



Handelshøgskolen ved Universitetet i Stavanger

Studiet: Bachelor i økonomi og administrasjon (B-ØKAD)  
Bacheloroppgave i økonomi og administrasjon

**BACHELOR'S THESIS**

Study programme / specialisation: Økonomi og administrasjon	The <i>(spring/autumn)</i> semester, <i>(year)</i> The spring semester, 2023  Open / Confidential: Nei
Author: Labib Kazem Ibrahim Kandidatnr: 2192	
Supervisor at UiS: Reidar Johan Mykletun  Co-supervisor: External supervisor(s):	
Thesis title: “Cruise ships' tourism dilemma, between the environmental impact and the economic benefits.”	
Credits (ECTS):	

## Preface

I would like to express my sincere gratitude to the University of Stavanger (UIS) for providing me with the opportunity to pursue my education and gain valuable knowledge and experience for the past three years. I am especially thankful to all my professors for their guidance, expertise, and patience throughout my academic journey. Completing this degree was not an easy task, but with their help and encouragement, I was able to overcome the challenges and reach this final stage of my graduation. I would also like to acknowledge my supervisor Reidar Johan Mykletun, who has been a great mentor and supporter during this project. He taught me how to think critically and creatively when I was struggling with my own words. He always motivated me with his positive feedback and constructive suggestions, which are essential for any student to stay on track and achieve their goals. Furthermore, I owe a debt of gratitude to my family in Norway and abroad for their constant love and support. They have always believed in me and inspired me to pursue my dreams. A special thanks goes to my dear Marianne, who has been there for me through thick and thin. Finally, I would like to thank my friends, who have been a source of joy and comfort during this stressful period. They always pushed me to do my best and stood by my side whenever I needed them. I would like to mention Mouaz, who has been a true friend and a great companion throughout this journey. In addition, many thanks to all people I interviewed for sharing the information and time, this thesis would not be done without their help, thanks to all of you.

## Abstract

This bachelor thesis investigates how Stavanger city, Norway, can balance the economic benefits and environmental costs of cruise ship tourism, which is a vital but controversial industry for the city. To answer this question, I conducted interviews with local businesses that are affected by cruise tourism, reviewed recent studies on the environmental impacts of this industry on the city's air quality and marine life, and applied stakeholder and sustainability management theories to analyse the findings. The results shows that cruise tourism generates significant income and employment opportunities for some businesses in Stavanger, but also creates conflicts with other stakeholders such as residents, and public authorities. Moreover, cruise tourism poses relative threats to the city's natural environment, especially in terms of greenhouse gas emissions which was found to not be significant, noise pollution, and visual pollution representing the main pollution subject to the city. Based on these results, I suggest some potential solutions or recommendations that could help the city achieve a more sustainable and balanced development of cruise tourism. While sustainability is often understood as a social objective that aims to ensure the long-term coexistence of humans on Earth. However, and since this term has not been easy to be define precisely, as it has changed and diversified across different texts, contexts, and times. A common way to conceptualize sustainability is to consider its three dimensions: environmental, economic, and social, also known as the three p's model. As the environmental dimension is emphasized as the most crucial for addressing the environmental challenges, while there is a distinguish between sustainability and sustainable development, regarding the latter as a pathway to achieve the former (Sustainability., n.d.). This thesis posits that sustainable development can be achieved by utilizing profits as a cornerstone for the betterment of both society and the environment. By including and implementing stricter regulations and standards for cruise ships, which can eventually make this industry more sustainable by promoting investment in green energy. Furthermore, promoting the media to deliver the whole picture presented by stakeholders, and enhancing stakeholder engagement and collaboration. I chose Stavanger as the case study for my research because it is the home of my own experiences in the industry as well as a city that has seen significant growth in cruise tourism in recent years. I hope that this study can contribute to the ongoing debate and policymaking regarding cruise tourism in Stavanger and other similar destinations.

## Contents

Preface.....	1
Abstract .....	2
List of tables .....	1
List of figures.....	2
Introduction .....	1
Theory section.....	3
Stakeholders in combination with sustainability theory in our case study .....	6
Facts about cruise tourism.....	7
Study design and framework.....	9
Steps to walk through .....	9
Thematic analysis, a six-step process .....	10
Stakeholders who were interviewed in this case study .....	10
The semi structured interview question.....	11
The structured interview questions .....	11
Data .....	12
Familiarization .....	14
Coding.....	14
Initial coding.....	14
Analysing data .....	16
Themes were founded.....	16
Regulation and sustainability .....	16
Cruise companies are on sustainability track.....	18
Regulations are already in place .....	20
Development and Improvement of our, products, rules and regulations .....	21
Emissions from cruise tourism were not significant, as they were 2% of the total emissions in the city .....	23
Conflict, some trying to ride the wave .....	24
No facts, no alternatives, just suggestions.....	25
Conflict, and political debate not based on facts.....	27
Significant revenues to the city.....	28
Cruise tourism makes the city colourful and alive.....	30
Cruise tourism constitutes a substantial segment of the local tourism industry.....	32
Visual pollution is the main problem, the rest has been added .....	34
Increased revenue, directly because of cruise tourists .....	35

Volume differences .....	36
Interpretation.....	37
Regulation and Sustainability .....	37
Emissions and Environmental Impact.....	38
Conflict and Debate .....	38
Economic Impact.....	38
Cultural Impact.....	38
Other .....	39
Discussion.....	39
Economic Impact.....	40
Other .....	40
Regulation and Sustainability .....	41
Emissions and Environmental Impact.....	45
Conflict and Debate .....	49
Cultural Impact.....	52
Conclusion.....	53
Recommendations.....	55
Bibliography .....	56

## List of tables

Table 1 : The interviewed stakeholders in Stavanger city .....	13
Table 2: The intercepting points among the stakeholders.....	15

## List of figures

Figure 1: Regulation and sustainability .....	17
Figure 2: Cruise companies are on sustainability track .....	19
Figure 3: Regulations are already in place .....	20
Figure 4: Development and Improvement of our, products, rules and regulations .....	21
Figure 5: Emissions from cruise tourism were not significant, as they were 2% of the total emissions in the city.....	23
Figure 6: Conflict, some trying to ride the wave .....	24
Figure 7: No facts, no alternatives, just suggestions.....	26
Figure 8: Conflict, and political debate not based on facts.....	27
Figure 9: Significant revenues to the city.....	29
Figure 10: Cruise tourism makes the city colourful and alive .....	30
Figure 11: Cruise tourism constitutes a substantial segment of the local tourism industry .....	32
Figure 12: Visual pollution is the main problem, the rest has been added.....	34
Figure 13: Increased revenue, directly because of cruise tourists .....	35
Figure 14: Volume differences.....	36
Figure 15-The distribution of tourists throughout the region .....	43
Figure 16-Minimizes the impact of the ships on the outer lines of the port of Stavanger .....	47
Figure 17-The construction of a new port in Bjergsted area in Stavanger .....	48

## Introduction

One of the emerging trends in tourism industry is cruise tourism, which involves travelling on large ships that visit multiple destinations (Stainton, 2023). This type of tourism generates substantial economic benefits for the host communities (Advisors, 2020), where cruise tourism is a major source of income and employment for many countries and regions, generating substantial tax revenues and passenger expenditures (The Economic Contribution of the International Cruise Industry Globally in 2019, n.d.). However, this rapidly expanding sector (Dowling & Weeden, 2017), also entails significant environmental challenges that need to be addressed by various stakeholders. Some of these challenges include overcrowding, pressure on local resources and infrastructure, air and water pollution, waste management, noise and visual disturbance, biodiversity loss, and cultural erosion. Therefore, effective regulation and management strategies are required to minimize the negative impacts of cruise tourism on both natural and social environments, (Lloret, 2021), (Exeter, 2021), (Lamers et al., 2015), (Wreglesworth, 2023), (Dobson & Gill, 2006).

Furthermore, one of the challenges faced by Stavanger city nowadays, is how to cope with the increasing demand of cruise tourism. According to Statista, provider of market and consumer data, Stavanger ranked third among the leading cruise ports by ship calls in Norway in 2022 (Lopez,2022). A ship call is a technical term that refers to a cruise ship's visit to a port (Network, 2022). The official website of Stavanger port reports that Stavanger received 450,000 cruise guests in 2022, generating a total of 340,000,000 Kroner for the local economy. However, the number is expected to rise to 570,000 guests in 2023, with 216 cruise ships already booked to dock in the city (Helarsturisme, 2022). This number has been updated through our interviews to 226 calls and 702,516 passengers, with some ships docking in Sandnes (14), and Mekjarvik (11) as well. Nevertheless, Stavanger remains the main destination for cruise tourism, (M, L., 2023). The growth of cruise tourism has increased attention to the competing interests of this industry in Stavanger city (Jupskås,2023). The paradox of this industry includes, the positive economic impact on income, employment, and social capital, associated with the negative impacts on environment quality, cultural identity and governance (Wozniak, 2018). However, those factors contributed to raise the debate between some of the city senior officials, who aims to reduce the number of cruises allowed to dock in Stavanger to 200 cruise ships per year, and the harbour authorities who argues

with this resolution and recommends adjusting it to 9000 cruise tourists per day (UTTALELSE, 2022), (Helarsturisme, 2022), (Posch, 2022).

This debate can be seen as an indicator of ongoing conflict between some of municipality senior officials and the harbour authorities (Seiler Havna sin egen sjø?, 2020), which has resulted to several procedures, aiming to balance the weight between the understandable environmental costs by receiving a considerable number of cruises, (Helarsturisme, 2022), and the vital economic needs by redistributing some cruise calls to other harbours around the city (Helarsturisme, 2022).

A pilot program was initiated by Stavanger municipality in collaboration with Stavanger harbour authorities and other stakeholders to assess the local community's perception of the cruise industry. The program involved a study and a survey that revealed that the city's infrastructure could handle the increasing number of visitors in a single day (Jupskås, 2023). However, the residents of Stavanger also expressed their environmental concerns (69%) and dissatisfaction with the cruise ships' visual impact (57%), (MARKEDSINFO, 2022). Moreover, they complained about the noise and pollution caused by the large vessels (Posch, 2022). On the other hand, a report published in 2020 by the Norwegian institute for air research NILU, stated that the cruise tourists' ships emissions were insignificant in the city of Stavanger (Weydahl, Høiskar, & Johnsrud, 09.10.2020), which was consistent with the findings of a previous pilot program study in 2019 (H, 2023). A pilot program is a small-scale, short-term experiment that helps an organization learn how a large-scale project might work in practice. It provides a platform for the organization to test logistics, prove value and reveal deficiencies before spending a significant amount of time, energy, or money on a large-scale project (Contributor, n.d.).

The debate is further intensified by the location and characteristics of Stavanger harbour, which is situated in the heart of the city centre, adjacent to old Stavanger where the historical site of the city lies, causing a serious visual pollution where the residents of old Stavanger are confronted by enormous cruise ships that block their view and mar the landscape (Bie & Askildsen, 2022).

However, this thesis is investigating the economic benefits and environmental costs of cruise ship tourism in Stavanger and propose strategies for achieving a sustainable balance between them (Stenberg, 2022). To this end, the study is employing a qualitative method by combining structured and semi-structured interviews with key stakeholders in Stavanger's tourism sector, such as business owners and city officials, and reviewing the generated results of the survey of the local

residents conducted by the municipality (This sample is representatives of businesses and officials of Stavanger city, while the inhabitants of the city are represented by the conducted survey by the municipality). The interviews are eliciting the perspectives, values, and interests of the stakeholders regarding the cruise ship industry, as well as the challenges and opportunities they face in relation to its environmental impacts. Through these interviews we captured the opinions and attitudes of the stakeholders towards cruise ship tourism and its effects on their quality of life and businesses. The study also reviews the existing data on the economic and environmental aspects of cruise ship tourism in Stavanger. The scope of the study is limited to the case of Stavanger and its specific context. The research question that guided this thesis is:

How can cruise ship tourism be made more sustainable without compromising its economic contribution to destination communities, Stavanger city in Norway?

## Theory section

By applying the stakeholder theory (Freeman et al., 2010) and the sustainability management theory (Hartman & Werhane, 2013), we examine how the city of Stavanger can reconcile its economic and environmental goals and achieve sustainability in both domains.

Stakeholder theory suggests that a business should create value for all its stakeholders, not just its shareholders, by considering the interconnected relationships and impacts among various groups that have a stake in the organization's activities (Freeman, 1984). In this context, by using this theory to the case of cruise tourism in Stavanger city, we can view the city as a stakeholder of the tourism industry, since the city influences and is influenced by the industry's actions, (Parmar, Freeman, Harrison, & Purnell, 2010).

By applying stakeholder theory to us, the city of Stavanger, as stakeholders to the cruise tourism industry means that we consider how our actions and decisions affect not only our own interests, but also the interests of others who have a stake in the outcome. It also means that we seek to understand the perspectives and values of different stakeholders and try to find ways to create mutual benefits and avoid trade-offs. This can help us to build trust, cooperation, and innovation with other stakeholders and contribute to the overall well-being of society (Freeman, Harrison, & Zyglidopoulos, 2018).

Stakeholder theory emerged from the work of R. Edward Freeman, who published his book “Strategic Management: A Stakeholder Approach” in 1984. In this book, Freeman argued that organizations should consider the interests of all stakeholders, including employees, customers, suppliers, and local communities (Freeman, 1984). The theory advocates for a pragmatic and ethical approach to manage complex and turbulent environments (Freeman, Harrison, & Wicks, 2007). It argues that Stakeholder management is a vital skill for any firm or industry, as it helps align the interests and expectations of all the internal and external parties that have a stake in the business or project outcomes. It also enables the firm to leverage the resources and insights of its stakeholders to achieve its goals more effectively and adaptively in a complex and dynamic environment. By managing for stakeholders, the firm can gain a competitive edge over its rivals that do not engage with their stakeholders. Today Stakeholder theory is a widely accepted theory that focuses on the relationships between an organization and its stakeholders. The theory has been applied in various contexts, including business management, corporate governance, and finance. Arguing all management decisions contain an ethical component (Freeman, Harrison, & Sá de Abreu, 2015). Since the theory have been tested domestically, internationally and through a variety of contexts, I find it very relevant to be applied in the context of our case study, as we define the city of Stavanger as external stakeholders to cruise tourism industry: “External stakeholders are people or factors that operate outside of the internal affairs of a business but still experience risk based on the business's performance.” (Team, 2022).

Whiles, the Sustainability management theory, is aiming to balance the needs of the present and future to create value for multiple stakeholders, not just the shareholders. Sustainability management is about managing an organization in a way that ensures its long-term viability while also considering its impact on the environment and society.

Stakeholder theory can be applied in sustainability management by considering the needs and interests of all stakeholders involved, investors, customers, employees, suppliers, and the community in which the company operates (Sustainable management, 2023).

To enhance the use and relevance of stakeholder theory in sustainability management, a conceptual framework is proposed. This framework addresses three key challenges of managing stakeholder relationships for sustainability:

1. strengthening the specific sustainability interests of stakeholders.

2. creating shared sustainability interests based on these specific interests.
3. empowering stakeholders to act as advocates for nature and sustainable development.

The framework suggests three interrelated mechanisms to tackle these challenges: education, regulation, and value creation for stakeholders based on sustainability (Hörisch, 2014). The theory view of strategy combines a resource-based view and a market-based view and adds a socio-political dimension. A common version of stakeholder theory aims to identify the specific stakeholders of a company or organisation (the normative theory of stakeholder identification) and then examine how managers treat these parties as stakeholders (the descriptive theory of stakeholder salience). This challenges the usual frameworks of analysis and suggests that stakeholders' needs should be prioritized in any action (Stakeholder theory, 2023).

Furthermore, I use two recent studies for comparison. One was conducted In 2022 by, (Bye and Hval), two master students from Bergen, conducted a significant study to examine the economic impact of cruise density on business profitability in the Bergenuhus district. The main conclusion of their study was that cruise traffic did not have a positive direct effect on business profitability in the district on average, but that the effect varied depending on whether the businesses were cruise-related or not. They found a significant difference in the change in profitability between cruise-related and non-cruise-related businesses before and after the Covid-19 pandemic outbreak in 2020, with cruise-related businesses being more negatively affected. This difference was more pronounced when they compared highly cruise-related businesses with other businesses in the district. They also found evidence that suggested that the profitability effect associated with cruise tourism was greater for highly cruise-related businesses than for other businesses in the district (Bye & Hval, 2022).

