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# How to develop a strategy for sustainability for sport events?

- A case study of Holmenkollen Skifestival

Master's thesis in Project Management

Supervisor: Professor Luitzen de Boer

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Faculty of Economics and Management  
Department of Industrial Economics and Technology Management



# ACKNOWLEDGEMENTS

This project marks the end of my master's degree and my studies at the Norwegian University of Science and Technology. The thesis is my final work on my journey of being a student for six years. As with most ideas, the topic started with a small seed which has been growing for a while.

Sport has given me opportunities that I would not have gotten if I did not volunteer. I have learnt many lessons, gained tons of experience and friendships and had many ups and downs. Therefore, I appreciate the opportunity to include my passion of sport into my master thesis.

My sincere gratitude goes to my supervisor Professor Luitzen de Boer for much appreciated guidance and counseling, and with insightful and helpful feedback. I appreciate your patience for my many obligations, and always taking the time to respond to my many questions. Thank you also for your knowledge and for your ability to challenge me in my work until the very end of this thesis.

Emilie Zakariassen Hansen

# ABSTRACT

The thesis is written in collaboration with Holmenkollen Skifestival (HKSF) and their desire to become more sustainable. To become more sustainable one of the measures has been to develop a strategy for sustainability, which has been the overall topic for this thesis. The focus of the thesis has been implementation of a strategy for sustainability, how to handle the tension between responsibility and profit and how the implementation of a strategy influences this tension.

Holmenkollen Skifestival is a company that organizes world cup events in cross- country skiing, ski jump, nordic combined and biathlon, in addition to Oslo Skishow. The case for this event is the event called Skifest, an event that consists of a world cup event in cross- country, ski jump and nordic combined. The company was established after the world championship in 2011 in Holmenkollen, because the world cup events became bigger and more complex. Therefore, the organizers could not risk a potential deficit. Today Holmenkollen Skifestival is owned by Norwegian ski federation, but until spring of 2019 owned by both Skiforeningen and the Norwegian ski federation. Today the company has nine full- time employees and are dependent on volunteers during the execution of the events.

The analysis of Holmenkollen Skifestival's handling of the tension between emergent and deliberate strategy and the tension between responsibility and profitability was executed after interviews of a selection of Holmenkollen Skifestival's stakeholders and the company itself. The analysis gives a foundation for the recommendations for Holmenkollen Skifestival's further strategic work.

The result show that it will be expedient to have different strategic approaches for the different stakeholders, based on their level of bureaucracy, flexibility, deadlines and hierarchy. In addition, should Holmenkollen Skifestival involve their stakeholder in their desire to become more sustainable, and in their journey of becoming more sustainable take a more emergent approach which gives flexibility and the possibility to test what works.

# SAMMENDRAG

Masteroppgaven er skrevet i samarbeid med Holmenkollen Skifestival og deres ønske om å bli mer bærekraftig. For å bli mer bærekraftig har en av tiltakene vært å få en mer bærekraftig strategi, som har vært det overordnede temaet for denne avhandlingen. I denne oppgaven har fokuset ligget på implementering av strategi, hvordan man skal håndtere spenningen mellom ansvar og profitt, samt hvordan implementeringen påvirker denne spenningen.

Holmenkollen Skifestival er et selskap som arrangerer verdenscup- renn i langrenn, alpint, hopp, kombinert og skiskyting, samt Oslo Skishow. Selve casen for denne avhandlingen har vært arrangementet Skifest, som består av verdenscup i hopp, langrenn og kombinert. Selskapet ble opprettet etter Ski- VM i 2011 da man så at verdenscup- arrangementene ble større og mer komplekse. Derfor måtte man skille ut arrangementene som et eget selskap på grunn av et potensielt underskudd. Selskapet er tidligere eid av Skiforeningen og Norges Skiforbund, men våren 2019 trakk Skiforeningen seg fra eiersiden og i dag eies selskapet fullt av Norges Skiforbund. I dag er det ni fulltidsansatte i Holmenkollen Skifestival, videre er de svært avhengige av de frivillige for gjennomføring av arrangementene.

Analysen av Holmenkollen Skifestivals håndtering av spenningen mellom inkrementell og planlagt arbeidsmetode i en strategisk prosess, samt spenningen mellom ansvar og profitt ble utført etter å ha intervjuet flere av deres interessenter og samtaler med selskapet selv. Analysen gir et grunnlag for anbefalingene til Holmenkollen Skifestivals videre strategiske arbeid.

