks' densities and geographical dimensions. Since location is a quite important factor for businesses, quantitative survey can be broadened and used to investigate all network actors in a coastal destination, which is considered as an extended study in the future.

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Appendix 1

Interview Questions for Michael Stensjö

Part 1. As a Network Coordinator

1. What is your role in MF & Co?
2. Could you tell me more about MF & Co, its history and the way it functions? How do you structure the association and how do you distribute the roles of different companies?
3. How do you finance the organization? Do you have a member fee? How much is it? Any other investors?
4. What different kinds of companies operating in Marstrand?
5. How do you cooperate with each other? How often do you have a meeting? Do you also contact by phones or emails? What do you talk about when you meet? Do you trust each other?
6. Why do you collaborate?
7. Who are more active in the network and who is less active? Why do you think that is?
8. Are there any companies that have more influence of decisions in the network? Why is that?
9. What kind of companies do you think “fit in” Marstrand? Are there any companies that you would rather not see establishing themselves on Marstrand? Is there any such company in Marstrand now?
10. Is everyone allowed to join your collaboration? Who have the rights to decide that?
11. Is there any company not a part of MF & Co? How do you think why they not join?
12. Do you have any policy or agreement of how you going to cooperate? Could you give some examples?
13. Are there often conflicts? Who are in conflict? How would you deal with conflicts if they emerge? Could you give an example?

14. In your opinion, how to develop a coastal destination as Marstrand?

Part 2. As a Network Coordinator in Sailing Sport Section

1. Marstrand is famous for sailing, what is your work as a sailing contact person in MF & Co?
2. What kinds of companies are there involving in the sail sport?
3. Are they active every year? And how do you regard your relationship with these actors?
4. Do you hold any races in Marstrand? How often is it?
5. How you coordinate different organizations' work during the races?
6. Do you think it is benefit to tourism in Marstrand?

Part 3. As an Actor in Hotel & Restaurant Section

1. Could you introduce your cafe? How is the business going?
2. Do you have any cooperation with other companies or industries? How would you describe your partnership?
3. Why do you join MF & Co? Do you think joining MF & Co bring you more guests?
4. What is your role as a participant of the network?
5. What is your future develop plan for the cafe?

Interview Questions for Annika Wingårdh

Part 1. As a Network Coordinator

1. What is your role in MF & Co?
2. What different kinds of companies operating in Marstrand?
3. How do you cooperate with each other? How often do you have a meeting? Do you also contact by phones or emails? And what do you talk about when you meet?
4. Why do you collaborate?

5. How do you structure the association and how do you distribute the roles of different companies?
6. Is everyone allowed to join your collaboration? Who have the rights to decide that?
7. Is there any company not a part of MF & Co? How do you think why they not join?
8. Do you have any policy or agreement of how you going to cooperate? Could you give some examples?
9. How would you deal with conflicts if they emerge? Could you give an example?
10. In your opinion, how to develop a coastal destination as Marstrand?

Part 2. As an Actor in Culture & Event Section

1. Could you introduce your work as an artist? And your design company?
2. Do you have any connection with other companies or industries? How would you describe your partnership?
3. Why do you join the MF & Co?
4. What is your role as a participant of the network?
5. What is the plan for your company in the future?

Interview Questions for Noel Corner (Representative of the Municipality)

1. What is your position and in what way do you relate to Marstrand in your work?
2. Could you describe the destination Marstrand? Does it develop in a right way?
3. What role does government play in development of a destination?
4. How do you control and take actions to effect the development of Marstrand?
5. What policy and strategies do you have towards tourism development in Marstrand? Could you make a few examples?

6. Who do you meet from Marstrand regarding tourism development? Could you describe your relationships?
7. Do you think MF & Co benefit tourism there? Do you trust they do a good job?
8. Do they need to ask your permission to set up such an association?
9. Do you help companies to cooperate in Marstrand? How would you deal with the conflicts during their collaboration?
10. How would you deal with the conflicts between enterprises and natural resources in Marstrand?
11. What is government's plan to develop Marstrand in the future?

Interview Questions for Åsa Tollbom (Cultural Secretary in Municipality)

1. What is your role in tourism development of Marstrand?
2. What role does government play in development of a destination?
3. How do you control and take actions to effect the development of Marstrand?
4. What policy and strategies do you have towards tourism development in Marstrand? Could you make a few examples?
5. Who do you meet from Marstrand regarding tourism development? Could you describe your relationships?
6. Do you think MF & Co benefit tourism there? Do you trust they do a good job?
7. How do you think culture could affect a coastal destination as Marstrand?
8. Do you hold some cultural activities to attract tourists?
9. How do you connect various industries and organizations to complete a cultural activity?
10. What do you think about Marstrand's future in cultural perspective?