The other study was conducted In 2019, which is a report for the Norwegian Centre for Transport Research that aimed to compare 10 different surveys on cruise passenger expenditure during shore visits. The report explained the differences among the surveys based on the different methods used in each one. The report estimated that the average spending of cruise tourists during shore visits was between 600 and 700 Kroner for Norwegian cruise ports, but noted that consumption could vary widely from port to port (Dybedal, 2019).

### ***Stakeholders in combination with sustainability theory in our case study***

However, to answer the study question by applying the stakeholder theory approach in combination with sustainability management, we consider the interests and values of different groups involved in cruise ship tourism, in our case study it is limited to a sample of Stavanger's city residents, businesses, local governments, and environmental challenges (Simon, 2016), by identifying the potential conflicts, synergies and mutual interests and values among these stakeholders. In our context it will be used to analyse the relationships between the organization (cruise tourism in Stavanger) and its external stakeholders (Stavanger City) and how these relationships affect the cruise tourism decision-making process.

In our scenario, there are several stakeholders to be considered. These includes:

- Residents: Who may be affected by the influx of tourists and the changes to their community.
- Local businesses: Who may benefit from the increased tourism but may also face increased competition.
- Tourists: Who are visiting the city and may have an interest in its attractions and amenities.
- Cruise companies: Who operate the cruises and have an interest in the city as a destination.
- Local government: Who may have an interest in promoting tourism and managing its impacts on the city.
- Environmental groups: Who may be concerned about the environmental impact of cruise tourism on the city and its surroundings.

We gather the data from stakeholders to identify the mutual values and interests related to the cruise tourism phenomena. For instance: A such study was conducted and published in the African journal of hospitality 2015, labelled "Tourism Stakeholder Theory in practice: Instrumental business grounds, fundamental normative demands or a descriptive application?" The study was based on relationship between the organizations and its stakeholders and other stakeholder impacted by the organizations operations. The study promotes the notion of stakeholder management by showing how the relationship with non-market stakeholders in the tourism sector can be enhanced to benefit all parties involved and result in win-win situation (Nicolaidis, 2015).

Furthermore, we apply the Sustainability management theory, which is about managing an organization in a way that ensures its long-term viability while also considering its impact on the environment and society (Sustainable management, 2023). We aim to propose strategies to balance the economic benefits and environmental costs of cruise ship tourism for a sustainable management (Kanashiro, 2013).

### **Facts about cruise tourism**

Tourism industry has become a major contributor to the global economy, creating jobs, driving economic growth and development, promoting cultural exchange, and understanding (Unwto, 2019). According to the World Tourism Organization, international tourist arrivals reached 1.4 billion in 2018, generating over \$1.7 trillion in revenue in international tourism receipts plus passenger transport revenue, (UNWTO Communications Department, 2019).

Cruise ship tourism which is a form of sea-borne tourism that involves travelling on large vessels to various destinations within a single journey (Stainton, 2023). This sector of tourism had a significant economic impact of \$154.5 billion globally in 2019, encompassing direct, indirect, and induced economic activity, according to the Cruise Lines International Association (CLIA) (Advisors, 2020; The Economic Contribution of the International Cruise Industry Globally in 2019, 2018). Moreover, the cruise industry employed 1.2 million people around the world in 2019. While Covid impact on the tourism industry was large as a 50,4% decline in 2020, the industry is on recovery track and is expected to be fully recovered in the coming years with a growth of 21% in 2021 ( World Travel & Tourism Council, 2022).

The industry also contributed to government revenues through taxes and port fees. CLIA estimates that the industry paid \$50.53 billion in wages and salaries globally in 2019, including payroll taxes, income taxes, and sales and use taxes. While In terms of passenger spending, CLIA estimates that each cruise passenger spent an average of \$ 385, \$ 100 respectively in average spend per visit on their cruise vacation in 2019 (Cruise Lines International Association, 2021), which does not include spending on the cruise fare, onboard expenses, and pre- and post-cruise activities.

Cruise ship tourism has a substantial economic impact worldwide, as it supports millions of jobs, generates billions in tax revenue and passenger spending (The Economic Contribution of the International Cruise Industry Globally in 2019, n.d.). It is also one of the most dynamic economic sectors, with a rapid growth rate (Dowling & Weeden, 2017). Moreover, tourism can have

beneficial social and cultural effects, such as fostering cross-cultural understanding and preserving heritage sites and cultural traditions. Therefore, some argue that the industry can contribute to sustainable economic development. (Dwyer & Forsyth, 1998)

However, the economic benefits of this industry does not come free of charge, because it can also have negative impacts, such as overcrowding and strain on local resources and infrastructure (Dobson & Gill, 2006), a considerable environmental cost by generating a large amount of air and water pollution, noise pollution, visual pollution and can damage ecosystems, (Giulietti, Romagosa, & Esteve, 2018). Cruise ships are powered by diesel engines (Xin, 2014), which produce large amounts of air pollution. According to the International Council on Clean Transportation (ICCT), cruise ships emit more than 20 times the amount of sulphur dioxide (SO<sub>2</sub>) than the average car. SO<sub>2</sub> contributes to acid rain, which can damage crops, buildings, and other infrastructure (“Sulphur Dioxide,” 2021). It also emits large amounts of nitrogen oxides (NO<sub>x</sub>), which can cause smog and respiratory problems (Nitrogen oxides, 2013). Furthermore, it generates a large amount of water pollution by discharging wastewater into the ocean, which can contain pollutants such as heavy metals, oil, and detergents (Dowling & Weeden, 2017). These pollutants can damage marine ecosystems and contaminate drinking water sources. In addition, it uses large amounts of fuel, which can contain toxins such as lead and mercury. These toxins can accumulate in the food chain and have a negative impact on marine life. In addition to the general environmental costs of cruise ships tourism, there are also specific impacts on cities.

For example, in the Caribbean, cruise ships have been linked to an increase in water pollution and beach erosion. In addition, cruise ships can cause air pollution in port cities (Ruiz-Guerra, Molina-Moreno, Cortés-García, & Núñez-Cacho, 2019), which can lead to health problems such as asthma and respiratory illnesses. In Venice, Italy, cruise ships have been linked to an increase in air and water pollution, as well as damage to the city’s fragile infrastructure, where the cruises are banned from the historical sights of the city (Sansom, 2021). In conclusion, cruise ships tourism can have a significant environmental cost.

This paradox of economic development and environmental protection occupies a large share of today’s debate, since the relationship between them has been a subject of debate for decades. On one hand, economic growth can provide social welfare, poverty reduction, and technological innovation. On the other hand, it can also generate negative externalities such as pollution and resource depletion.

## Study design and framework

We establish our study framework using stakeholder theory in combination with sustainable management based on interviews. To answer the study question effectively and efficiently, we break down the question into smaller questions, which represents steps to walk through the case study, starting with economic benefits then environmental costs of the industry, finally comparing findings for discussions and conclusions, by applying a combination of structured and semi-structured interviews.

**A semi-structured interview** is a data collection method that relies on asking questions within a predetermined thematic framework. However, the questions are not set in order or in phrasing (George, Semi-Structured Interview | Definition, Guide & Examples, 2022).

**A structured interview** has a rigorous set of questions which does not allow one to divert (Structured interview, 2023).

### ***Steps to walk through***

- We identify all the participants in the study as external stakeholders to the cruise tourism industry. Stakeholders in this study are those who are directly influenced by the city policy toward cruise ship industry (Team, 2022). Those stakeholders were identified with consultancy of the supervisor, it includes business owners, team managers, sellers, CEO's, administrative, and officials working in connection within maritime authorities.
- We used a qualitative research methodology that involves conducting a combination of structured and semi-structured interviews with mentioned key stakeholders.
- The stakeholders were contacted by phones, emails, and direct personal contact.
- The appointments were made, and the interviews were conducted in different offices and locations in both Stavanger city and Sandnes city.
- We analysed the interview data using thematic analysis to identify patterns, themes, categories, and relationships among the data (George, Semi-Structured Interview | Definition, Guide & Examples, 2022).

### ***Thematic analysis, a six-step process***

1. Familiarization: We got to know our data by reading through it several times and making notes on anything that stands out.
  2. Coding: We assigned codes to our data to describe its content. Codes were words or short phrases that capture the essence of what is being said.
  3. Generating themes: We looked for patterns or themes in our codes across the different interviews. We grouped the related codes together to form overarching themes.
  4. Reviewing themes: We checked that our themes accurately represent the data and that there is enough data to support each theme.
  5. Defining and naming themes: We defined what each theme is about and gave it a concise name that captured its essence.
  6. Writing up: We wrote up our analysis, describing the themes we have identified and provided evidence from the data to support them (Caulfield, 2019).
- We interpreted and discussed the findings in relation to the research question, conceptual framework, literature review, and practical implications.
  - We draw conclusions and recommendations for future research and practice based on the findings and limitations of the study.
  - We developed a conceptual framework that links stakeholder engagement practices to sustainability performance outcomes and mediators (such as stakeholder satisfaction, trust, commitment, to environmental protection).

### ***Stakeholders who were interviewed in this case study***

We defined a sample of business managers, owners and officials in the city of Stavanger to get an insight of the crucial dependents of their business on the existence of the cruise ship tourism. The economic benefits of those businesses and the value they are generating to the city of Stavanger.

- Business owners: H, W. interviewed in Stavanger 2023
- The authorities of Stavanger port: T, D. interviewed in Stavanger 2023

- The officials of tourism offices in Stavanger: H, P. M., I, H. Interviewed in Stavanger, and Sandnes 2023
- Sellers: S, H., R, E., T, S. interviewed in Stavanger and Sandnes
- Department and team managers: H, J. M, A., G, M., G, N. interviewed in Stavanger 2023
- Cruise ship relationships: M, L. interviewed in Stavanger, 2023
- The residents of Stavanger city: due to lack of time we reviewed the conducted survey of 2019
- The municipality of Stavanger: The municipality was contacted through email, an official from the municipality directed us to another person in charge, who did not replay to us.

### ***The semi structured interview question***

The thematic framework of the question:

What are the economic benefits and environmental impacts of cruise ship tourism and how can they be balanced to mitigate negative effects while still maintaining economic growth in the opinion of those stakeholders?

The purpose of this question was to elicit the stakeholders' perspectives, insights, challenges, and solutions regarding this phenomenon, and to explore how they would reconcile this paradox for the benefit of the city.

### ***The structured interview questions***

1. Can you identify yourself and what business do you represent. and what is your position in this organisation?
2. To what degree your business is dependent on the existence of cruise ship tourism in the city of Stavanger?
3. How much revenue does this business generates?
4. Are you aware of the ongoing debate, between the city politicians and the harbour authorities in Stavanger city?

5. How much do you know about the cruise ships pollution and their environmental damages?

For example, air pollution is a known thing, do you know about the ballast pollution, how dangerous that can be to the local eco marine system, visual and sound pollution?

The purpose of these questions was to conduct a structured interview that would explore the common interests of various stakeholders in the cruise tourism industry, estimate the economic benefits of this sector, and identify the sources of conflict in the ongoing public debate in the city. Based on findings, we provided official numbers generated by those businesses, that can enable us to estimate the actual economic impact of cruise tourism industry. We analysed the collected data and draw conclusions from them to determine and observe patterns which can be adopted by conducting the stakeholder theory in sustainability management, to create value for the city of Stavanger and explore better ways of managing our resources.

## Data

The interviews yielded a large amount of rich data that could not be fully presented in this thesis. A complete copy of all the interview audios was given to the supervisor for reference. The data were gathered by conducting a series of interviews with a collected sample of administrators, managers, business owners, team managers, vendors and governance who are directly connected to our case study. The study with consultancy of its supervisor have tried to create a sample which represents all stakeholders in the cruise tourism industry in Stavanger city. Afterwards the stakeholders were approached by emails and phones, personal approach and through the author's network. They were asked to be interviewed for the subject of the study. The majority of them has responded. The interviews were conducted in different places and dates. Due to privacy and confidential of the interviewed stakeholders, the names and positions are not revealed in competency, they are coded in ways that respects their privacy with full knowledge and acceptance of the supervisor.

By using inductive coding method, we developed the codes alongside with texts were generated from the interviews, which were the main source of data for our inquiry. We also present the pseudonyms and roles of the participants in this study, as well as their positions in their respective organizations.

The following table contains all the interviewed stakeholders with a refer to their positions:

Table 1 : The interviewed stakeholders in Stavanger city

<b>Character</b>	<b>Code</b>	<b>Business</b>	<b>Position</b>	<b>Interviewed date</b>	<b>Interviewed place</b>
<b>Tourism</b>	H, P. M.	R. S	CEO	30/03/2023	Sandnes
<b>Tourism</b>	H, W.	G.C	CEO	29/03/2023	Stavanger
<b>Tourism</b>	I, H.	R. S	Manager And team leader	29/03/2023	Stavanger
<b>Tourism</b>	M, L.	R. S	Public relations Manager	12/04/2023	Stavanger
<b>Charter</b>	H, J.	N. L	Charter manager	13/04/2023	Stavanger
<b>Charter</b>	M, A.	N. L	Assistant	13/04/2023	Stavanger
<b>Tourism</b>	H, A.	R. E	Charter and sale manager	20/04/2023	Stavanger
<b>Tourism</b>	G, M.	H.AS	Product manager	08/04/2023	Stavanger
<b>Tourism</b>	G, N.	H. S	Team manager	09/04/2023	Stavanger
<b>Port</b>	T, D.	P. S	Manager	24/04/2023	Stavanger
<b>Sell</b>	T, S.	V.H	Seller	30/04/2023	Stavanger
<b>Sell</b>	R, E.	T. I	Seller and advisor	13/04/2023	Sandnes
<b>Marketing</b>	S, H.	T. I	Sells and marketing	30/03/2023	Stavanger

All interviews were conducted face to face and were recorded by phone. Afterward the audio files were downloaded to a computer. Further, the audios were transcribed initially by using word office transcribed feature, to transcript them to written words with accuracy of 90 to 95 %. Hence the author afterward went through deep checking processes to match the written scripts with the audio files where we reached a 99% accuracy. The raw data we have gotten from the interviews are large to be presented in this thesis.

### ***Familiarization***

We started the familiarization process by reading the texts and listening to the interviews. More than a couple of times, we got to know the content, the texts and the flowed in the scripts, to identify any potential harmony between the different characters for our further steps.

### ***Coding***

After we got ourselves familiarized with scripted texts and we identified the rhythm, in each and every single one of them, we started our coding. The coding process started by an initial coding, where the statements were given certain general names, for instance: The talk about the importance of cruise segment were coded or marked with “Significant” for further coding.

### ***Initial coding***

We started the initial coding by highlighting the salient topics in line-by-line process which was part of accuracy checking between the audio files and the scripts, in this process we commented the salient topics were popping out.

For instances: when there was an expression about the pollution, we would leave a comment such as “associated pollution”. In next step we started the structured coding process, where the initial coding “comments” were coded by specific names, for instance: the pollution topics became “visual pollution”. This process was proceeded through all documents, line by line. Furthermore, when the coding process was done, the generated codes were organized and written down in a table to highlight intercepting points among the stakeholders for further analysing in the next step which is identifying themes. As shown in the following table, we ended up with 15 codes, crossing among all stakeholders which represents the themes we concluded from stakeholders. In next step

each code will be presented with the theme and the content it stands for with our conclusion and understanding from it.