Resultatet viser at det vil være hensiktsmessig å ha ulike strategiske tilnærminger til de ulike interessentene basert på deres nivå av byråkrati, fleksibilitet, tidsfrister og hierarkiske nivå. Videre bør Holmenkollen Skifestival involvere sine interessenter i sitt ønske om å bli mer bærekraftige og i det bærekraftige arbeidet arbeide på en mer inkrementell måte som gir dem fleksibilitet og mulighet for å teste ut hva som fungerer.





# PREFACE

This thesis was conducted under the supervision of professor Luitzen de Boer at the Department of Industrial Economics and Technology Management (IØT) at the Norwegian University of Science and Technology (NTNU) in Trondheim. It is the final thesis concluding a total of six-year education at NTNU, the two last years at the MSc program Project Management.

The topic of the thesis was developed in cooperation with the case organization, Holmenkollen Skifestival (HKSF).

I would first and foremost like to thank my supervisor, professor Luitzen de Boer, who has provided me with much needed guidance, patience for my many obligations and continuously calming my nerves throughout the last year during both the project thesis and master thesis. I would also thank him for his growing genuine interest and fascination in the topic of ski sport which he had little interest in before starting this thesis.

Further I would like to thank Kristin Sæterøy and Stine Stenseth for cooperation, patience and unreserved help. It has been my pleasure to get to know and take part in Holmenkollen Skifestival and Skifest. With you at the helm I am sure that Holmenkollen Skifestival will continue to give us unforgettable memories and Skifest will continue to be a great success.



# CONTENTS

- Acknowledgements .....I**
- Abstract..... II**
- Sammendrag .....III**
- Preface ..... V**
- Contents ..... VII**
- List of tables..... VIII**
- List of figures ..... IX**
- List of appendices..... IX**
- Abbreviations ..... X**
- 1 Introduction ..... 1**
  - 1.1 Background for selection of topic and case ..... 1
  - 1.2 Historical background of the World Cup and its arrival in Oslo ..... 1
  - 1.3 The Greening process of sport..... 2
  - 1.4 Study objective and research questions ..... 3
  - 1.5 Structure of the thesis ..... 4
  - 1.6 Limitations of the research ..... 4
- 2 Research methodology and research design..... 6**
  - 2.1 Introduction ..... 6
  - 2.2 Research philosophy ..... 6
  - 2.3 Research approach ..... 8
  - 2.4 Research strategy ..... 8
  - 2.5 Research design..... 9
  - 2.6 Research methods.....10
  - 2.7 Conducting research .....11
  - 2.8 Benefits and drawbacks of the research methods .....13
  - 2.9 Validity and reliability of data.....13
  - 2.10 Ethical considerations .....14
- 3 Literature review..... 16**
  - 3.1 Introduction .....16
  - 3.2 Project thesis theory and general literature .....16
  - 3.3 Project thesis model .....19
  - 3.4 What kind of responsibility does organizations have? .....23
  - 3.5 Planning in detail or remaining flexible? .....27
  - 3.6 How does the implementation of strategy influence the ability to handle the paradox of responsibility/ profitability?.....30

3.7	Framework .....	31
<b>4</b>	<b>Case study- Holmenkollen Skifestival .....</b>	<b>34</b>
4.1	Overview of organizations involved .....	34
4.2	Holmenkollen Skifestival .....	35
4.3	Skifest .....	38
4.4	Skiforeningen .....	45
4.5	NSF- Norwegian Ski federation.....	45
4.6	FIS- International Ski federation .....	47
4.7	Strømmes .....	49
4.8	Norsk Gjenvinning .....	51
4.9	Oslo Kommune .....	53
4.10	Nortura .....	56
4.11	Åre 2019 .....	58
4.12	Certifications and labels available for sustainable events and organizations .....	60
<b>5</b>	<b>Analysis and discussion .....</b>	<b>63</b>
5.1	Responsibility vs profitability.....	63
5.2	Development and implementation of a strategy .....	72
5.3	Summary .....	77
5.4	Discussion .....	78
<b>6</b>	<b>Conclusions and recommendations .....</b>	<b>80</b>
6.1	Conclusions .....	80
6.2	Recommendations to Holmenkollen Skifestival .....	81
6.3	Critique of research method and design .....	81
6.4	Future research.....	82
<b>7</b>	<b>Bibliography .....</b>	<b>83</b>
	<b>Appendix 1: Interview questions –stakeholders (partners/ suppliers/ owners) .....</b>	<b>1</b>
	<b>Appendix 2: Questionnaire .....</b>	<b>2</b>
	<b>Appendix 3: Respondent interview guide .....</b>	<b>3</b>