Appendix 2

Survey of Collaboration between Tourism Companies/Organisations in Marstrand

This survey will be a part in a study on how different tourism companies and organisations collaborate. The purpose is to know more about how to develop mutual collaboration towards sustainable tourism development. Please answer the questions below. It will take about 15 minutes of your time. You will be anonymous and the answers will only be used for research within **Lund University**. If you are interested in receiving the report that will summarize the results, please send e-mail to asm10jpa@student.lu.se.

Thank you very much!

Junling Pan, student at the Master program of Tourism and Hospitality Management, Lund University, Campus Helsingborg.

Part 1. Basic Information

Q1. Which sector does your company/organization belong to?

<input type="checkbox"/>	Restaurant and cafe	<input type="checkbox"/>	Hotel and hostel
<input type="checkbox"/>	Sailing and marine	<input type="checkbox"/>	Culture and event
<input type="checkbox"/>	Retail	<input type="checkbox"/>	Other: _____

Q2. How many people work in your company/organization?

<input type="checkbox"/>	1 or 2	<input type="checkbox"/>	3 to 10	<input type="checkbox"/>	10 to 50	<input type="checkbox"/>	More than 50
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Q3. Which year did you set up your company in Marstrand? _____

Q4. When is your company active in Marstrand? (more than one option can be selected)

<input type="checkbox"/>	All year-round	<input type="checkbox"/>	January	<input type="checkbox"/>	February	<input type="checkbox"/>	March
<input type="checkbox"/>	April	<input type="checkbox"/>	May	<input type="checkbox"/>	June	<input type="checkbox"/>	July
<input type="checkbox"/>	August	<input type="checkbox"/>	September	<input type="checkbox"/>	October	<input type="checkbox"/>	November
<input type="checkbox"/>	December						

Q5. Do you also have any business out of Marstrand?

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
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Q6. Are you a member of Marstrandsföretagarna & Co (MF & Co)?

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No (Please go to Q4 in Part 2.)
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Q7. How many years have you been a member of MF & Co? _____

Part 2. Survey of Network Governance

Please rate to what extent you agree to the following statements with scores from '7' to '1':

'7': Absolutely agree

'6': Agree

'5': Partly agree

'4': Neutral

'3': Partly disagree

'2': Disagree

'1': Absolutely disagree

Q1	About the reasons you joined MF & Co.	7	6	5	4	3	2	1
	The reason I joined MF & Co is that I wanted to get more profits.							
	I wanted to get to know more people in order to form and strengthen business relationships.							
	I was afraid to be treated discriminately by the members if not joining.							
	I wanted to be involved in their collaborative activities or projects.							
	I wanted to be a part of desicion making in MF & Co.							
Q2	About what you get from being a part of MF & Co.	7	6	5	4	3	2	1
	I get more profits from being a part of MF & Co.							
	It helps me get to know more people and form strong business relationships.							
	I am involved in their collaborative activities or projects.							
	I am a part of decision making in MF & Co.							
Q3	What do you think of MF & Co?	7	6	5	4	3	2	1
	In MF & Co, all members cooperate with each other.							
	In MF & Co, there are many collaborative projects.							
	In MF & Co, there are many conflicts.							

In MF & Co, there is a high degree of trust between members.							
In MF & Co, there are a lot of meetings.							

Q4. Do you cooperate with the sectors? (tick)		Please rate from '1' to '7'.			
		Q5. We have close business relationships.	Q6. Our cooperation is very important.	Q7. We collaborate frequently.	Q8. They have high power on making decisions for Marstrand's tourism development.
Restaurant & Cafe					
Hotel and Hostel					
Sailing and Marine					
Culture & Event					
Retail					
Municipality					
No		I am independent.			

Q9	About the content of the collaboration between companies/organisations in Marstrand.	7	6	5	4	3	2	1
	There is collaboration on marketing research.							
	There is collaboration on local events							
	There is collaboration on marketing activities							
	There is collaboration on lobbying for governmental investments in Marstrand's tourism industry.							
	There is collaboration on product development.							
	There is collaboration to achieve sustainable development concerning natural and environmental issues.							
	There is collaboration to achieve sustainable development concerning social and cultural issues.							
	There are collaboration on lobbying for investments in the infrastructure.							
	There are collaboration to prolong and extend the tourism season.							