*Table 2: The intercepting points among the stakeholders*

Code													
Identification	H, P. M.	H, W.	I, H.	M, L.	H, J.	M, A.	G, M.	G, N.	T, D.	T, S.	R, E.	S, H.	H, A.
Regulation and sustainability.		✓	✓	✓	✓	✓	✓	✓				✓	
Cruise companies are on sustainability track.	✓	✓	✓	✓	✓	✓							
Regulations are already in place.	✓	✓		✓	✓	✓							
We need to develop our products. Regulations.	✓	✓		✓	✓	✓							
Emissions from cruise tourism were not significant, 2%.	✓	✓	✓	✓								✓	
Conflict, some trying to ride the wave.	✓	✓	✓	✓	✓	✓						✓	
No facts, no alternatives, just suggestions	✓	✓	✓	✓									
Conflict, and political	✓	✓	✓	✓	✓	✓						✓	

debate not based on facts													
Significant revenues to the city	✓	✓	✓	✓			✓	✓					✓
Cruise tourism is significant for business.	✓	✓	✓	✓			✓	✓				✓	
Visual pollution is the main problem, the rest has been added.		✓					✓					✓	
Increased revenue, directly because of cruise tourists.			✓				✓	✓				✓	
Volume differences			✓				✓	✓				✓	

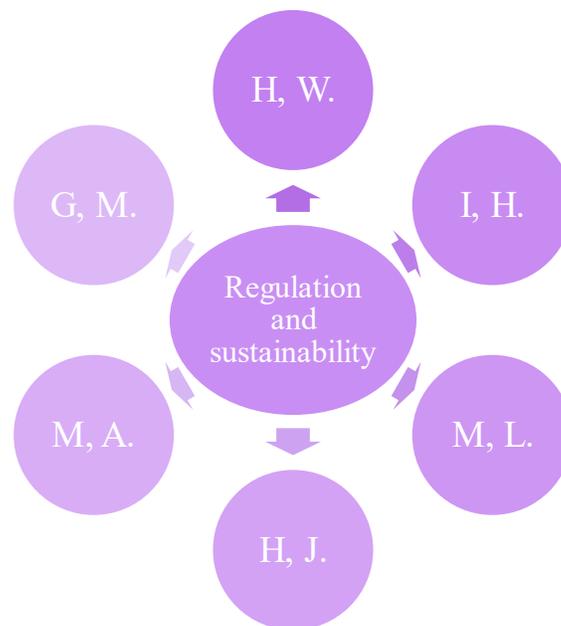
**Analysing data**

We started our process by coding all the data first through structured coding, afterwards line by line coding. Then we started the process of identifying themes and patterns, to identify the mutual interests, values, and conflicts. The figures downward are made in purpose of illustration, where each figure represent the generated theme and its interception with stakeholders.

Themes were founded

**Regulation and sustainability**

Figure 1: Regulation and sustainability



In this theme, most of the stakeholders expressed the need for regulation and sustainability as a solution to the paradox of cruise ships. Some quotes are quoted from their interviews.

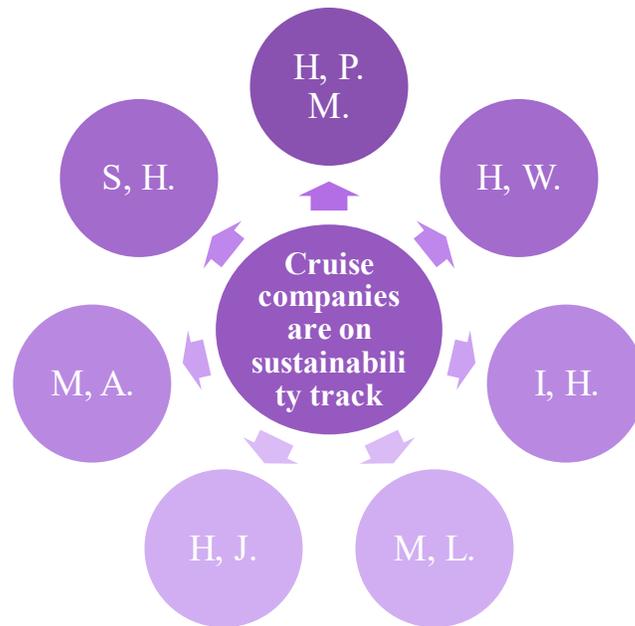
- H, W.: “The cruise strategic, led to certain rules and facts and regulations, which we all agreed on, which we signed, and this was then handed over to the politicians. Also, to be a fact for the ongoing debate about the regulation or how to regulate the cruise business. So, it's not like we are not with regulation. We also want some kind of regulation. We just don't know how to agree on how the regulation should be done.” (The interviewee refers to a group of businesses, municipality, harbour authorities and a neutral company has worked together to establish what they call it cruise ship strategy 2030. The author and supervisor were provided a copy of this strategy).
- I, H.: “So, I think it's important to see sustainability. It's important to see that it's ethical so, there's work to do with the cruises, but at the same time it can be a way to make our destination all year round. It can be a way for some of the tourism professionals to have work also in the winter. That's also sustainability and that's also increased economic strength for the city.”

- M, L.: “The fact is what the Norwegian Directorate of Transport said: That the cruise ships can be one of the cattle of Listowel, they can be one of the segments in the shipping industry that push towards a greener shipping.” (The interviewee posits that the cruise tourism industry can serve as a primary catalyst in the transition towards green energy by spearheading the change process.)
- H, J.: “All the reports have shown that we can welcome up to 9000 guests a day and, just to have that for a few crazy months in the summer, that's not very sustainable and sustainable is a very big word. We have been working for many, many years to extend the season so that we can have people employed throughout the whole year and not just a few crazy months.”
- M, A.: “Yeah, since I think that the regulations are important, but there must be real regulations, something doable, the reality, it doesn't make sense that all would be done in one year. We have to do this, if it's not possible right now. So, regulations. Yeah, I think it has to be regulation.” (The interviewee is referring to the idea of restricting the rules gradually to give the chance to companies to adjust to it, and that it takes time and not all is doable within one single year.)
- G, M.: “I think that people have the knowledge should think solutions and do things about it (means environmental challenges associated with cruise tourism). For example, our buses are environmentally friendly. I don't know anything about mechanic and those kinds of things, but all our buses are Euro diesel 6\*. I don't really know what that means. But they explained that they are environmentally friendly, and we say it in our brochures, in our website and we repeat it. Our goal is to have electrical buses, or something help to find the balance. So, I don't know anything about those kinds of things. But I think people that they know, they should study and give us options.”

The stakeholders named above emphasize the importance of regulatory measures that ensure the city's sustainability and their own business viability. They regard sustainability as a crucial factor for maintaining their operations and distributing the cruise traffic throughout the year, which would enable them to offer stable employment opportunities to their workers.

### ***Cruise companies are on sustainability track***

Figure 2: Cruise companies are on sustainability track



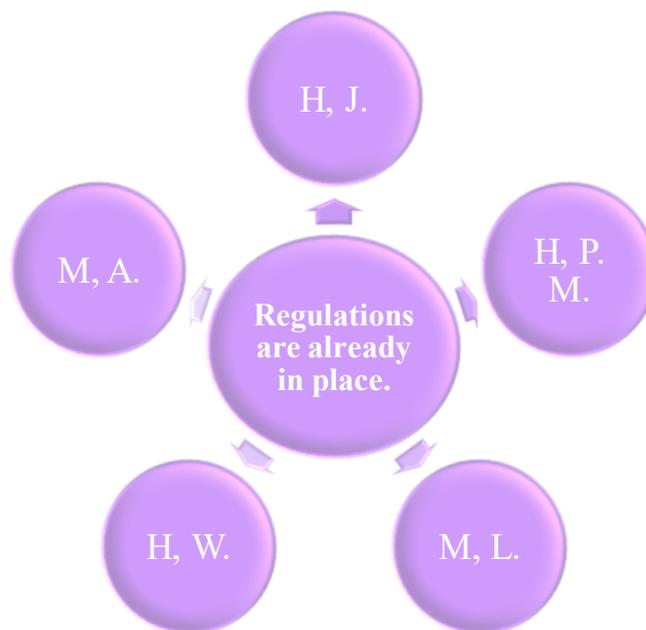
- H, P. M.: “Keep in mind that there's an entire industry behind this, really making an effort to bring in new technology, new fuels, new ways of really making this as sustainable and as green as it can possibly be.”
- H, W.: “They only send the new ships and the best ships and the most, eco-friendly, and modern ships, they all send them to Stavanger.”
- I, H.: “I think there are a lot of progress happening and we hope that they will go on of course, even faster. But I don't think it's a black and white thing.”
- M, L.: “Because, they have passengers and they are becoming more environmentally aware and that is pushing the technology, pushing everything with LNG.”
- H, J.: “We have ships running on LNG like Iona that's here today and that's something that's coming.”
- M, A.: “Since I think that the regulations are important, but it takes time.”

- S, H.: “I see a lot of positive things in the changes they're already making. One aspect is of course to think of amount of people per ship, but the ship will be bigger the more amount of people there is.”

This theme presents the stakeholders’ perspective that the cruise tourism industry is already undergoing a transition towards zero emission by 2030. Moreover, it suggests that Stavanger and other coastal cities should leverage this opportunity and support this industry as a catalyst for change in the entire cruise sector. Above are some quotes from the interviews where the stakeholders are emphasizing the need to cooperate with cruise industry for mutual interest. For instance, M, L. says” Because, they have passengers and they are becoming more environmentally aware and that is pushing the technology, pushing everything with LNG”.

### **Regulations are already in place**

Figure 3: Regulations are already in place



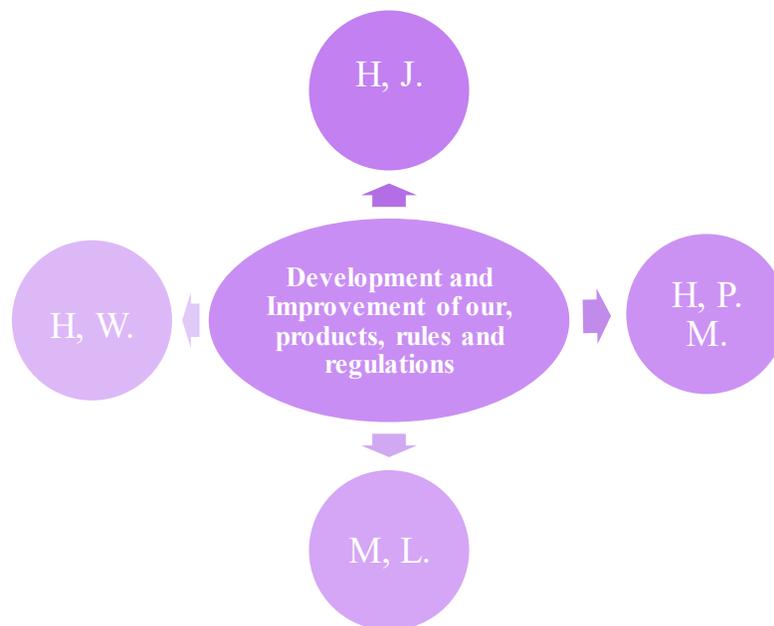
- H, J.: “This has to do with rules and regulations of the contracts because the new contracts coming, they will all demand zero emission.”
- H, P. M.: “Some regulations are already in place, so the port will have an index. You have to meet certain standards to be even welcome. There will be no ships of very polluting kind.”

- M, L.: “The port can for instance, give less fee to ships that have invested in so and so. So, things that they can also do is to reduced fees, port fees if you use electrical buses. So, there are incentives that you can give to the cruise lines as well, so they are kind of given an advantage in the screen.”
- H, W.: “People don't know they still think that the cruise ships are coming way in and destroying for the pleasure boats and for everything going on here. But that's not true. It's been more than one year, even 1/2 year ago since it was decided no ships further in the inner part of the harbour.”
- M, A.: “Already many fjords request cruises to have zero emission to inter the fjord.”

This theme reflects the views of the stakeholders who contend that the existing regulations for cruise tourism are adequate, and that Norway has some of the most stringent laws regarding the types of ships permitted in its territorial waters. This section highlights how all stakeholders acknowledge that Stavanger has initiated the process of regulation, but also recognize that further actions are needed and that the transition and transformation are gradual. Moreover, some measures have already been implemented, such as prohibiting cruises from entering the inner part of the harbour.

### **Development and Improvement of our, products, rules and regulations**

*Figure 4: Development and Improvement of our, products, rules and regulations*



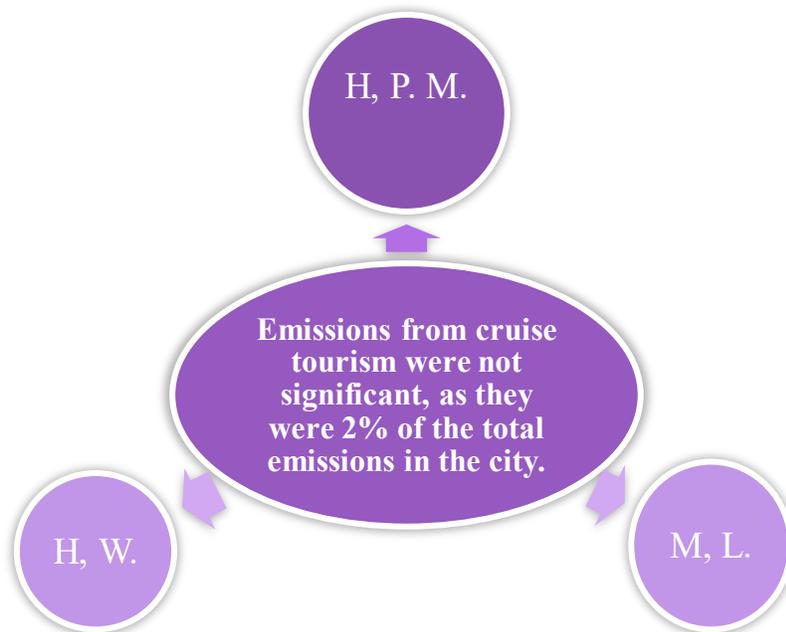
In this theme, the stakeholders are arguing that the argue goes both ways. In the meaning, Stavanger city and Stavanger harbour has to develop the rules, regulations and products to be up to the coming changes.

- For instance, H, J. mentioned that in N.L (the company she is operating in) they are working on renewing their fleet to match the requirements of 2025 shift toward the green energy and they want to be a head up to the changes, so the company does not miss the chance of winning the new contracts, which applies to the cruise tourism industry itself. “So, we have to follow up if we want to win the contracts. So, we are remodelling current ships to run on zero emission either battery or other solutions. We have some vessels running on bio diesel and so gradually and within 2025 everything should be zero emission” (H, J.,2023).
- H, W. mentions how important it is with regulations since the cruise companies plans 4 years ahead and it is important for them to guarantee themselves a place in the harbour.  
“Let's say that like the politicians want now, they want to have a limit of 200 ships per year. People working in the business know that the cruise ships, the big cruise liners, they book like 4 years ahead. They book to be sure that they can come to the to the city.” (H, W., 2023).
- Hence, H, P. M. is emphasising the need to develop ourselves to the point where we can match our products to what cruise companies are offering, to maximize our future benefits. “I think in the future we will have more and more precise attention on how to get the right guests from the right ships. Matching our product instead of just looking at how can we break new records or get as big ships as possible or so?” (H P. M., 2023).
- M, L. “In Haugesund they're getting shore power this year, but in Stavanger it's a bit different, we are very small, small city centre and a lot of things are protected.”
- T, D. “In Stavanger we have just started the process of getting shore power installed in the harbour, and we aim to be able to provide up to three ships at once with shoer power. It takes time but we are on the track.”

In other words, the city must keep the track on our development and products to match future needs.

**Emissions from cruise tourism were not significant, as they were 2% of the total emissions in the city**

Figure 5: Emissions from cruise tourism were not significant, as they were 2% of the total emissions in the city



The stakeholders base their argument on the pilot program that was launched in 2019 by the municipality, harbour authorities, and other relevant parties. This program examined the impact of cruise tourism ships on gas emissions in the harbour of Stavanger and concluded that it was negligible. According to the study, marine pollution accounted for 32% of the Stavanger region pollution. The cruise tourism pollution represented 6 % of all marine pollution and counted for 2% of emissions in Stavanger.

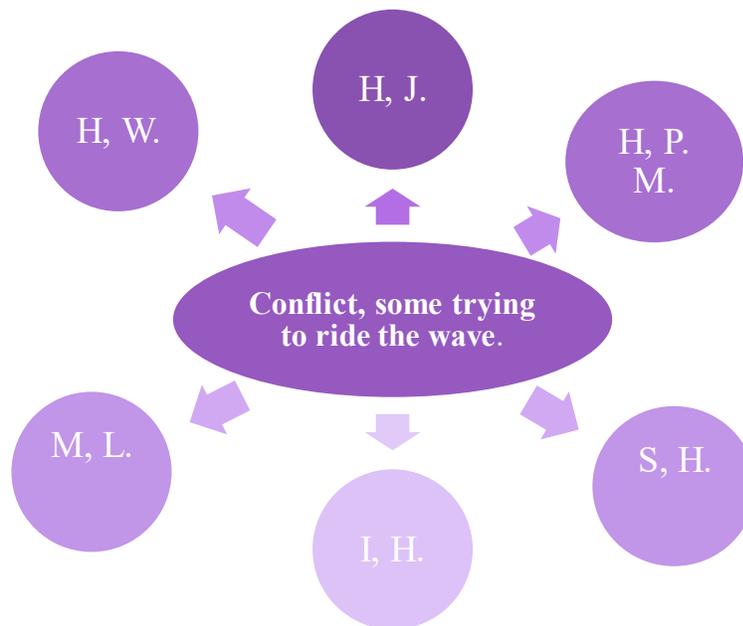
- H, P. M. “When we pair the number of the days with cruise ships with the days of high levels of pollution, we didn't really see any correlation. So, I'm not saying it didn't contribute, but you cannot just equally say OK, Walla! It's the ship and that's an important finding, of course.”
- H, W. “Of all the pollution is in the area, all the traffic on sea is responsible for 30 percent, 30% of all pollution, but the cruise ships are only responsible for 3%.”