## LIST OF TABLES

Table 4-1:Events organized by HKSF.....	35
Table 5-1: Examples of shareholder and stakeholder perspectives in HKSF .....	63
Table 5-2: Examples of deliberate strategic planning and strategic incrementalism perspectives in HKSF .....	72

## LIST OF FIGURES

Figure 2-1: Research overview .....	6
Figure 3-1: Strategy formation (de Wit, 2017, p. 344) .....	19
Figure 3-2: Process model of "How to develop a strategy for sustainability" (Hansen, 2018) .....	20
Figure 3-3: Dimensions of a strategy (de Wit, 2017, p. 5) overview of connection between the project thesis and master thesis. ....	30
Figure 3-4: Overview of how to handle the paradoxes .....	32
Figure 3-5: Framework: Illustration of research questions and the strategic phases .....	33
Figure 4-1: Map of organizations and their relationships .....	34
Figure 4-2: Logo of Holmenkollen Skifestival.....	35
Figure 4-3: UN Sustainability Goals set by HKSF.....	38
Figure 4-4: Logo of Skifest .....	38
Figure 4-5: Map of venue .....	40
Figure 4-6: Map of Marka .....	41
Figure 4-7: Logo of NSF .....	45
Figure 4-8: Logo of FIS .....	47
Figure 4-9: Logo of Strømmes.....	49
Figure 4-10: Logo of Norsk Gjenvinning .....	51
Figure 4-11: Logo of Oslo Kommune BYM .....	53
Figure 4-12: Logo of Nortura .....	56
Figure 4-13: Logo of Åre 2019 .....	58
Figure 4-14: UN SDGs (UN, 2015) .....	62
Figure 5-1: Map of organizations involved in Marka.....	69
Figure 5-2: Map of organizations involved in the venue .....	71
Figure 5-3: Map of organizations involved in HKSF's strategic work with sustainability ..	76

## LIST OF APPENDICES

- Appendix 1: Interview questions stakeholders
- Appendix 2: Questionnaire
- Appendix 3: Respondent interview guide

# ABBREVIATIONS

CSR= Corporate Social Responsibility

FIS= The Fédération Internationale de Ski / The international Skiing federation

HK= Holmenkollen

HKSF= Holmenkollen Skifestival

KPI= Key Performance Indicator

NIF= The Norwegian Olympic and Paralympic Committee and Confederation of Sports

NG = Norsk Gjenvinning

NSA= National Ski Association

NSF= Norwegian Skiing federation

LOC= Local organizing committee

Oslo BYM= Oslo Kommune Bymiljøetaten / Agency for Urban Environment in Oslo

XCWC= Cross Country World Cup

WC= World Cup

# 1 INTRODUCTION

The focus of the thesis is to examine how a sport event can develop a strategy for sustainability. Hopefully, this will contribute to the development of a future strategy for sustainability for Holmenkollen Skifestival, the case object, which is organizers of several world cup events. This chapter will introduce the basic historical background of the world cup, its arrival in Oslo and the development of environmental focus within sports. Further, the chapter will introduce the research questions, how the thesis is structured and the scope of the thesis.

## 1.1 Background for selection of topic and case

There is little research on the area of sport events. Particularly when it comes to sustainability of small sport events. Most research on the field is executed on mega events like the Olympic Games or World Championships which often have large regeneration projects. In addition, close to no research is done on the field of strategy and sport events.

Therefore, this master thesis will fill a gap of needed research. The current research conducted regarding sport events and sustainability is examining the legacy of mega events, often referring to regeneration projects. Minimal research is conducted on sport event strategy or how sport events should become sustainable- which will be a focus of this master thesis. This research will contribute to the area of understanding which aspects should be present in a strategy for sustainability for a sport event and how one should implement the strategy.