Q10	About the ways of collaboration between companies/organisations in Marstrand.	7	6	5	4	3	2	1
	We have many official meetings.							
	We have a lot of informal meetings (e.g. emails, calls, spontaneous chat in the street).							
	There are many regulations and contracts about collaborations among companies and organizations in Marstrand.							
	Companies and organizations in Marstrand collaborate only on oral agreements.							
	There are specific municipal policies on Marstrand's tourism development.							
Q11	About Marstrand's development.	7	6	5	4	3	2	1
	I want Marstrand to expand as a tourism destination and attract many more visitors all year around.							
	Kungälv municipality makes a great contribution for the companies in Marstrand that improves the conditions for the tourism industry.							
	I am very satisfied with the profit my business generate.							
	My business will probably stay in Marstrand for many years ahead.							
	I have a strong feeling for Marstrand and therefore I chose to run my business on Marstrand.							

Part 3. Further Investigation

Q1. In your opinion, who are the three most powerful companies when it comes to tourism development at Marstrand?

Q2. In your opinion, who is responsible for tourism development on Marstrand? Municipality, tourism companies or others? And why?

Q3. What kind of conflicts emerge among companies/organizations/the municipality concerning tourism development in Marstrand? Please, give some examples?

Thanks very much for your assistance!

If you would like to leave name or contacts for research in the future:

Name:

E-mail:

Tel:

Undersökning om samverkan mellan turistföretag/-organisationer i

Denna undersökning ingår i en studie om hur olika turistföretag och turistorganisationer samarbetar. Syftet är att ta reda på hur man kan utveckla samverkan för en hållbar turismutveckling. Vi hoppas att du har möjlighet att besvara nedanstående frågor. Det tar cirka 15 minuter. Du kommer att vara helt anonym och svaren används enbart för forskning inom Lunds universitet. Om du är intresserad av att ta del av den rapport som sammanfattar resultatet av undersökningen, skicka ett mail till asm10jpa@student.lu.se.

Tack för din medverkan!

Junling Pan, student vid mastersprogrammet Tourism and Hospitality Management, Lunds universitet, Campus Helsingborg.

Marstrand

Del 1. Basinformation

Q1. Inom vilket område är ditt företag/organisation verksamt?

<input type="checkbox"/>	Restaurang och café	<input type="checkbox"/>	Hotell och vandrarhem
<input type="checkbox"/>	Segling och marint	<input type="checkbox"/>	Kultur och evenemang
<input type="checkbox"/>	Handel	<input type="checkbox"/>	Annat: _____

Q2. Hur många personer arbetar i ditt företag/organisation?

<input type="checkbox"/>	1 eller 2	<input type="checkbox"/>	3 till 10	<input type="checkbox"/>	10 till 50	<input type="checkbox"/>	Fler än 50
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Q3. Vilket år startades verksamheten i Marstrand? _____

Q4. Under vilka delar av året bedriver ditt företag verksamhet i Marstrand? (fler än ett svarsalternativ kan väljas)

<input type="checkbox"/>	Året runt	<input type="checkbox"/>	Januari	<input type="checkbox"/>	Februari	<input type="checkbox"/>	Mars
<input type="checkbox"/>	April	<input type="checkbox"/>	Maj	<input type="checkbox"/>	Juni	<input type="checkbox"/>	Juli
<input type="checkbox"/>	Augusti	<input type="checkbox"/>	September	<input type="checkbox"/>	Oktober	<input type="checkbox"/>	November
<input type="checkbox"/>	December						

Q5. Bedriver du även verksamhet utanför Marstrand?

<input type="checkbox"/>	Ja	<input type="checkbox"/>	Nej
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Q6. Är du medlem i Marstrandsföretagarna & Co (MF & Co)?