- M, L. “The correct information is in 2019, only 2% of the full pollution of climate slip or carbon dioxide was coming from cruise ships, only 2%. That's nothing. So, that’s the end, It's the end of the discussion.”

As M, L. emphasizing that facts should be the only and only thing to be considered when talking about pollution and regulations and fact was that the slips from cruises in Stavanger in 2019 was 2%. The author has received a copy of the report and has check the mentioned facts, which are matching the mentioned numbers.

### **Conflict, some trying to ride the wave**

Figure 6: Conflict, some trying to ride the wave



This theme reveals a significant political disagreement in the city of Stavanger. Several indicators suggest that some high-ranking officials in the city disregard the evidence and ignore the reports according to some observations, some officials exploit the cruise tourism issue to gain media exposure. Moreover, some observations indicate that the media does not report on the established facts, but rather focuses on the opposite side of the debate.

- H, J. “I won't mention names, but there's a senior official admire Publicity, no matter what, and in the last meeting they were using arguments that had no place in this discussion at all.”

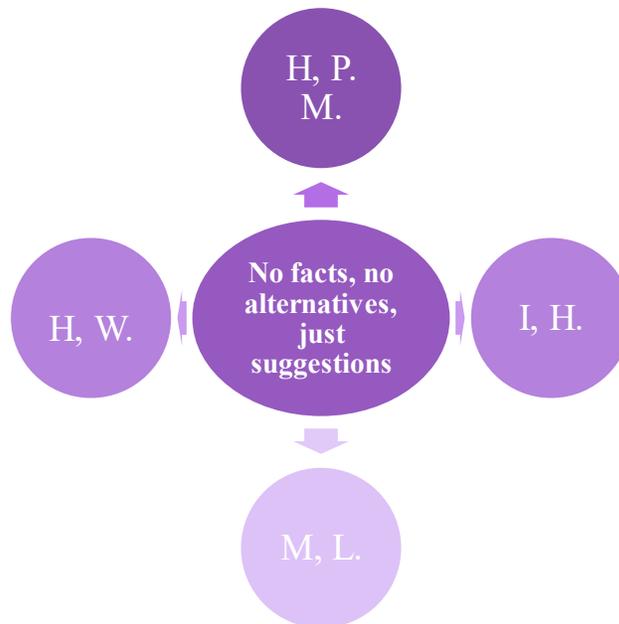
- H, P. M. “I think some senior officials saw it as an easy battle, a quick fix to get media attention, get their name out there because they knew that some very vocal inhabitants were very against cruise ships.”
- H, W. “The administration running the city now, It's a coalition. It's a broad coalition and some are very happy about the cruise ships. Some are not happy at all, and they want to get rid of every cruise ship.”
- M, L.” It's usually just in media when it comes to old Stavanger and pollution, and so on. But now we have the facts, and the media doesn't want to show and tell about the facts and, people don't talk about cruise segment because they are looked down at.”

Based on all mentioned above, it seems like a possible source of conflict in city policies is the lack of factual information as previously stated by the relevant stakeholders involved. The findings of this study suggest that the arguments against cruise tourism are not supported by evidence, but rather used as a propaganda tool by the opposing parties according to stakeholders. In addition to the previous point, the pilot program also revealed a bias against cruise tourism in the city. Some parties ignored the positive aspects of this industry and focused only on the negative ones, regardless of the facts and evidence presented by the program or other studies.

We conclude that there are clear signs of conflict or in other words disagreement, between stakeholders who represents businesses and some of city senior officials. The notice here is that we have the impression that the city senior officials are not united themselves toward the cruise tourism industry, some are with, some are totally against, and some are ok with it but, with more regulations. (H, P. M., 2023).

***No facts, no alternatives, just suggestions***

Figure 7: No facts, no alternatives, just suggestions



This theme represents a kind of objection toward senior officials, who have not developed a factual strategy toward cruise tourism industry and their argue is not based on any facts according to stakeholders. In addition, they have not presented any alternative to stakeholders to replace this industry with a new source of income or any suggestions of how stakeholders should handle the situations in case of absence of this industry. Some stakeholders expressed this with words such as:

- H, W. “The suggestion from senior officials is, if you are out of business, go find something else to do. Which I think is very impolite way of talking to people.”

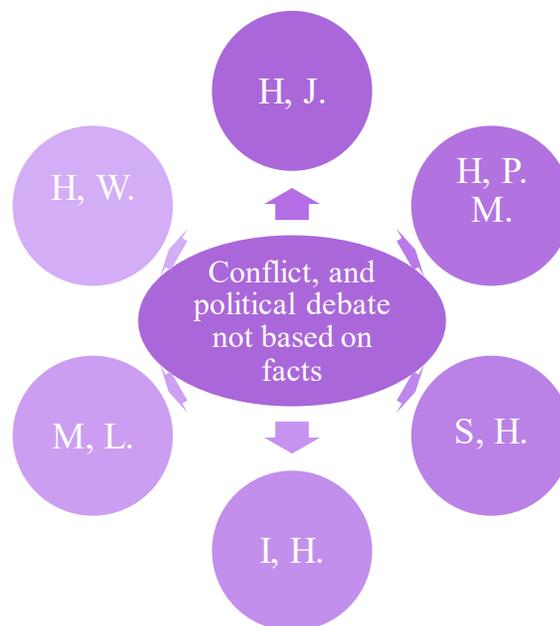
- H, P. M.: “They're not that close on the debate. Senior officials who are negative to Cruise, would say, well, we will just have to focus on more valuable visitors. So, they will say per Cruise's visitor, revenue is low, so let's focus on getting more, valuable guests.”
- M, L.: “If we want numbers there are no tourist companies that can live from 10 people who have a lot of money who come to you visit you on time you need.”
- I, H.: “I feel like the discussion is not including the right numbers or the right statistics for how much it actually creates revenues to the city.”

H, P. M. argues that the senior officials lack a concrete plan to replace this industry and instead resort to vague statements about focusing on more valuable guests. M, L. challenges this argument and claims that it is invalid for tourism, as companies cannot sustain themselves based on 10 wealthy guests.

This theme implies an unclear suggestion of replacing this industry, where we encountered expressions such as: they are not close to that, find something else to do (H, P. M. & H, W.,2023).

### **Conflict, and political debate not based on facts**

Figure 8: Conflict, and political debate not based on facts



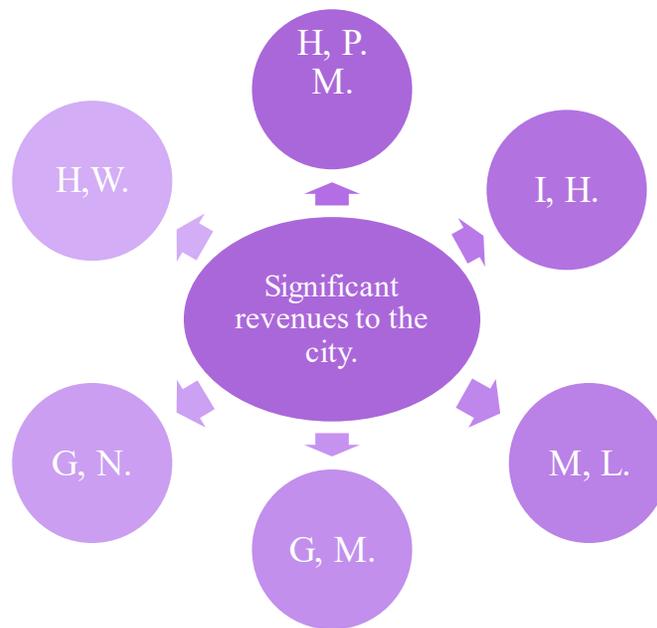
In this theme, the argument stays on track to reveal more disagreement, based on stakeholders' observation about the political debate, that is not based on factual arguments. The stakeholders observe that senior officials are not reading the reports are sent to them, during the meetings they used arguments has nothing to do with Stavanger, and so on:

- H, J.: “We attended some of the meetings and heard the discussions and to me it seems like they have not read all the documents and reports that were made.”
- H, P. M.: “We saw the need for more neutral facts, more data, more statistics. The value of having more neutral debate.”
- S, H.: “All the other discussion points stem out from just them finding reasons for the cruises to go somewhere else. So, they don't have to deal with the visual things.”
- I, H.: “I know that it was an important political case on the last elections for the city election and I think it's really good that we are discussing about all the different sides of cruise tourism.”
- M, L.: “It's very important we always use facts and don't talk about what we think and believe because we use the numbers we have.”
- H, W.: “What is the fact because the people, who are very much involved in the ongoing discussion often has based their views on feelings and belief.”

It is obvious from what is mentioned above that some senior officials are opposing the cruise tourism industry based on their personal biases, not on any evidence according to the stakeholders. This shows a clear sign of conflict among the stakeholders toward senior officials. This theme includes defensiveness and frustration toward senior officials who are not reading or listening to the founded facts. Which is obvious in H, J. statement in the interview: “I get so provoked” (H, J., 2023) and the rhythm of repeating the “and” word. As it is obvious in H, W. statement: “I find it very impolite” (H, W., 2023).

### ***Significant revenues to the city***

Figure 9: Significant revenues to the city



This theme illustrates how the cruise tourism industry contributes to the economic development of the city and the profitability of the stakeholders' businesses.

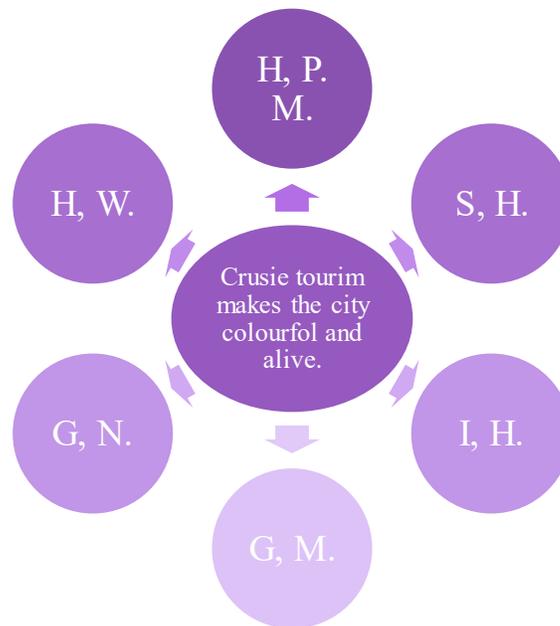
- H, P. M.: “We estimated it in 2019 to be somewhere between 350 and 500 million NOK. So, it means the total revenue from the cruise activity is quite a substantial number.”
- I, H.: “With the ones who we are selling the tickets for in our office, that are mostly providing maybe one day excursions or fjord cruises for a couple of hours of time, or guided hikes or museums or different experiences that are close by on the same day, for this it's a very significant segment.”
- H, W.: “For our company the revenues are like at least 20 million Norwegian Kroner per year, maybe 22.”
- G, M.: “In numbers has to be, if it is one cruise ship, we expect to sell at least 150 or 100 tickets.” Which equals to 52 500 NOK per day according to the number mentioned here.

- G, N.: “It could be with a very good day, 500 tickets.” Which stands for 175 000 Nok in one single day.

This theme suggests that the cruise tourism industry generates significant economic benefits for some local businesses and the city, based on the numbers provided by some of the stakeholders. We keep in mind the degree of cruise-related businesses, for instance G, M. and G. N. businesses are pure cruise-related businesses. While S, H. business is acting as a sell Hub on behalf of other businesses which their cruise-related degree varies a lot. For instance, he mentioned that the cruises are important source of income for some totally non-related-cruise businesses such as museums.

### ***Cruise tourism makes the city colourful and alive***

Figure 10: Cruise tourism makes the city colourful and alive



This theme illustrates how the stakeholder perceives cruise tourism as a source of vitality and vibrancy for the city. The stakeholder contrasts the days with and without cruise ships and describes how a quiet day can transform into a lively and colourful one. For example, the stakeholder recounts an incident when a cruise ship had to dock in the city due to a storm, and how the city became animated despite the inclement weather. Moreover, the stakeholder highlights the

economic benefits of cruise tourism for the local businesses, especially on such an unfavourable day.

- H, W.: “2 weeks ago, we had a very heavy storm up in the north and some of the ships that were supposed to be calling on Tromsø and some of the northern ports, they couldn't do that because of the heavy storm. So, they called Stavanger, and said is it at all possible to come to Stavanger instead? This was in beginning of March, bad weather, no people in the city because of heavy rain, nothing going on. Stavanger was really supposed to say no because we are already fully booked in the summer. A ship coming on a day with no other activities. So, at the end, they were allowed to come because the bad weather, and a port can actually not decide to say you cannot come. Yeah, because they have this obligation to accept everyone to come. So, we are in a little bit of a difficult situation and when they came and when I called out to our suppliers to say, listen, there is a cruise ship coming on Monday and there is a cruise ship coming on Saturday because of bad weather and we are planning tours with you and tours to you, and they were so happy. Because they said, finally some money to us. Because I mean, who in the city on a Monday on a Tuesday on a Friday with heavy rain will come to the city and spend money.”

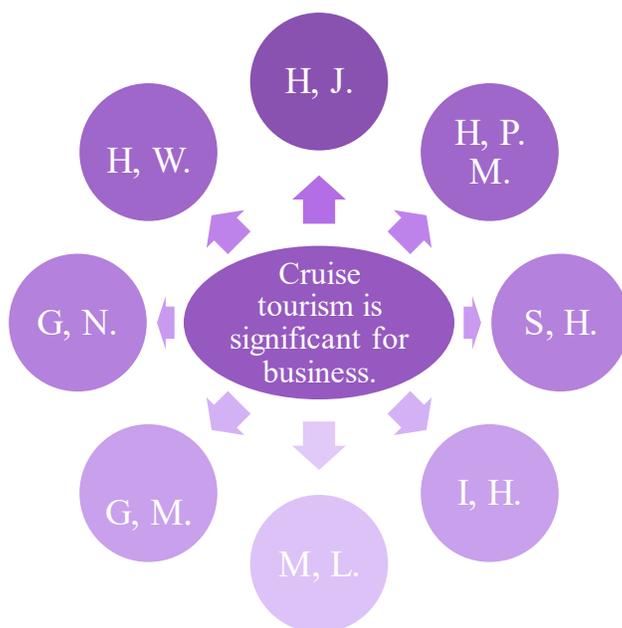
Another striking statement comes from S, H., a local resident who lives near the city. He admits that he cannot appreciate the city beyond its superficial appearance, but his perspective changes when he sees the tourists walking around and expressing their admiration for the city. This generates a feeling of pride in him as a local.

- S, H.:” I've seen the city with and without cruise tourists, for example, there's a huge difference in the feeling of, how can you say that feeling of life in the city without the cruise tourist? The city is quite empty, a little bit Gray. You could even say dead, but with tourists it just becomes colourful, and with all the other aspects that come with the tourists, like the tourist buses and everything. The city just feels more vibrant, more live than what it usually is. In addition, as a person living close to Stavanger, it kind of makes me kind of proud of the city to see the amount of tourists coming to visit, taking picture and that aspect has also made me realize that the city is unique city. There's a reason to love the city because you don't really think about that when you are local. This is just the city without the tourists, so for me cruise tourist is part of bringing life and light and colour to the city.”

- I, H.: “So, Stavanger would be here anyhow the city would be beautiful anyhow, but I don't think we would have so many possibilities, cultural possibilities or excursions and small shops in the city might struggle.”
- G, M.: “When the cruise ship is here, the city explodes, and it doesn't matter if it is raining or not. Bad weather or not, people like it because they have been traveling.”
- G, N.: “I think it's good and It's also important that we get to see life in the city, many people walking. So, then if you go to the centre, It's not that vibrant.”
- H, P. M.: “So, take away cruise tourism and Stavanger city would have been quite for much of the summer.”