In the days following the world cup competitions in cross country skiing, ski jump and nordic combined in Holmenkollen 2018 the media reported on massive amount of garbage left in the woods by spectators. It took the organizers two months to clean up the forest surrounding the cross-country course. According to the organizers they removed 200 cubic meters of garbage from the spectators. This led to a discussion regarding sustainability for the event and its organizers. The next section will provide the history of the World Cup events in cross country skiing and the history behind the famous race in Holmenkollen.

As a master student in project management with passion for sport and sustainability I saw an opportunity to combine my interests with my studies in this master thesis. Fortunately, Holmenkollen Skifestival were positive to my thesis and have supported me in this work.

## 1.2 Historical background of the World Cup and its arrival in Oslo

The first known cross-country competitions in the fields of Christiania were held in the 1860's. In 1879 the first Husebyrennet was organized at Hovseter, and it continued for a few years. However, after a few years the competition had to be moved to a lack of snow. Fritz Huitfeldt from Skiforeningen and Director of Roads Hans Krag went looking for a new

place to organize the race in 1891. They went to Besserud and found a knoll (kolle), and from there the name Holmenkollen rose. (NSF, 2019)

One year later, in 1892, the first competition was held in Holmenkollbakken- a ski jump, the winning jump was 21.5 meters long. Holmenkollbakken is rebuilt in total 18 times, last for the World Championship in 2011. In 1892 the Holmenkollen commuter rail was opened making it easy for the inhabitants of Oslo to get into the woods (NSF, 2019).

Holmenkollen has been a part of the Cross-Country World Cup since 1982 (1980 for Ski jumping and 1984 for Nordic Combined (FIS, 2019). The first official cross-country World Cup was officially organized in 1982, and the first competition found place in Reit im Winkl at the 9<sup>th</sup> of January. The World Cup is a series of competitions organized by the Fédération Internationale de Ski (FIS). The competition series was also held unofficially between 1973 and 1981, but were recognized at the 31<sup>st</sup> FIS Congress in 1977 in Bariloche, Argentina (FIS, 2019). Since then, Holmenkollen has hosted many events, some of them are the Olympic Games in 1952 and the World Championship in 1966, 1982 and 2011.

Holmenkollen has become a symbol of Norwegian skiing traditions. One of the traditions is the presence of the Norwegian King. King Håkon the 7<sup>th</sup> was present for the first time in 1906, and rumors has it that Fritjof Nansen told the king that "If you watch the whole race outdoors in the cold, the Norwegian people will respect you". The present king, King Harald the 5<sup>th</sup> has been present at 69 Holmenkollen races (NSF, 2019).

Despite the stereotypic impression of sport events are sustainable due to its health aspects and outdoor activities, sport events have not always been green and there is still much work to be done.

### 1.3 The Greening process of sport

Sport events are organized all over the world and they vary in size. Mega events tend to increase national pride (Chappelet, 2012) and are exciting. The investment of such events builds generate new stadiums, increases tourism and in large regeneration projects; improved infrastructure (Chappelet, 2012). However, the backside of the medal of such events are the waste, massive use of plastic, transport and production (Collins, Jones, & Munday, 2009).

It was not until the 1994 winter Olympics in Lillehammer where sustainability was placed on the agenda- much later than for businesses and corporations. Due to interest groups who negotiated and demonstrated, sustainability even became a success criterion of the Lillehammer Games (Lesjø, 2000). After the event the 1994 Winter Olympics has received the nick name "the Green Games" (Lesjø, 2000). IOC president Samaranch described the Lillehammer 1994 Games as an Olympic revolution for putting the environmental aspect into the success criteria (Lesjø, 2000). This was the beginning of a green area and sustainability as a success criterion for sport events.

Today, sustainability is becoming increasingly important, also in the sport event sector. An example is Åre 2019, the alpine world championship in Sweden which launched a green and sustainable profile for their event. Åre 2019 is interviewed during this master thesis and their work is further described in chapter 4.11. Åre 2019 is an example of a green sport event. According to Åre 2019, in order to become more sustainable the sport event should have a sustainable strategy. Therefore, in collaboration with Holmenkollen Skifestival, I decided that this thesis' focus is to investigate exactly that.