<input type="checkbox"/>	Ja	<input type="checkbox"/>	Nej (gå vidare till Q4 i del 2)
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Q7. Hur länge har du varit medlem i MF & Co? _____

Del 2. Nätverkets styrning

Ange nedan i vilken utsträckning du instämmer i följande påståenden med gradering från 1 till 7:

- '7': Jag instämmer helt i påståendet
- '6': Jag instämmer i stort sett
- '5': Jag instämmer till viss del
- '4': Jag varken instämmer eller tar avstånd från påståendet
- '3': Jag tar till viss del avstånd
- '2': Jag tar i stort sett avstånd
- '1': Jag tar helt avstånd från påståendet

Q1	Anledningen till att du blev medlem i MF & Co.	1	2	3	4	5	6	7
	Anledningen till att jag blev medlem i MF & Co är att jag hoppades att mitt eget företag skulle få bättre lönsamhet.							
	Jag ville lära känna människor för att hitta och stärka affärskontakter.							
	Jag var rädd att särbehandlas av medlemmarna om jag inte gick med.							
	Jag ville delta i föreningens aktiviteter och samarbetsprojekt.							
	Jag ville vara delaktig i de beslut som fattas i MF & Co.							
Q2	Vad du får ut av ditt medlemskap i MF & Co.	1	2	3	4	5	6	7
	Medlemskapet i MF & Co gör att mitt företag får bättre lönsamhet.							
	Genom medlemskapet lär jag känna människor och odlar mina affärskontakter.							
	Jag är involverad i föreningens aktiviteter och projekt.							
	Jag är delaktig i de beslut som fattas i MF & Co.							
Q3	Dina åsikter om MF & Co.	1	2	3	4	5	6	7
	I MF & Co samarbetar alla medlemmar.							
	MF & Co har flera samarbetsprojekt.							
	Inom MF & Co finns många konflikter.							
	MF & Co:s medlemmar har stark tilltro till varandra.							
	MF & Co har många möten.							

Q4. Samarbetar du med följande sektorer? (kryssa)		Gradera från 1 till 7			
		Q5. Vi har starka affärsrelationer	Q6. Vårt samarbete är mycket viktigt	Q7. Vi samarbetar regelbundet	Q8. De har stor betydelse när det gäller beslutsfattande för Marstrands turismutveckling
Restaurang/café					
Hotell/vandrarhem					
Segling/marint					
Kultur /evenemang					
Handel					
Myndigheter					
Nej		Jag arbetar självständigt.			

Q9	Marstrandsföretagens samverkansområden.	1	2	3	4	5	6	7
	Det sker mycket samverkan kring att utföra marknadsanalyser.							
	Det sker mycket samverkan kring lokala evenemang.							
	Det sker mycket samverkan kring marknadsföringsaktiviteter.							
	Det sker mycket samverkan kring lobbyverksamhet för att locka offentliga investeringar till Marstrands turismindustri.							
	Det sker mycket samverkan kring produktutveckling.							
	Det sker mycket samverkan för att uppnå hållbar utveckling när det gäller miljöfrågor.							
	Det sker mycket samverkan för att uppnå hållbar utveckling när det gäller sociala och kulturella frågor.							
	Det sker mycket samverkan kring lobbyverksamhet för att investera i infrastruktur.							
	Det sker mycket samverkan för att åstadkomma säsongsförlängning.							
Q10	Samverkansformer mellan företag/organisationer i Marstrand.	1	2	3	4	5	6	7

	Vi har ofta formella möten.							
	Vi har ofta informella möten (t.ex. via e-post, telefon, spontana pratstunder).							
	Det finns många regler och avtal för samarbetet mellan företag och organisationer i Marstrand.							
	Företag och organisationer i Marstrand samarbetar bara genom muntliga överenskommelser.							
	Det finns särskilda kommunala riktlinjer för Marstrands turismutveckling.							
Q11	Marstrands utveckling	1	2	3	4	5	6	7
	Jag vill att Marstrand ska bli en större turismdestination och attrahera många fler turister året runt.							
	Kungälv's kommun gör en stor insats för företagen i Marstrand som förbättrar villkoren för turistnäringen.							
	Jag är mycket nöjd med det resultat mitt företag genererar.							
	Mitt företag kommer troligtvis att stanna i Marstrand i många år framöver.							
	Jag har en stark känsla för Marstrand och därför valde jag att bedriva min verksamhet i Marstrand.							

Del 3. Öppna frågor

Q1. Vilka tre företag har, enligt din mening, mest inflytande kring beslut som gäller turismutveckling i Marstrand?

Q2 Vem eller vilka är, enligt din mening, ansvariga för turismutvecklingen i Marstrand? Kommunen, turistföretagen eller andra? Varför?

Q3. Vilken typ av konflikter uppkommer bland företag/organisationer/kommunen när det gäller turismutveckling i Marstrand? Ge gärna exempel.