**Cruise tourism constitutes a substantial segment of the local tourism industry**

Figure 11: Cruise tourism constitutes a substantial segment of the local tourism industry



This theme explores the significance of cruise tourism for different businesses. It shows that some businesses rely entirely on cruise tourism for their survival, while others derive up to 90% of their income from it.

- G, M.: “100% yes, because we only work, and offer our services when there is a cruise ship in the harbour, otherwise we don't have enough clients.”

- G, N.: “We depend. 100% of cruise ships.”
- H, W.: “The cruise business represents more than 80% of our total revenue, maybe 85%, sometimes even 90% yes. So, if we did not have the cruise ships, we would have to downscale”.
- H, P. M.: “OK, for sure cruises are fundamental for many parts of tourism, it's been so for quite some years now, and the growth in tourism is also largely a result of growth in cruise tourism.”
- M, L.: “Cruise ship tourism is very important because cruise tourism is mass tourism. It's a fact, that most of the people who come to Stavanger, are cruise tourists.”

In addition to what's mentioned above there are other stakeholder such as I, H., and S, H. who are working as selling hub for other companies revealing the significance of this industry and its economic impact on the small and small size businesses.

- I, H.: “I see that the local small and middle medium sized companies get a lot of economic benefits from the cruise tourists.”
- S, H.: “I would say there is a 70, 80% maybe even more difference between normal day and a cruise day.”

This theme suggests that this segment is vital for the survival and growth of many small and medium-sized enterprises. Without this industry, some enterprises would have to reduce their operations and others would cease to exist. As one interviewee stated, “We would have to downscale if we did not have the cruise ships” (H, W., 2023). Another interviewee confirmed, “My company only operates during summer season because that's when the cruise ships arrive” (G, M., 2023).

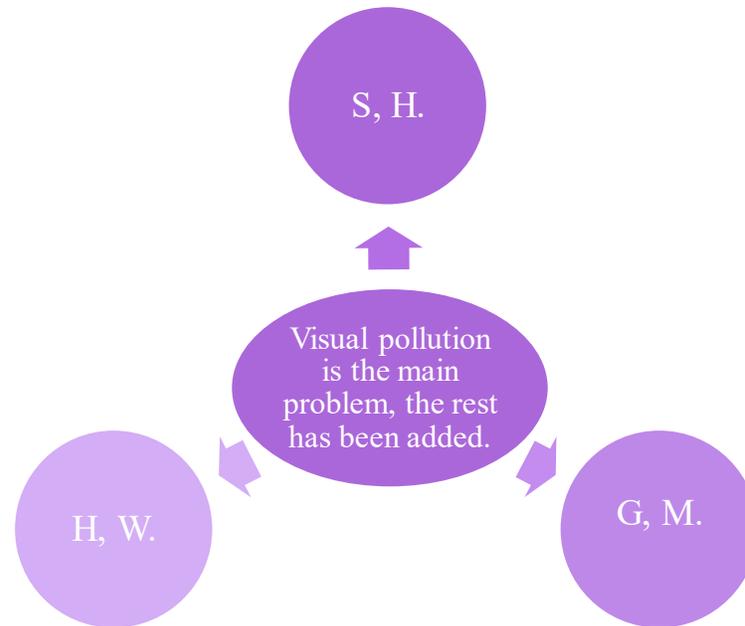
Furthermore, some stakeholders have disclosed to us that their businesses do not primarily depend on the cruise tourist segment, but that this segment still constitutes a significant part of their business activities, albeit as a secondary one.

- H, J.: “So, our company have not specified so much into just doing the touristic routes. It's a side side-line, but it's a very important side-line.” (H, J. , 2023)

The study examines the extent to which various stakeholders rely on the cruise tourism industry, and how their businesses are connected to cruise-related activities.

## **Visual pollution is the main problem, the rest has been added**

Figure 12: Visual pollution is the main problem, the rest has been added



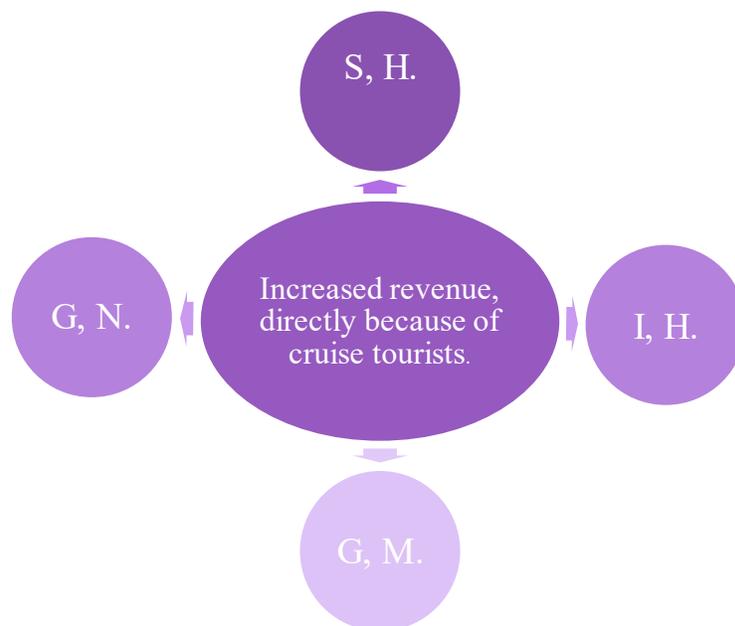
- S, H.: “Because most of the people who disagree with cruise tourists do live in the central area and mostly in Old Stavanger and of course, there is a huge visual problem there, because of cruise.”
- G, M.: “The only thing that I heard last year is that people live in Old Stavanger, were complaining about courtship, that's the only thing I knew about it.”
- H, W.: “The port and the plan we made, cruise strategy, already decided that the inner part of water, no cruise ships are allowed in this part of the harbour.”

The stakeholders contend that the primary issue associated with the cruise tourism paradox in the city is the visual pollution it generates. This is because the city harbour is situated in the city centre, directly opposite the old part of the city, which creates a significant visual disturbance for the residents of that area. This problem is also exemplified by H, W.’s testimony in the interview, where she reported that the harbour authorities have enacted a policy to restrict the access of cruise ships to the inner part of the harbour and reserve it exclusively for local boats and activities. This policy was regarded as a significant measure by some senior officials in the city.

“And that was a very, very important point for the politicians that the inner part of Vågen (Vågen is the harbour area in Stavanger centrum) would be for the local people of Stavanger.” (H, W., 2023).

### **Increased revenue, directly because of cruise tourists**

Figure 13: Increased revenue, directly because of cruise tourists



This theme explores how the revenues vary depending on the presence or absence of cruise ships in the city. I, H. reports that their members experience up to 300% difference in sales on days with cruise ships compared to days without them, as they are a hub for selling products to tourists.

“So, the difference can be up to 300% on sales. It's a very huge difference between the days when we have the cruise ship in the city or not have the cruise ship” (I, H., 2023).

Similarly, G, N, states that they do not work when there is only a small cruise ship in the city, implying that the size of the cruise ship also matters for their income.

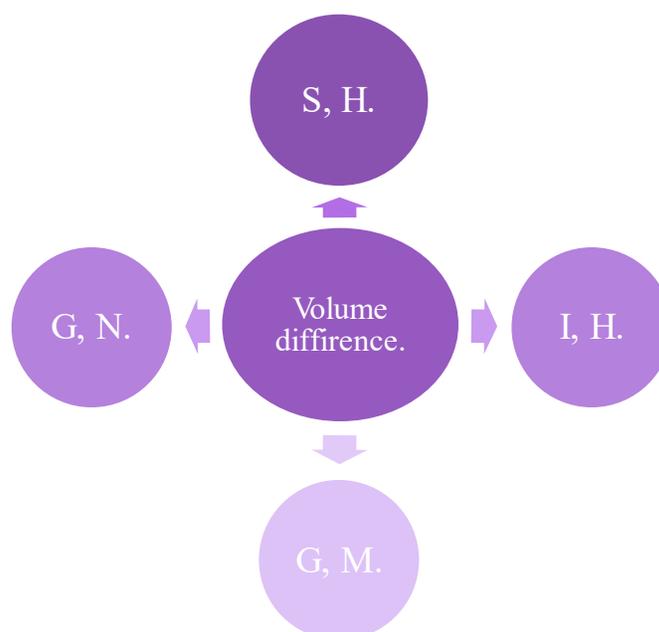
“So, the worst day is that we go home because with the small ships in fact, we don't work with every ship only with those that have enough people on board, to have some guest.” (G, N., 2023).

These statements illustrate the importance of tourists from cruise ships for their businesses.

S, H. confirms this by saying that “Usual days without cruise ship, there could be up to 20 visitors, but even one day with a cruise ship will bring the total amount more than the whole month of normal days, so even a low season cruise is significant for the visitor number”. (S, H., 2023).

## **Volume differences**

Figure 14: Volume differences



- S, H.: “In a normal day there could be up to 20 visitors, but even one day with a cruise ship will bring the total amount more than a whole month of normal days.”
- I, H.: “We see a big difference between the days that we have cruise boats in the city and the days that we don't have cruise ships in the city. So, on the days that we have a cruise boat we are selling many more trips, tours, experiences.”
- G, M.: “Like for example if it is one of the biggest cruise ships that has 5200 capacity. So, during high season we can easily sell 250 tickets with the competitors also working.”
- G, N.: “We only work when there are cruise ships in the city. Because we have big buses, and we need to fill them, and we don't fill them with tourist, who come to Stavanger in another ways or transport means.”

This theme illustrates the significance of the volume generated by cruise tourism for businesses. For example, H, J. emphasized the importance of having a head schedule to enable companies to plan and adjust themselves to the incoming demand. Similarly, when M, L. in one of the former themes stated that cruise tourism is a mass tourism that cannot be replaced by more valuable guests, as it is impossible to generate such a large volume by airplane guests or any other type of tourism. Which was confirmed by G, N, that tourists who come to Stavanger with other types of tourism means do not use their services, because they need volume to make sure that they have a chance to fill their buses. Moreover, the magnitude of the volume was evident when S, H. expressed that one day of cruise guests could equal a one-month total of non-cruise guests. He said: “There could be up to 20 visitors, but even one day with a cruise ship will bring the total amount more than the whole month of normal days.” (S, H. 2023)

## Interpretation

An analysis of the overmentioned themes reveals a pattern of repetition among stakeholders. Notably, when interviewing individuals in administrative positions involved in ongoing discussions, themes such as ‘no facts’ and ‘conflict’ emerged. Conversely, when interviewing individuals more directly involved in sales and product interactions, themes such as ‘revenue’ and ‘volume’ were prevalent. However, all stakeholders interviewed for this thesis expressed the importance of cruise tourism to the city’s economy and the city’s significant interest in this industry. Furthermore, we can organize those themes in categories which represent our findings for discussion.

## **Regulation and Sustainability**

This category includes themes related to the regulations and sustainability measures in place for cruise tourism. It covers the efforts of cruise companies to become more sustainable and the need for further development of products and regulations, and it consists of:

1. Regulation and sustainability.
2. Cruise companies are on sustainability track.
3. Regulations are already in place.
4. Development and improvement of our products, rules, and regulations.

### ***Emissions and Environmental Impact***

This category includes themes related to the environmental impact of cruise tourism, including emissions and visual pollution. It covers the significance of emissions from cruise tourism and the main environmental concerns, and it consists of:

5. Emissions from cruise tourism were not significant, as they were 2% of the total emissions in the city.
12. Visual pollution is the main problem, the rest has been added.

### ***Conflict and Debate***

This category includes themes related to conflicts and debates surrounding cruise tourism. It covers the lack of facts and alternatives in the debate, as well as the presence of conflicts and political debates not based on facts, and it consists of:

6. Conflict, some trying to ride the wave.
7. No facts, no alternatives, just suggestions.
8. Conflict, and political debate not based on facts.

### ***Economic Impact***

This category includes themes related to the economic impact of cruise tourism on the city. It covers the significant revenues generated by cruise tourism, its importance for business, and the increase in revenue directly attributed to cruise tourists, and consists of:

9. Significant revenues to the city.
11. Cruise tourism is significant for business.
13. Increased revenue, directly because of cruise tourists.

### ***Cultural Impact***

This category includes themes related to the cultural impact of cruise tourism on the city. It covers how cruise tourism makes the city more colourful and alive, and consists of:

10. Cruise tourism makes the city colourful and alive.

## **Other**

This category includes any other themes that do not fit into the above categories, and consists of:

14. Volume difference.

From all mentioned, we can now match our categories to our framework which was identified in the beginning of this study:

1. strengthening the specific sustainability interests of stakeholders.

Other, Cultural Impact, Economic Impact, and Regulation and Sustainability.

2. creating shared sustainability interests based on these specific interests.

Conflict and Debate. (By Fostering common sustainability goals based on these specific interests and grounding the debate on evidence for the benefit of the city, the debate can serve as an opportunity for building on existing mutual interest by finding common ground and taking into account all parties' interests and eventually enhancing them for the welfare of the city.)

3. empowering stakeholders to act as advocates for nature and sustainable development.

Emissions and Environmental Impact.

## Discussion

We start our discussion by repeating the study question:

How can cruise ship tourism be made more sustainable without compromising its economic contribution to destination communities, Stavanger city in Norway?

Bearing in mind that, this study has a limited scope as it is based on interviews with various stakeholders in Stavanger city, Norway, who have different degrees of involvement and interest in cruise-related businesses. Therefore, the findings and implications of this study may not be generalizable to other contexts or locations where cruise tourism operates differently.

Our collected data indicates progress in regulation and sustainability within the city. However, the question remains: is this progress sufficient? To answer our study question,

how can cruise ship tourism be made more sustainable without compromising its economic contribution to destination communities, Stavanger city in Norway?

## **Economic Impact**

9. Significant revenues to the city.
11. Cruise tourism is significant for business.
13. Increased revenue, directly because of cruise tourists.

## **Other**

14. Volume difference.

Stakeholders unanimously emphasized the economic importance of the cruise tourism industry for the city. In 2019, estimated revenues ranged from 350 to 500 million which relatively corresponds with the findings in the comparison study of comparing the cruise passengers expenditure on shore visits with estimation between 600 to 700 Kroner per passenger (Dybedal, 2019). On busy days with cruise ships in the city, companies generated revenues varies significantly. Some estimated that sales on days with cruise ships were up to 300% higher than on days without cruise ships.

The economic contribution of cruise tourism to the city is substantial and demonstrable, as shown by the data on sales revenue from one of the city's sales hubs. The data, which was obtained with the consent of the relevant stakeholders who recognize the importance of this tourism segment, reveals a striking difference in sales revenue between days with and without cruise ships. As reported by a sell hub (2023), the sales revenue on non-cruise days varies from 0 to an average of 8000 Kroner, whereas on cruise days it varies from 80 000 to 175 000 Kroner. This indicates a significant and direct increase in revenue attributable to cruise tourism. This provides a glimpse of the economic impact that cruise tourism has on some of the city businesses.

A relevant finding from a previous study in Bergen (2019) is that cruise-related businesses are more sensitive to the fluctuations in cruise tourism than non-cruise-related businesses. This means that they experience more negative impacts when cruise tourism declines and more positive impacts when cruise tourism increases (Bye & Hval, 2022). Our study corroborates this finding, as some of our interviewees reported a high dependency on cruises, ranging from 70% to 100%. However, this also raises the question of potential bias in their responses. One can argue that this bias in this context is logically valid, as they are merely protecting their contributions and their careers. This leads to a question: if those who are 70 to 100% reliant on cruises are defending it

and it is rational for the aforementioned reason, why are there businesses who claim that they are not dependent on cruises, and some administrators and officials who support this phenomenon?

Our categorized findings: Other, and Economic Impact could help us to answer this question. The Other category includes the increased volume of potential customers, which is perceived positively by businesses regardless of their relation to the cruise industry. The Economic Impact category highlights the significant revenue that the cruise industry brings to the city and its businesses, both directly and indirectly. For example, one stakeholder stated, “My job will not disappear, but many small and middle businesses will suffer” (I, H., 2023) indicating a concern for the interdependence of businesses in the city. Another stakeholder, whose business is entirely cruise-related, reported that they have established agreements with local businesses to provide them with customers and that they are planning to expand such partnerships (G M. , 2023). This suggests that even non-cruise-related businesses can benefit from the cruise industry through collaboration. Which raises the question, of the extent to which cruise-related businesses impact the profitability of non-cruise-related businesses. This could be an interesting topic for future research.