## 1.4 Study objective and research questions

While the project thesis focused on the content and the process of creating sustainable strategic content, the master thesis will continue investigating the strategic process at the next level. The next level is connected to the implementation and the surroundings of the sport event. Therefore, the problem statement of this thesis is:

*How to develop and implement a strategy for sustainability for sport events, with a special emphasis on stakeholder relationships?*

In order to investigate and answer the problem statement, there are three sub questions that should be answered. The first is connected to sustainability. Sustainability concerns people, planet and economy (triple bottom line). When an organization take these precautions, they take responsibility. Researchers argue whether a company could be responsible for sustainability or whether the only concern a company has is connected to economy and profit. In order to examine this further a research question connected to the paradox of responsibility and profitability is needed.

The first part of the problem statement concerns the implementation of a strategy. How this influences the end result of a strategy is necessary to investigate. Further, it is important to examine and find the best way the implementation of a strategy can facilitate a strategy for sustainability. Therefore, research question two is connected with how a strategy for sustainability should be implemented.

Both the sections above describe phenomena that influence the final strategy. Therefore, a question of how these two influences each other rises. The third research question will investigate if and how the paradoxes influence each other.

As a summary of the paragraphs above, the research questions are as follows:

**RQ1:** How to handle responsibility vs profitability?

**RQ2:** How to implement a strategy for sustainability?

**RQ 3:** How does the implementation of strategy influence the ability to handle the paradox of responsibility/ profitability?

How the thesis is built up to answer these questions is found in the next section.

## 1.5 Structure of the thesis

The thesis is divided into seven chapters. This section will provide an overview and a short description of what the different chapters contain.

- ⌘ *Chapter two- Research method and design:* This chapter will outline the research methodology and the research design. It will also describe the different research methods and give a justification of the selection of research design and chosen methods.
- ⌘ *Chapter three- Literature review:* Based on the research questions, it is necessary to provide theoretical insight on the following themes: general literature, the project thesis model, the paradox of profitability and responsibility and the paradox of emergent and planned strategy processes. This theory will result in framework for the analysis.
- ⌘ *Chapter four- Case study: Holmenkollen Skifestival:* This chapter introduces the organizing company Holmenkollen Skifestival and the event of Skifest and some of its stakeholders.
- ⌘ *Chapter five- Analysis and discussion:* The analysis will analyze the empirical data with a basis in the theoretical framework. Towards the end of the analysis the discussion is found. There the findings in the analysis will be discussed.
- ⌘ *Chapter six- Conclusion and Recommendations:* In this chapter the conclusions and recommendations are presented. In addition, the critiques of the chosen research methods can be found in the last section of this chapter.
- ⌘ *Chapter seven: Bibliography*
- ⌘ *Appendices:* The appendices contain additional information such as the questionnaire that was used for the small survey during Skifest 2019 and the interview questions.

## 1.6 Limitations of the research

The thesis will focus on how to develop and implement a strategy for sustainability for sport events, not how to control and track the performance regarding the strategy in the time after implementation.

There are as many different types of stadiums as there are sports. Each has their own obstacles regarding sustainability. Different stadiums and sports also attract different spectator groups. This thesis will only focus on the cross-country ski arenas which experience many challenges as arena is often not in a stadium, but in the forests where the organizing committee has limited restrictions.

As there are little research in the field of sport event strategy several topics and sport events could have been included. However, due to lack of time and economic reasons it was not feasible to investigate other topics or sport events.

Environmental management systems, accounting systems and certifications are themes closely related to the topics covered in my thesis. In research such environmental management systems are encouraged as a part of tracking performance in a strategy for sustainability. However, they are not included in this thesis. However, as several of the

interviewees mentioned the importance of them, an introduction and an overview of a few of them are given in the empirical chapter.

*Limitations regarding the case:*

Holmenkollen Skifestival has a large portfolio of events, however, this thesis is limited to the event called Skifest which is an event that has a duration of three days in early March.

The stakeholder assessment evaluated all stakeholders, however, only a number were interviewed. These were selected to give a representative selection of the stakeholder.

Construction or building of venues are highly linked to an event's sustainability- however due to the time given in the master thesis, stadiums and building projects are not included as a topic in the thesis. In addition, venue construction is not relevant for the case event.

It would have been interesting to witness the strategic discussions regarding the sustainability work. However, due to time the researcher was not able to do that. Therefore, the information regarding HKSF's work with sustainability is collected from interviews and documents, not strategic processes. This reduces the level of insight.