Tack för din medverkan!

Om du vill kan du lämna dina kontaktuppgifter här för att eventuellt delta i andra forskningsprojekt:

Namn:

E-post:

Tel:

Appendix 3

Survey Data of Network Governance in Marstrand

Q1	About the reasons you joined MF & Co. (Only members)	Mean Score⁵
	The reason I joined MF & Co is that I wanted to get more profits.	4.41
	I wanted to get to know more people in order to form and strengthen business relationships.	4.86
	I was afraid to be treated discriminately by the members if not joining.	3.86
	I wanted to be involved in their collaborative activities or projects.	5.32
	I wanted to be a part of decisions making in MF & Co.	5.52
Q2	About what you get from being a part of MF & Co. (Only members)	Mean Score
	I get more profits from being a part of MF & Co.	3.52
	It helps me get to know more people and form strong business relationships.	4.31
	I am involved in their collaborative activities or projects.	4.90
	I am a part of decision making in MF & Co.	4.58
Q3	What do you think of MF & Co? (Only members)	Mean Score
	In MF & Co, all members cooperate with each other.	4.10
	In MF & Co, there are many collaborative projects.	4.31
	In MF & Co, there are many conflicts.	4.39
	In MF & Co, there is a high degree of trust between members.	4.48
	In MF & Co, there are many meetings.	4.52

Q4	I have cooperation with following sector.	Ratio⁶
	Restaurant & Cafe	64.3%
	Hotel and Hostel	54.7%
	Sailing and Marine	61.9%
	Culture & Event	54.7%
	Retail	57.1%
	Municipality	45.2%
	No. I am independent.	23.8%
Q5	I have close business relationships with following sector.	Mean Score
	Restaurant & Cafe	4.80
	Hotel and Hostel	4.88

⁵ Mean score from '7' to '1' refers actors' opinions from 'agree' to 'disagree' with following statements.

⁶ Ratio refers percentage of respondents who have cooperation with following sectors.

	Sailing and Marine	5.46
	Culture & Event	5.14
	Retail	4.90
	Municipality	4.91
Q6	The cooperation with following sector is very important.	Mean Score
	Restaurant & Cafe	5.39
	Hotel and Hostel	5.33
	Sailing and Marine	5.68
	Culture & Event	5.85
	Retail	5.37
	Municipality	6.06
Q7	I collaborate with following sector frequently.	Mean Score
	Restaurant & Cafe	5.09
	Hotel and Hostel	4.91
	Sailing and Marine	5.45
	Culture & Event	5.53
	Retail	4.85
	Municipality	5.15
Q8	The following sector has high power on making decisions for Marstrand's tourism development.	Mean Score
	Restaurant & Cafe	5.39
	Hotel and Hostel	5.35
	Sailing and Marine	5.14
	Culture & Event	5.15
	Retail	5.35
	Municipality	5.75
Q9	About the content of the collaboration between companies/organisations in Marstrand.	Mean Score
	There is collaboration on marketing research.	3.55
	There is collaboration on local events	5.17
	There is collaboration on marketing activities	4.40
	There is collaboration on lobbying for governmental investments in Marstrand's tourism industry.	3.70
	There is collaboration on product development.	3.53
	There is collaboration to achieve sustainable development concerning natural and environmental issues.	3.29
	There is collaboration to achieve sustainable development concerning social and cultural issues.	3.96
	There are collaboration on lobbying for investments in the infrastructure.	3.53
	There are collaboration to prolong and extend the tourism season.	4.19

Q10	About the ways of collaboration between companies/organisations in Marstrand.	Mean Score
	We have many official meetings.	3.39
	We have a lot of informal meetings (e.g. emails, calls, spontaneous chat in the street).	4.30
	There are many regulations and contracts about collaborations among companies and organizations in Marstrand.	3.40
	Companies and organizations in Marstrand collaborate only on oral agreements.	3.80
	There are specific municipal policies on Marstrand's tourism development.	3.50
Q11	About Marstrand's development.	Mean Score
	I want Marstrand to expand as a tourism destination and attract many more visitors all year around.	6.52
	Kungälv municipality makes a great contribution for the companies in Marstrand that improves the conditions for the tourism industry.	2.52
	I am very satisfied with the profit my business generate.	4.79
	My business will probably stay in Marstrand for many years ahead.	5.52
	I have a strong feeling for Marstrand and therefore I chose to run my business on Marstrand.	6.09