In our study, the stakeholder who operates cruise-related business provided us with details about these arrangements deals they have reached with non-cruise-related businesses (G, M. , 2023).

This illustrates a potential strategy for enhancing the economic benefits of cruise tourism beyond the direct beneficiaries to the indirect ones, by leveraging the former as mediators for the latter through such arrangements. This ultimately amplifies the positive spill over effects of cruise tourism on non-cruise-related sectors and contributes to the overall prosperity of the city.

### ***Regulation and Sustainability***

1. Regulation and sustainability.
2. Cruise companies are on sustainability track.
3. Regulations are already in place.
4. Development and improvement of our products, rules and regulations.

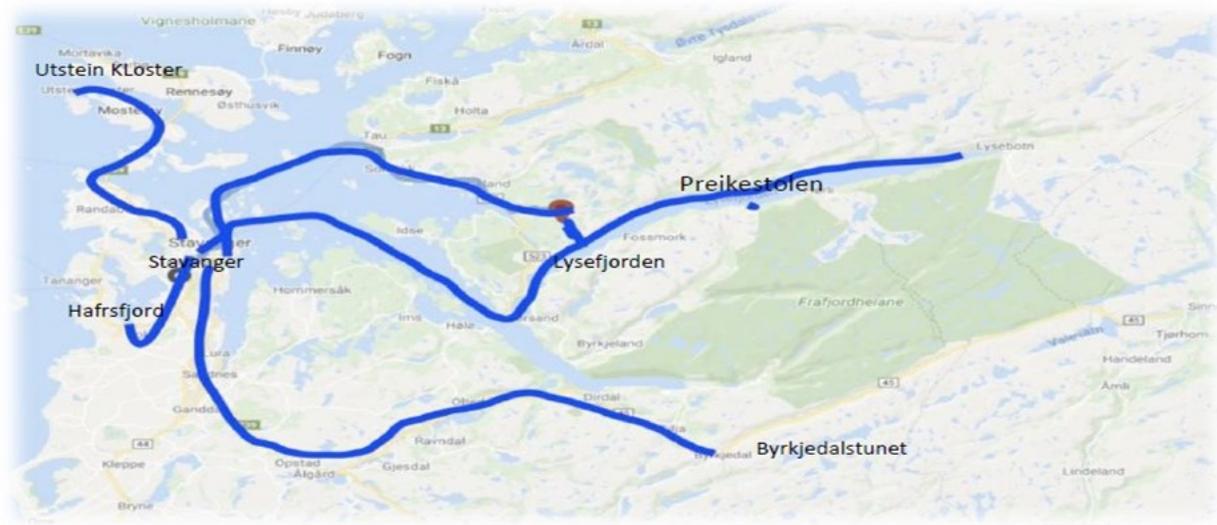
Our finding in this category reveals that the majority of stakeholders were cognizant of the environmental challenges posed by the industry, they had been actively addressing the issue for several years. A consortium of businesses, including harbour authorities and a neutral company, was established to develop a sustainable cruise ship strategy for the city (H, W. , 2023). This strategy was subsequently ratified by all members and submitted to the municipal government (H, W. , 2023). In this study, we obtained access to this remarkable document that outlines a vision of

cruise tourism strategy for Stavanger region 2030 (CRUISESTRATEGI FOR STAVANGERREGIONEN 2020 -2030, n.d.), with the aim of achieving zero emissions from this industry by 2030. This vision entails that Stavanger will become a sustainable cruise destination that maximizes the regional economic benefits, minimizes the environmental impacts, and respects the local communities (H, W. , 2023). This strategy provides a comprehensive and coherent direction for the development of this industry, and it reflects the active involvement and dedication of the relevant actors who contributed to it. Based on (H, W., 2023), the study elaborated a specific and feasible scheme for the future governance of harbours that encompasses cruise tourism vessels (PLAN FOR HAVNEUTVIKLING 2021–2024, n.d.). Hence, stakeholders have reported difficulties in implementing the resolution that limits the number of ships to a maximum of 200 per year. They argue that this restriction hinders the city’s flexibility for sustainable business. Stakeholders seek to provide their services year-round, as sustainability guarantees security for their businesses and enables them to offer employment opportunities to their employees and associated businesses. H, W. cites an incident in March where a cruise ship requested permission to dock in the city without prior booking due to an approaching storm. The permission was granted, regardless the 200-ship limit been in place, the city has faced an ethical dilemma: declining the ship’s request would have violated international maritime traffic laws, while granting it would have meant breaking their own law (H W. , 2023).

This study concurs with the stakeholder that the international laws governing the maritime traffic need to be revised to prevent future scenarios where we face a dilemma between enforcing our domestic laws or complying with the international ones. Moreover, we aim to avoid any conflicts or ambiguities among the local, national, and international legal frameworks.

Stakeholders have advocated for an adjustment to the 2030 cruise tourism strategy. They propose a maximum of 9000 cruise tourists per day rather than a limit of 200 cruise ships per year. This proposal is based on the findings of a pilot program conducted in 2019, which concluded that the city’s infrastructure can accommodate the proposed number of visitors (H, P. M., 2023). Additionally, the study demonstrated that tourist distribution throughout the region would result in economic benefits for the entire region, not just the city. A map provided by stakeholders illustrates the distribution of tourists throughout the region as concluded by the study.

Figure 15-The distribution of tourists throughout the region



(H P. M., 2023). Furthermore, stakeholders view cruise tourism as a potential key driver for the green transition. They regard the industry as a main stakeholder in the maritime sector that can influence the whole sector to adopt cleaner practices. They argue that the industry faces the greatest losses from the new rules and changes that are occurring in the emerging world unless it takes proactive steps to adapt to those changes. This motivates the industry to invest in new research and innovation (M, L., 2023), (H, J. , 2023).

However, H, J. mentioned that those companies are investing heavily in the new technologies, and are on the track of change, but all takes time, and it is a challenge of time not the will to change. For instance, the stakeholder mentions their company has invested heavily in developing and implementing new technologies that enable them to replace their fleet with zero-emission boats and to swap batteries in hosting ports within three minutes. However, not all ports are equipped with the necessary facilities and systems to support this kind of operation. The message here that it all takes time, and it is not just that we require changes from cruise companies, but the challenge is directed to us at the same level that we need to update our harbours to meet the changes (H, J. , 2023). M, L. addressed that such changes take time, for instance the harbour in Haugesund city will be prepared with shore power technology within next year (M, L., 2023). While the process of installing this technology in Stavanger has just started, and the aim is that the city would have the capacity to supply electricity power directly from the port to three cruise ships simultaneously (T, D., 2023). We have checked the latest reports which relatively matches what's mentioned by

the stakeholders, the cruise line companies are investing up to 25 billion in the new technology for cleaner ships “The CLIA, which met in Genoa, Italy, in June for the industry’s first summit decarbonisation summit, says cruise lines are currently investing upward of \$25 billion in new vessels with improved environmental performance.” (Palmer, 2022).

Moreover, the stakeholders indicated that the cruise companies have a stake in the well-being of their host destinations and that the decision-making process is not unilateral. The cruise companies aim to offer their travellers hospitable and attractive destinations. For example, H, W. stated that the companies monitor the public opinion in the city and communicate to assess the level of acceptance and satisfaction, by asking how it is going? Are we welcome in the city? The stakeholder also pointed out that the cruise companies have alternative options if they encounter resistance or hostility from a destination, by adding, if they do not come to the city, they will go somewhere else (H, W. , 2023).

However, H, P. M. argues that we need to develop our products to a level that allows us to match them with the demands of the market. He suggests that the city faces more pressure than the cruise companies to adapt and innovate. In other words, when we improve our products and services to a level that enables us to be more selective and choose from the available offers, we can attract the type of guests who are more likely to appreciate and consume what we offer. This would create more revenue for us, but it would take time and effort. The solution is not to stop this industry abruptly and tell them that they are not allowed to come here until they reach a certain standard, the solution is to evolve simultaneously (H, P. M., 2023).

Based on the preceding discussion, we identify those stakeholders perspectives reveals a convergence of interests among those involved in cruise-related businesses in the city. The economic benefits generated by the cruise tourism industry are a primary driver of this alignment, as they provide revenue for both the city and businesses that are partially or fully dependent on this sector. Furthermore, the industry’s financial success has the potential to stimulate investment in environmentally sustainable practices.

Therefore, in this study, we remain neutral and do not take a stance on the perspectives surrounding the green transition and its impact on the survival of this particular industry. However, it would be interesting to conduct a study that assumes the disappearance of this industry and evaluates its economic impact on the city. While some may argue that the COVID-19 pandemic provided such

an experience for all sectors, including tourism, we encourage future studies to specifically identify the impact of this industry on the city's economy.

### ***Emissions and Environmental Impact***

1. Emissions from cruise tourism were not significant, they were 2% of total marine traffic emission.
13. Visual pollution is the main problem, the rest has been added.

Notably, strict regulations prohibit cruise ships from discharging ballast water within national waters where the convention entered into force on 8 September 2017 in Norway. Per the stipulations of the International Convention for the Control and Management of Ships' Ballast Water and Sediments, vessels must perform ballast water exchange a minimum distance of 200 nautical miles from the closest landmass and in waters with a depth of at least 200 meters.

(allast water: New Rules & New Opportunities, 2010), (Ballast water, 2016), (Proposition to the Storting No. 5 (2006-2007), n.d.), (Steen, 2007).

Furthermore, sensors are installed by the harbour and municipal authorities to monitor emissions within the harbour area. Data indicates that maritime traffic accounts for 32% of the city's total emissions, with cruise ships contributing only 6% of this figure and ~2% of the total emissions in the city - a level deemed acceptable by stakeholders (H, P. M., 2023), (M, L. 2023), (H, W. , 2023).

In this study, the author examined the cruise ship strategy that was suggested by stakeholders to align with the UN 10 principles for sustainable tourism development (H, W. , 2023), (CRUISESTRATEGI FOR STAVANGERREGIONEN 2020 -2030, n.d.). In addition, in this study, we monitored the harbour area in days with cruise ships to monitor the air quality in the city with cruise ships docking in the harbour. There have not been any significant changes in the harbour during the time, and the reader of this study can check for themselves through the following reference (LUFTKVALITET I NORGE, n.d.).

The study identified a significant challenge posed by the arrival of numerous cruise ships in the city harbour on a single day. This challenge primarily manifested as visual pollution caused by the large vessels obstructing views of the city's historic district (H, P. M., 2023), (T, D., 2023), (H, W. , 2023). To address this issue, a solution was proposed and implemented to redistribute cruise

ships among several ports around the city, thereby prohibiting them from docking in the inner harbour reserved for private and pleasure boats (H, P. M., 2023), (T, D.,2023), (H, W. , 2023). Despite this decision being made one to one and a half years ago, it remains largely unknown to the general population (H, W. , 2023), (M, L.,2023). Stakeholders attribute this lack of awareness to political disagreements and resistance from some senior officials who view cruise tourism unfavourably. The stakeholder noted that cruise tourism is often perceived negatively and that media outlets have been reluctant to report on the facts presented in the 2019 report (M, L., 2023). According to the survey results published on the municipal website, only 41% of the respondents were aware of the resolution that cruise ships would berth at the outermost pier of the harbour (Lund M. O., 2022).

Stakeholder's points out, cruise tourism is a form of mass tourism. Thus, one should consider how many airplanes would be required to transport 4000 tourists from one place to another. The stakeholders assert that the revenue generated by mass tourism cannot be matched by any other type of tourism, regardless of the wealth of the tourists (M, 2023).

Furthermore, stakeholders were covered in those interviews praised the efforts of the harbour authorities to address these challenges and improve the conditions for cruise tourism in the city. To discourage the use of environmentally unfriendly vessels, an additional fee is imposed on them. Moreover, cruise ships are prohibited from discharging their ballast water in the national territory and random inspections are conducted regularly to ensure compliance with the regulations (T, D., 2023). In addition, harbour authorities have implemented a policy that has been well received by the stakeholder, which restricts the access of cruise ships to the inner part of the city and reserves it for local activities and pleasure boats.

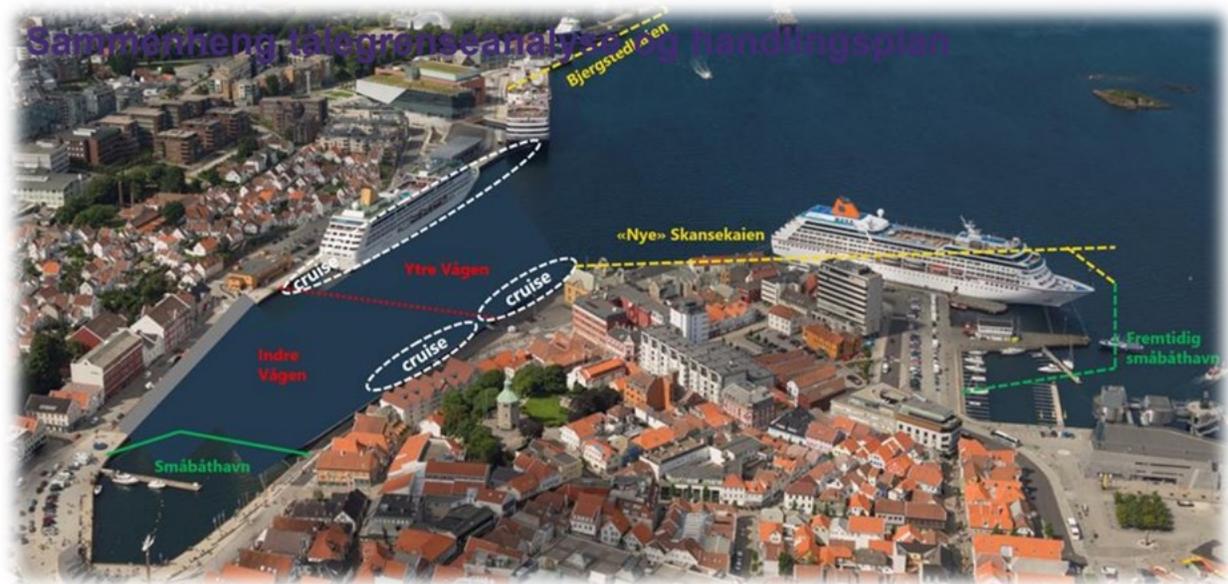
This study does not make any claims about the media's coverage of the different perspectives on this ongoing debate, or their possible bias towards any of them, as a cursory search indicates that the issue is adequately reported. (Hegdal, 2022), (Ny plan åpner for 9000 cruisepassasjerer per dag, 2022).

Whiles, from an environmental standpoint, it is undeniable that this industry faces significant environmental challenges. However, given the strict regulations and high fees imposed by the city harbour on vessels that are not environmentally friendly, as well as the professional management of the ballast issue, and the 2019 study that indicated the city infrastructure's capacity to

accommodate up to 9000 passengers per day, the most challenging problem that remains is the visual pollution caused by the cruise ships.

The harbour authorities adopted the most reasonable approach to address the issue of visual pollution. They implemented a new policy that directs the booking and calls of incoming ships to the outer side of the harbour area, while reserving the inner side for local activities. This policy effectively reduces the visual pollution on the waterfront by preventing the ships from obstructing the view of the historic buildings in the city centre. It also minimizes the impact of the ships on the outer lines of the port. As it is illustrated in the following picture.

Figure 16-Minimizes the impact of the ships on the outer lines of the port of Stavanger



(Lund O. M., 2022)

This resolution was taken one, to one and a half year ago, telling us some stakeholders were interviewed (H P. M., 2023), (T, 2023), (H W. , 2023).

This study concurs with the stakeholders' views that visual pollution is an intractable issue. The size and visibility of the ships are inevitable trade-offs for hosting cruises in the city. A balanced approach is essential for making this arrangement feasible and acceptable (H, P. M., 2023), (H, W. , 2023). Another approach to enhance the aesthetic quality of the inner harbour is the construction of a new port in Bjergsted area, which aligns with the new centrum plan initiated in 2014 and the cruise tourism strategy 2030 (Lundgaard & Tranberg Arkitekter vant i Bjergsted, 2020).