# 2 RESEARCH METHODOLOGY AND RESEARCH DESIGN

This chapter will guide the reader through the design and method used throughout the research process of this master thesis. The chapter will give a presentation and definition of the different approaches used, how the sampling was conducted and how the data was gathered.

## 2.1 Introduction

This introduction gives a brief overview of the research method and design with an illustration below. Every single expression found in *Figure 2-1: Research overview* and the justification will be further explained in the following sections.

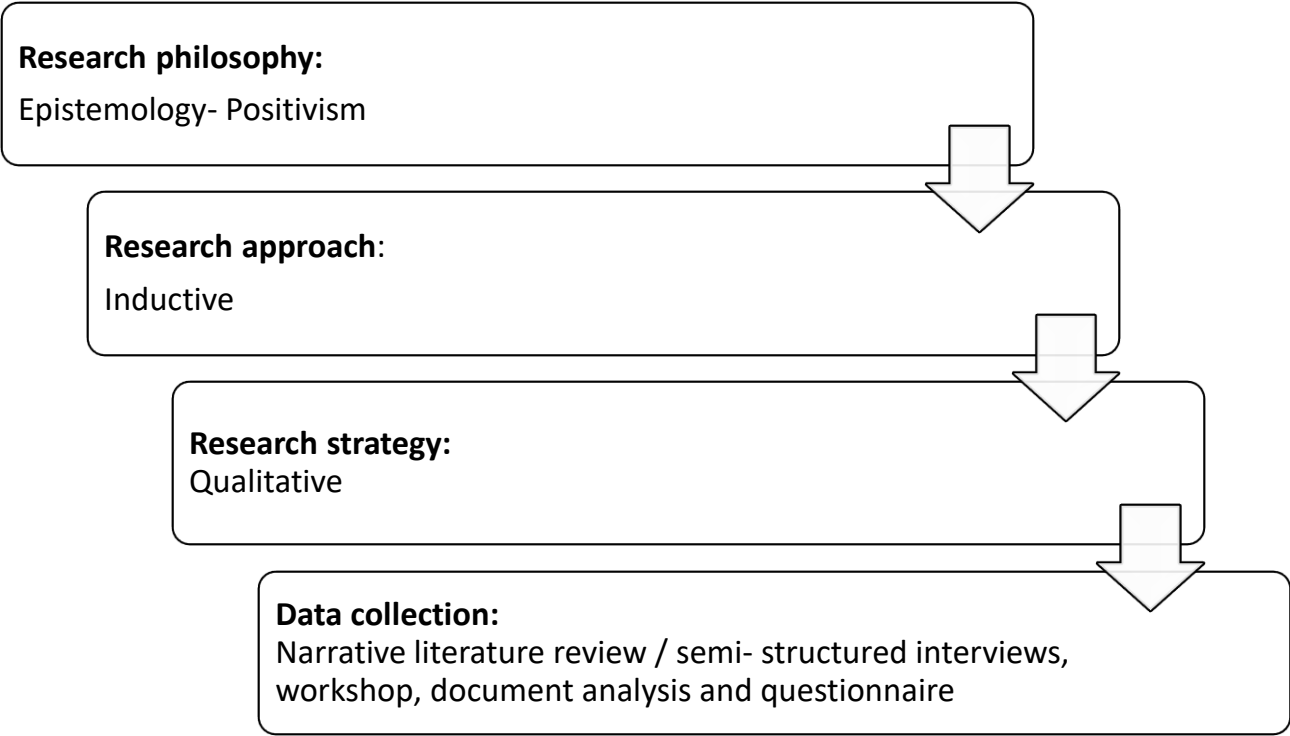


Figure 2-1: Research overview

## 2.2 Research philosophy

Epistemology and ontology are the two main research philosophies. Research philosophy concerns how someone views the world when developing knowledge (Mark Saunders, Lewis, & Thornhill, 2007). There are subgroups of both epistemology and ontology, below follows a brief explanation of each.