Figure 17-The construction of a new port in Bjergsted area in Stavanger



(H, P. M., 2023)

In recent years, the redistribution of cruise ships among different ports, such as Sandnes port and Mekjarvik port, in the vicinity of the city has posed a significant challenge. According to one stakeholder, this has increased the demand for alternative modes of transportation and complicated the logistics coordination, as the other ports are far from the city centre. Transporting 4000 passengers, for example, from and to the city within a day can be difficult, as the ships usually arrive in the morning and depart in the evening, (M, L. 2023). In addition, most of the ports around the city are used for cargo ships, which usually send booking calls one week before docking. However, cruise ships are booking up to four years in advance, which makes the schedule arrangement a challenge. Therefore, the authorities tend to have the cruise ships dock in the city centre. Nevertheless, there have been attempts to redistribute the cruise ships to other ports, but this must be a gradual process (T, D., 2023). While these attempts are motivated by the intention to alleviate the congestion in the city centre or to address the issue of visual pollution, they often result in disorderly outcomes due to the high volume of passengers and the preference for central locations. Thus, they may solve one problem, namely visual pollution, but create many others, such as: disrupted bus timetables, stranded guests in the city.

In order to maintain neutrality, this study examines the potential biases of stakeholders towards cruise tourism in the city. This is understandable given their belief that it is an important industry

for the city. By reviewing the survey data and focusing on the opinions of the residents in Old Stavanger, 51% supported the resolution to limit cruise ships to 200 per year. This study highlights the need for further research to explore the opinions of Old Stavanger residents in greater detail. As they are directly impacted by visual pollution, it is essential that their perspectives are prioritized (Lund M. O., 2022).

### **Conflict and Debate**

6. Conflict, some trying to ride the wave.
7. No facts, no alternatives, just suggestions.
8. Conflict, and political debate not based on facts.

Furthermore, in this category, several stakeholders revealed to us that there is a disagreement on the political level on the policy toward cruise tourism (M, L. , 2023), (H, J. , 2023), (H, P. M. , 2023), (H, W. , 2023). A disagreement has been reflected in a resolution was taken by the municipality and still under debate to limit the number of cruises allowed in the city harbour to 200 ships per year. This resolution has been met with widespread opposition from the majority of stakeholders, who have voiced strong objections to it. An objection might lead to a poll in the city to decide the direction this industry might take in the future (H, J. , 2023).

The stakeholder H, J. expressed dissatisfaction with the policy in question, challenging its application to other tourism sectors, such as airline travellers. H, W. also reports that certain senior officials' suggestion that businesses should seek alternative ventures if cruise tourism were to be banned in the city was met with disapproval by some stakeholders.

H, P. M. articulated the necessity for additional research and evidence, a perspective that is also held by other stakeholders such as M, L. and H, J. These individuals contend that many unfavourable preconceptions are formed based on emotions and opinions rather than concrete evidence. Moreover, some stakeholders have reported that relevant documents are not being thoroughly reviewed and that during meetings, certain decision-makers have cited information from other regions instead of the city in question (H J. , 2023).

Due to the lack of direct information from the municipal authorities, this study refrains from taking a definitive position on the issue and instead concurs with H, P. M.'s recommendation that further

research is warranted and beneficial, as it would provide a more solid factual basis for decision-making. A major challenge faced by the stakeholders is the lack of consensus and alignment among them and some senior officials in the city. This indicates a potential for conflict and resistance. This situation echoes a previous episode a few years ago when a segment of the city's residents voiced their opposition to the cruise tourism industry, citing its negative impacts on the noise level, the congestion, and the aesthetic quality of the urban landscape. The stakeholders involved in this issue had different perspectives, with some perceiving it as a simple conflict or challenge and joining the trend of critique. While some perceiving it as some are trying to receive free publicity, (H, J. , 2023), (H, P. M., 2023).

All stakeholders agree that regulation is essential for achieving more sustainability and creating more opportunities for the city's growth. They oppose the proposal from some senior officials in the city to limit the number of cruises to 200 per year or ban them altogether, (M, L. , 2023), (H, J. , 2023), (H, P. M., 2023), (H, W. , 2023). When the stakeholders were asked about a suggested alternative proposed by those senior officials, some expressed that they are far from that (H, P. M., 2023), while others reported that they were instructed to look for other options. The stakeholders perceived this statement as impolite (H, W., 2023). A stakeholder reported that a senior official advised them to pursue an alternative course of action. However, this advice was not accompanied by any feasible suggestions from the senior official, making it difficult to implement.

A quasi-natural experiment that affected all of us during the corona pandemic can challenge such statement. The COVID-19 pandemic created an exogenous shock to the tourism industry, affecting various segments of the sector. Cruise tourism was one of the segments that experienced a complete cessation of activity, as operators suspended their services and employees in the field were laid off. This drastic unprecedented situation provided a natural experiment to examine the effects of the absence of cruise tourism on different outcomes. According to one of the stakeholders, the absence of cruise ships and tourists, which had previously been a source of complaint, was now felt as a loss and a longing for their return. The stakeholders stated that people who were in one point complaining from the appearance of cruise tourist and cruise ships, were stopping by stating that they miss them and wondering on the time that they will come back (H, W., 2023).

The author of this study has experienced job loss due to the pandemic and has been undergoing a career transition for the past three years. The purpose of sharing this personal background is to illustrate the challenges and costs of change at the individual level. If such a process is difficult and lengthy for one person, it raises questions about how feasible and effective it is for organizations and small businesses with thousands of employees to adapt to the changing circumstances. What are the implications of change in terms of resources and time? Such decisions require a critical inquiry that guides the reasoning process. Therefore, this study encourages the opposing side of this industry to propose a view or an alternative, or a roadmap that can contribute and facilitate a transition phase in case of banning.

The stakeholders in this interviewed sample are united. Those stakeholders have a common interest in addressing the challenges posed by the cruise industry. As a proactive measure, they established a cruise ship strategy a few years ago and appointed a neutral company to lead the group, the harbour authorities and senior officials from the city were assigned as members in the group. The group produced a report with recommendations on how to make the cruise industry more sustainable and compatible with the city's interests. However, this study commends this initiative as admirable. However, one of the suggestions was to spread the cruise ships arrival throughout the year, which would create more employment opportunities and economic benefits. This proposal is opposed by some senior officials in the city, who do not offer any alternative solutions. The stakeholders claimed that their opposition was not based on facts. This study requires the input of some senior officials, whom we attempted to contact but received no reply.

In this study, we do not take a position on the merits or drawbacks of cruise tourism, as we were unable to interview any of the key stakeholders who oppose this industry, especially senior officials. However, from a general economic perspective, without endorsing or rejecting cruise tourism, we suggest that any policy that aims to limit or ban this industry should provide an alternative source of income that matches or exceeds the revenues generated by cruise tourism, for the benefit of the city. This is because some stakeholders regard this industry as the second most important one after oil and gas.

One of the challenges of implementing a ban on cruise tourism is finding an alternative source of income for the city. From an economic perspective, economy is based on mutual interest and trade (Economic interdependence, n.d.). The city and the cruise tourism companies do not have a strong

preference for each other, as they both provide and receive benefits from their interaction. The companies offer mass tourism with monetary potential, and the city offers a beautiful destination with a variety of services and facilities. If one party withdraws, the other party will survive and adapt to a new situation. However, this would entail some costs and adjustments for both sides. Therefore, it is important to consider the economic implications of banning cruise tourism for the city and its stakeholders. As Adam Smith mentioned in his famous book, *The Wealth of Nations*: “It is not from the benevolence of the butcher, the brewer, or the baker that we expect our dinner, but from their regard to their own interest. We address ourselves, not to their humanity but to their self-love, and never talk to them of our own necessities but of their advantages.” (Smith, 1776).

Based on this reasoning, we should pursue a sustainable approach to the cruise tourism industry that aligns with our own interests and the well-being of the city, regardless of whether we choose to maintain or prohibit this industry.

This study does not take a position for or against this industry, but rather seeks to examine the factual evidence that supports or challenges it. As one of the stakeholders expressed in the interviews, the city will survive and remain beautiful regardless of the industry’s fate, but they hope that the senior officials will consider the perspectives of all the parties involved in this industry (I, H. , 2023). This statement is self-evident: This industry could be prohibited, and the city would still exist. It could be prohibited, and the city would retain its beauty and appeal for us and its residents. However, what would be the cost of such a prohibition? And what are the exact benefits that we as a city would gain from it? That can be a subject for a future study, where a scenario of banning cruise tourism occurs.

### ***Cultural Impact***

10. Cruise tourism makes the city colourful and alive.

Another theme that emerged from the interviews was that cruise tourism made the city livelier and more colourful, contrasting with the quietness of ordinary days with an empty centre. A stakeholder expressed this view as follows: ‘The beauty of this industry is that it brings life to the city’ (G, M. , 2023). Another stakeholder added that cruise tourists ‘come and make the city beautiful, spend money, support businesses, and then leave in the same day, which allows us to share the city. When they are here, they make it colourful; when they go, they leave it peaceful for

us to enjoy' (G, N. , 2023). This perspective was shared by stakeholders, albeit in different words but with the same underlying meaning. Stakeholders reviewed how the city would be in the absence of cruise tourist. Some saw it as a challenge to learn how to cope with a quiet summer season and a less vibrant centrum, (H, P. M. , 2023), (H, W. , 2023). Others expressed it, as the city will be here, but it won't be the same without cruise tourists, and the city will be beautiful regardless, but it will be a challenge to adapt to a new reality without cruise tourists and to find ways to support local businesses that depend on them (I, H. , 2023). This study maintains a neutral stance regarding the impact of cruise tourism on the city. While the absence of cruise tourism may present economic challenges, the city remains vibrant and beautiful regardless of its presence.

This study has reached a point of data saturation, where no new or relevant insights are emerging from the interviews. Instead of adding to the existing findings, new facts or events may occur in the future that could change the situation. A possible way to further explore the opinions of the city inhabitants would be to conduct a survey, but this is not feasible within the time constraints of this project.

## Conclusion

This study aimed to answer the research question: How can cruise ship tourism be made more sustainable without compromising its economic contribution to destination communities, Stavanger city in Norway as a case study?

To address this question, we collected and analysed data from various stakeholders involved in the cruise industry and presented our proposed framework for enhancing its sustainability. The framework consists of three main steps:

1. strengthening the specific sustainability interests of stakeholders.

This argues that extending the industry throughout the year can enhance the sustainability of the industry and address the challenges faced by local companies and external competitors.

2. creating shared sustainability interests based on these specific interests.

It argues that the industry has a significant economic impact on the city and that this impact can be extended to non-cruise-related businesses through agreements that can optimize and diversify the benefits across different sectors. This can enhance the city's well-being.

3. empowering stakeholders to act as advocates for nature and sustainable development.

This argues that the harbour has implemented rules to reduce the environmental impact of the industry and that the pilot program has shown no significant pollution. It also mentions a solution to reduce the visual pollution by constructing a new quay.

We found that one of the key strategies to enhance the sustainability of the cruise industry is to extend it throughout the year, rather than limiting it to the summer season. This would help overcome the seasonal imbalance that poses environmental challenges for the industry and the city by concentrating all the demand on a couple of busy months.

Moreover, our findings suggest that the economic benefits of this industry are not limited to cruise-related businesses but can also extend to non-cruise-related businesses, through strategic partnerships and alignment of stakeholder interests and incentives. This could enhance the sustainability of both sectors and ultimately contribute to a more resilient economy and well-being for the city.

It would also improve the economic viability of local companies that could face competition from external companies during the peak season. Moreover, it would enable the industry to generate more sustainable profits that can be reinvested for more sustainability initiatives, such as switching to electric buses, upgrading fleets, and installing shore power. One of the main arguments in favour of the cruise industry is that it generates profits that can be reinvested for more sustainability. As some stakeholders in the cruise industry have argued, they are committed to invest in the green transition, which requires revenues to sustain it. Moreover, this industry is on the path to sustainability and can be a key driver of the green transformation of maritime transport.

We also found that the harbour authorities have implemented strict rules to mitigate the environmental impact of the cruise industry, such as monitoring emissions, imposing fees, prohibiting ballast discharge, conducting patrols, reserving inner harbour area, and redistributing cruises to other harbours. These measures have resulted in lower emissions and less visual pollution from cruises. Furthermore, the harbour is implementing shore power technology that will allow up to three cruise ships to receive electricity directly from the shore while docked, thereby reducing their fuel consumption and emissions even more. We contend that sustainability is the key to maximize the economic benefits of this industry and enhancing the well-being of the city.

## Recommendations

This study has demonstrated that the cruise tourism industry in the city has significant economic benefits and has taken remarkable and admirable steps towards a green transition. However, some challenges and opportunities remain for further improvement. Based on the findings of this study, the following recommendations are proposed:

1. Strengthen the collaboration with cruise companies, as they are key stakeholders in facilitating the environmental and social sustainability of the industry.
2. Maintain the policy of prohibiting cruise ships from entering the inner side of the harbour, as this reduces the negative impacts on the cultural heritage of the city.
3. Increase the press coverage of the positive contributions of cruise tourism to the city's economy, as this can help counteract the negative perceptions and emotions that often dominate the public debate on this issue.
4. Base any future decisions regarding the regulation or banning of cruise tourism on factual evidence and careful analysis of the costs and benefits, rather than on emotional appeals or political agendas.
5. Enforce stricter rules and reward the companies that are becoming more environmentally friendly.
6. Provide our own ports and update them with the new technologies that enable us to receive the most modern and eco-friendly ships.

These recommendations aim to enhance the sustainability and competitiveness of cruise tourism in the city, while also respecting the needs and preferences of its residents and visitors.

In this study we have tried to be realistic as much as we could, we did not take words for granted. Through this study we have tried to check all the facts. We have been monitoring the air quality in Stavanger during days with cruise ships. And we found what confirms the stakeholders observation.

In conclusion, I hope that this paper has shed some light on the facts and realities of cruise tourism in Stavanger. I appreciate your patience and attention throughout this thesis.

## Bibliography

- Ahmed, Z. (2022, 06 16). *8 Ways Cruise Ships Can Cause Marine Pollution*. Retrieved from marineinsight.com: <https://www.marineinsight.com/environment/8-ways-in-which-cruise-ships-can-cause-marine-pollution/>
- allast water: New Rules & New Opportunities*. (2010, 12 08). Retrieved from norwayexports.no: <https://www.norwayexports.no/news/ballast-water-new-rules-new-opportunities/>
- Ballast water*. (2016, 12 09). Retrieved from sdir.no: <https://www.sdir.no/en/shipping/vessels/equipment-and-technical-requirements/ballast-water/>
- Bie, E., & Askildsen, A. (2022, 04 11). *Cruiseturisme som før pandemien – nesten*. Retrieved from aftenbladet.no: <https://www.aftenbladet.no/lokalt/i/34bJV9/cruiseturisme-som-foer-pandemien-nesten>
- Birkeveld, H. (2020, 09 09). *Seiler Havna sin egen sjø?* Retrieved from aftenbladet.no: <https://www.aftenbladet.no/meninger/kommentar/i/rgLL4A/seiler-havna-sin-egen-sjo>
- Business Research and Economic Advisors. (2020). *The Economic Contribution*. Retrieved from Cruising.org: <https://cruising.org/-/media/research-updates/research/global-cruise-impact-analysis---2019-final.ashx>
- Bye, K., & Hval, H. T. (2022). *Cruiseturisme og lokal bedriftslønnsomhet*. Retrieved from openaccess.nhh.no: <https://openaccess.nhh.no/nhh-xmlui/bitstream/handle/11250/3054301/masterthesis.pdf?sequence=1&isAllowed=y>
- Caulfield, J. (2019, 09 06). *How to Do Thematic Analysis | Step-by-Step Guide & Examples*. Retrieved from scribbr.com: <https://www.scribbr.com/methodology/thematic-analysis/>
- Contributor, T. (n.d.). *pilot program (pilot study)*. Retrieved from techtarget.com:
- Cruise Industry 2022 Outlook Report Quantifies Value of Cruise Tourism, Underscores Leadership in Health and Safety, Environmental Sustainability and Destination Stewardship*. (2022, 01 27). Retrieved from cruising.org: <https://cruising.org/en-gb/news-and-research/press-room/2022/january/cruise-industry-2022-outlook-report-quantifies-value-of-cruise-tourism>
- Cruise Lines International Association. (2021). *STATE OF THE CRUISE*. Retrieved from Cruising.org: [https://cruising.org/-/media/research-updates/research/2021-state-of-the-cruise-industry\\_optimized.ashx](https://cruising.org/-/media/research-updates/research/2021-state-of-the-cruise-industry_optimized.ashx)
- CRUISESTRATEGI FOR STAVANGERREGIONEN 2020 -2030*. (n.d.). Retrieved from naeringsforeningen.no: [https://www.naeringsforeningen.no/media/3116/strategidokument-cruise-stavangerregionen\\_2030.pdf](https://www.naeringsforeningen.no/media/3116/strategidokument-cruise-stavangerregionen_2030.pdf)
- Dobson, S., & Gill, A. (2006). *Environmental policy challenges for the cruise industry: case studies from Australia and the USA*. Retrieved from cabidigitallibrary.org: <https://www.cabidigitallibrary.org/doi/abs/10.1079/9781845930486.0338>
- Dwyer, L., & Forsyth, P. (1998). *Economic significance of cruise tourism*.

- Dybedal, P. (2019, 04). *Cruiseturisters forbruk i Norge – en sammenlikning av*. Retrieved from toi.no: <https://www.toi.no/getfile.php?mmfileid=50618>
- Economic interdependence*. (n.d.). Retrieved from wikipedia.org: [https://en.wikipedia.org/wiki/Economic\\_interdependence](https://en.wikipedia.org/wiki/Economic_interdependence)
- Exeter, U. o. (2021, 09 28). *Cruise ships must be effectively regulated to minimize serious environment and health impact*. Retrieved from sciencedaily.com: <https://www.sciencedaily.com/releases/2021/09/210928193815.htm>
- Freeman, E. R., Harrison, S. J., & Zyglidopoulos, S. (2018, 08 18). *Stakeholder Theory*. Retrieved from cambridge.org: <https://www.cambridge.org/core/elements/stakeholder-theory/1D970D2659D47C2FB7BCBAA7ADB61285>
- Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach*. United Kingdom: Pitman.
- Freeman, R. E., Harrison, J. S., & Sá de Abreu, M. C. (2015, 09). *Stakeholder Theory As an Ethical Approach to Effective Management: applying the theory to multiple contexts*. Retrieved from researchgate.net: [https://www.researchgate.net/publication/283194075\\_Stakeholder\\_Theory\\_As\\_an\\_Ethical\\_Approach\\_to\\_Effective\\_Management\\_applying\\_the\\_theory\\_to\\_multiple\\_contexts](https://www.researchgate.net/publication/283194075_Stakeholder_Theory_As_an_Ethical_Approach_to_Effective_Management_applying_the_theory_to_multiple_contexts)
- Freeman, R. E., Harrison, J. S., & Wicks, A. C. (2007). *Managing for Stakeholders: Survival, Reputation, Success*. New Haven, Conn.: Yale University Press.
- Fuster, L. F. (1967). *Teoria y Tecnica Del Turismo Tomo i*. Madrid: Editora Nacional.
- George, T. (2022, 01 27). *Semi-Structured Interview | Definition, Guide & Examples*. Retrieved from scribbr.com: <https://www.scribbr.com/methodology/semi-structured-interview/>
- Giulietti, S., Romagosa, F., & Esteve, F. J. (2018). *Tourism and the environment*. Retrieved from researchgate.net: [https://www.researchgate.net/profile/Francesco-Romagosa/publication/324330475\\_Tourism\\_and\\_the\\_environment\\_Towards\\_a\\_reporting\\_mechanism\\_in\\_Europe/links/5acb2de2aca272abdc62c845/Tourism-and-the-environment-Towards-a-reporting-mechanism-in-Europe.pdf](https://www.researchgate.net/profile/Francesco-Romagosa/publication/324330475_Tourism_and_the_environment_Towards_a_reporting_mechanism_in_Europe/links/5acb2de2aca272abdc62c845/Tourism-and-the-environment-Towards-a-reporting-mechanism-in-Europe.pdf)
- Hartman, L. P., & Werhane, P. H. (2013). *The Global Corporation: Sustainable, Effective and Ethical Practices*. NEW YORK AND LONDON: Routledge Taylour & Francis Group.
- Hegdal, S. K. (2022, 02 22). *Satsing på reiseliv skaper spennende muligheter*. Retrieved from dagsavisen.no: <https://www.dagsavisen.no/rogalandsavis/debatt/2022/02/22/satsing-pa-reiseliv-skaper-spennende-muligheter/>
- Helarsturisme*. (2022, 12 19). Retrieved from Stavangerhavn: <https://www.stavangerhavn.no/helarsturisme/>
- Hörisch, J. F., & Schaltegger, S. (2014, 05 27). *Applying Stakeholder Theory in Sustainability Management: Links, Similarities, Dissimilarities, and a Conceptual Framework*. Retrieved from journals.sagepub.com: <https://journals.sagepub.com/doi/10.1177/1086026614535786>
- Innovation, N. (2021, 01 31). *Sustainable Tourism in Nordic Harbor Towns*. Retrieved from nordicinnovation.org: <https://www.nordicinnovation.org/2022/sustainable-tourism-nordic-harbor-towns>

- Jupskås, S. H. (2023, 01 21). *Nye bølger om cruise-tak i Stavanger*. Retrieved from Aftenbladet: <https://www.aftenbladet.no/lokalt/i/9zq4pp/nye-boelger-om-cruise-tak-i-stavanger>
- Kumar, A. (2023). *Environmental Impact Of Cruise Ships*. Retrieved from earthfirst.org.uk: <https://earthfirst.org.uk/environmental-impact-of-cruise-ships/>
- Lamers. Machiel, E. E. (2015, 01). *The environmental challenges of cruise tourism: impacts and governance*. Retrieved from researchgate.net: [https://www.researchgate.net/publication/286937048\\_The\\_environmental\\_challenges\\_of\\_cruise\\_tourism\\_impacts\\_and\\_governance](https://www.researchgate.net/publication/286937048_The_environmental_challenges_of_cruise_tourism_impacts_and_governance)
- Lloret, M., Eijgelaar, E., & Amelung, B. (2021, 12). *Environmental and human health impacts of cruise tourism: A review*. Retrieved from sciencedirect.com: <https://www.sciencedirect.com/science/article/pii/S0025326X21010134>
- López, A. M. (2022, 29 07). *Leading cruise ports in Norway*. Retrieved from Statista: <https://www.statista.com/statistics/896103/cruise-ship-calls-ports-norway/?locale=en>
- Lund, M. O. (2022, 09 27). *HANDLINGSPLAN FOR CRUISE*. Retrieved from stavanger.kommune.no: [https://www.stavanger.kommune.no/siteassets/nyheter/kom\\_cruise\\_270922.pdf](https://www.stavanger.kommune.no/siteassets/nyheter/kom_cruise_270922.pdf)
- Lundgaard & Tranberg Arkitekter vant i Bjergsted. (2020, 10 02). Retrieved from stavangerhavn.no: <https://www.stavangerhavn.no/lundgaard-tranberg-arkitekter-vant-i-bjergsted/>
- MARKEDSINFO. (2022). *Innbyggerundersøkelse om cruisetrafikk*. Retrieved from [www.stavanger.kommune.no](http://www.stavanger.kommune.no): <https://www.stavanger.kommune.no/siteassets/nyheter/innbyggerundersokelse-for-stavanger-kommune-om-cruisetrafikk---juni-2022.pdf>
- Network, M. N. (2022, 07 1). “Port of Call”. Retrieved from Marineinsight: <https://www.marineinsight.com/life-at-sea/what-does-the-term-port-of-call-means/>
- Nicolaidis, A. (2015). *Tourism Stakeholder Theory in practice: instrumental*. Retrieved from ajhtl.com: [http://www.ajhtl.com/uploads/7/1/1/6/3/7163688/article25vol4\(2\)july-nov2015.pdf](http://www.ajhtl.com/uploads/7/1/1/6/3/7163688/article25vol4(2)july-nov2015.pdf)
- Nitrogen oxides. (2013, 08 29). Retrieved from qld.gov.au: <https://www.qld.gov.au/environment/management/monitoring/air/air-pollution/pollutants/nitrogen-oxides>
- Ny plan åpner for 9000 cruisepassasjerer per dag. (2022, 06 21). Retrieved from aftenbladet.no: <https://www.aftenbladet.no/lokalt/i/dnVb91/ny-plan-aapner-for-9000-cruisepassasjerer-per-dag>
- Palmer, C. (2022, 07 27). *Cruise industry faces choppy seas as it tries to clean up its act on climate*. Retrieved from reuters.com: <https://www.reuters.com/business/sustainable-business/cruise-industry-faces-choppy-seas-it-tries-clean-up-its-act-climate-2022-07-27/>
- Parmar, B., Freeman, E. R., Harrison, S. J., & Purnell, C. A. (2010, 06). *Stakeholder Theory: The State of the Art*. Retrieved from researchgate.net: [https://www.researchgate.net/publication/235458104\\_Stakeholder\\_Theory\\_The\\_State\\_of\\_the\\_Art](https://www.researchgate.net/publication/235458104_Stakeholder_Theory_The_State_of_the_Art)

- PLAN FOR HAVNEUTVIKLING 2021–2024*. (n.d.). Retrieved from stavangerhavn.no:  
[https://www.stavangerhavn.no/wp-content/uploads/Plan-for-havneutvikling-2021-2024\\_Full-versjon.pdf](https://www.stavangerhavn.no/wp-content/uploads/Plan-for-havneutvikling-2021-2024_Full-versjon.pdf)
- Posch, B. O. (2022, 10 15). *Alle cruiseskip må vekk fra Strandkaien!* Retrieved from Aftenbladet:  
<https://www.aftenbladet.no/meninger/debatt/i/4oozrV/alle-cruiseskip-maa-vekk-fra-strandkaien>
- Proposition to the Storting No. 5 (2006-2007)*. (n.d.). Retrieved from regjeringen.no:  
<https://www.regjeringen.no/no/dokumenter/stprp-nr-5-2006-2007-/id298619/sec1>
- Ruiz-Guerra, I., Molina-Moreno, V., Cortés-García, F. J., & Núñez-Cacho, P. (2019, 03). *Prediction of the impact on air quality of the cities receiving cruise tourism: the case of the Port of Barcelona*. Retrieved from sciencedirect.com: <https://www.sciencedirect.com/science/article/pii/S2405844018373171>
- S, H. (2023, 03 30). (L. I, Interviewer)
- Sakariassen, E. F. (2022, 08 01). *Tid for cruisekontroll!* Retrieved from Dagsavisen:  
<https://www.dagsavisen.no/rogalandsavis/debatt/2022/08/01/tid-for-cruisekontroll/>
- Sansom, A. (2021, 04 02). *After long complaints about pollution and blocked views, Italy bans cruise ships in Venice's historic centre*. Retrieved from theartnewspaper.com:  
<https://www.theartnewspaper.com/2021/04/02/after-long-complaints-about-pollution-and-blocked-views-italy-bans-cruise-ships-in-venices-historic-centre>
- Simon, B. (2016, 11 23). *What Is Stakeholder Theory and How Does It Impact an Organization?* Retrieved from <https://www.smartsheet.com/what-stakeholder-theory-and-how-does-it-impact-organization>
- Smith, A. (1776). *An Inquiry into the Nature and Causes of the Wealth of Nations*.
- Stainton, D. (2023, 02 11). *What Is Cruise Tourism?* Retrieved from tourismteacher:  
<https://tourismteacher.com/cruise-tourism/>
- Stakeholder theory*. (2023, 02 23). Retrieved from en.wikipedia.org:  
[https://en.wikipedia.org/wiki/Stakeholder\\_theory](https://en.wikipedia.org/wiki/Stakeholder_theory)
- Steen, H. (2007, 07 25). *Norway Accedes to Ballast Water Convention*. Retrieved from lexology.com:  
<https://www.lexology.com/commentary/shipping-transport/norway/wikborg-rein-co/norway-accedes-to-ballast-water-convention>
- Stenberg, R. (2022). *Innbyggerundersøkelse om cruisetrafikk*. Stavanger: Stavanger kommune.
- Strik, M., & Kanashiro, P. (2013, 01 28). *Toward a Theory of Sustainability Management: Uncovering and Integrating the Nearly Obvious*. Retrieved from journals.sagepub.com:  
<https://journals.sagepub.com/doi/10.1177/1086026612474958>
- Structured interview*. (2023, 01 04). Retrieved from wikipedia.org:  
[https://en.wikipedia.org/wiki/Structured\\_interview](https://en.wikipedia.org/wiki/Structured_interview)
- Sulphur dioxide*. (2021, 09 29). Retrieved from environment.govt.nz: <https://environment.govt.nz/facts-and-science/air/air-pollutants/sulphur-dioxide-and-effects-on-health/>
- Sustainability*. (n.d.). Retrieved from wikipedia.org: <https://en.wikipedia.org/wiki/Sustainability>

- Sustainable management*. (2023, 01 18). Retrieved from Wikipedia.org:  
[https://en.wikipedia.org/wiki/Sustainable\\_management](https://en.wikipedia.org/wiki/Sustainable_management)
- Sustainable tourism in Nordic harbour towns*. (n.d.). Retrieved from stavanger.kommune.no:  
<https://www.stavanger.kommune.no/en/samfunnsutvikling/stavanger-smart-city/smart-city-projects/sustainable-tourism-in-nordic-harbour-towns/>
- Team, C. (2022, 12 09). *Stakeholder vs. Shareholder*. Retrieved from corporatefinanceinstitute.com:  
<https://corporatefinanceinstitute.com/resources/accounting/stakeholder-vs-shareholder/>
- Team, I. E. (2022, 10 01). *What Are External Stakeholders? (Definition and Types)*. Retrieved from ca.indeed.com: <https://ca.indeed.com/career-advice/career-development/external-stakeholders>
- The Economic Contribution of the International Cruise Industry Globally in 2019*. (2019). Retrieved from cruising.org: <https://cruising.org/-/media/Research-Updates/Research/Global-Cruise-Impact-Analysis-2019---Infographics>
- Tribe, J. (2009). *Philosophical Issues in Tourism*. Toronto: Chanell view publications.
- Unwto. (2019). *Tourism and Jobs: a better future for all*. Retrieved from Unwto:  
<https://www.unwto.org/world-tourism-day-2019>
- UNWTO Communications Department. (2019, 07 21). *INTERNATIONAL TOURIST ARRIVALS*. Retrieved from <https://www.unwto.org/>: [https://www.unwto.org/global/press-release/2019-01-21/international-tourist-arrivals-reach-14-billion-two-years-ahead-forecasts#:~:text=UNWTO%20estimates%20that%20worldwide%20international,%25\)%20led%20growth%20in%202018.](https://www.unwto.org/global/press-release/2019-01-21/international-tourist-arrivals-reach-14-billion-two-years-ahead-forecasts#:~:text=UNWTO%20estimates%20that%20worldwide%20international,%25)%20led%20growth%20in%202018.)
- UTTALELSE, H. F.–K. (2022, 09 27). Retrieved from stavanger.kommune.no:  
[https://www.stavanger.kommune.no/siteassets/nyheter/kom\\_cruise\\_270922.pdf](https://www.stavanger.kommune.no/siteassets/nyheter/kom_cruise_270922.pdf)
- Weeden, R. D. (2017). *Cruise Ship Tourism*. CABI.
- Weydahl, T., Høiskar, B. A., & Johnsrud, M. (09.10.2020). *Revidert tiltaksutredning for lokal luftkvalitet i Stavanger*. Oslo: The Norwegian institute for air research.
- WORLD TOURISM DAY 2019*. (2019). Retrieved from <https://www.unwto.org/world-tourism-day-2019>
- World Travel & Tourism Council. (2022, 06 13). *Economic Impact Reports*. Retrieved from <https://wtcc.org/>: <https://wtcc.org/research/economic-impact>
- Wozniak, T. M. (2018, 02 02). *The economic, social, and environmental impacts of cruise tourism*. Retrieved from sciencedirect: <https://www.sciencedirect.com/science/article/abs/pii/S0261517717302418>
- Wozniak, T. M. (2018, 02 02). *The economic, social, and environmental impacts of cruise tourism*. Retrieved from sciencedirect: <https://www.sciencedirect.com/science/article/abs/pii/S0261517717302418>
- Wreglesworth, R. (2023). *Are Cruise Ships More Polluting Than Planes?* Retrieved from innovate-eco.com:  
<https://innovate-eco.com/are-cruise-ships-more-polluting-than-planes/>
- Xin, Q. (2014, 03 27). *The analytical design process and diesel engine system design*. Retrieved from <https://www.sciencedirect.com/>:  
<https://www.sciencedirect.com/science/article/pii/B9781845697150500017?via%3Dihub>