**Ontology:** Refers to assumptions about the nature of reality (M Saunders, Lewis, & Thornhill, 2009). Further it addresses the of question of whether social entities should be

seen as social constructions which are constructed by social actors and their perceptions, or if the social entities should be looked at as objective entities (Collis et al., 2003). The three approaches are as following:

- ⌘ Objectivism: Assumes that humans do not influence the social phenomena and that they see themselves as external factors (Collis et al., 2003)
- ⌘ Constructivism: Social actors are continually accomplishing social phenomena and their meanings (Bryman, 2016).
- ⌘ Positivism: Sees reality as an objective "realm, independent from human mind, but accessible through, for example, research (Vildåsen, Keitsch, & Fet, 2017, p. 42).

**Epistemology:** Refers to assumptions about knowledge (M Saunders et al., 2009). Further, it addresses the question of what should be addressed as acceptable knowledge, and if the same principles should be applied when studying the environment (Collis et al., 2003). The three approaches are:

- ⌘ Positivism: When researchers prefer "working with an observable social reality and that the end product of such research can be law-like generalizations similar to those produced by the physical and natural scientists" (Remenyi, Williams, Money, & Swartz, 1998, p. 32)
- ⌘ Realism: States that truth is reflected by our senses and that those are seen as objectives by the human mind (Mark Saunders et al., 2007). The philosophy focuses on trying to explain "what we see and experience in terms of underlying structures of reality that shape the observable events" (Mark Saunders et al., 2007, p. 138).
- ⌘ Interpretivism: Enhances the importance that researchers shall understand the human behavior as a role in the social environment. Therefore, it is important to distinguish between analyzing people as objectives and social actors, where the objectives do not have any influence of the day to day life (Mark Saunders et al., 2007).

This thesis has an epistemological research philosophy with a positivistic approach. It takes an epistemological approach due to the research of knowledge. The thesis is trying to investigate and create knowledge of how something should be done, how to develop a strategy for sustainability.

According to Vildåsen et al. (2017) sustainability has an embedded tension because the different aspects of sustainability (environmental, economic, social) have different approaches. A positivistic approach is better suited for the environmental and economic pillars, while constructivist is better suited for the economic and social pillars. This thesis is focused around the environmental aspect of sustainability.

Positivism states that reality is gathered through data, which is what is done in this thesis. On the other hand, even though one has collected data, there is no guarantee that this data actually is representative of the truth. Therefore, gathering representative data is a greatest challenge in this thesis. The researcher is therefore interviewing several stakeholders in addition to the company, HKSF, itself, or collecting data from different sides in order to come closer to the truth. However, data is neither neutral and are to some degree influenced by the researcher's decisions and values (Vildåsen et al., 2017) which is something the researcher must be aware of.

## 2.3 Research approach

Research has two general directions, either a deductive or inductive approach. The main distinction is how the relationship between theory and research is built up.

In an inductive approach theory is generated out of research. The inductive approach is the contrary of a deductive approach, where research "is conducted with reference to hypotheses and ideas from theory" (Bryman, 2016, p. 90)

This research follows an inductive approach as the thesis starts with a basis of a model- the project thesis model and literature from the literature review- then uses the empirical data to adjust.

## 2.4 Research strategy

The research strategy refers to the conduct of the social research (Bryman, 2016). It is divided into two areas: quantitative and qualitative research. A quantitative research strategy emphasizes the quantification in the collection (Bryman, 2016), and the method usually starts. A qualitative method emphasizes words and description in order to understand the content of a literature review (Flick, 2018).

This research strategy was chosen to be qualitative as it would give a deeper understanding of how to create a sustainable strategy for sport events. By choosing a qualitative method the researcher was able to go deeper into the unit of analysis and its surroundings and investigate the reason behind- not only the result and help understand complex interrelationships (Hodkinson & Hodkinson, 2001). Depending on the size of the organization and the study, one can also interview all stakeholders and example customers, and this will provide a thorough and deep analysis and understanding. For this particular case interviewing stakeholders will be useful.

Case studies show the how and why of the aspects being researched, and not only the how much (Bryman, 2016). From the how and why case studies can "facilitate rich conceptual/ theoretical development" (Hodkinson & Hodkinson, 2001, p. 7).

There are also implications of having a qualitative strategy. First and foremost the sample size is limited, which questions the external validity of the findings (Bryman, 2016). To be able to conduct the deep analysis large amounts of data if needed, and in many cases there are too much data to analyze and the complexity of the results can be "difficult to represent simply" (Hodkinson & Hodkinson, 2001, p. 8). However, this thesis is a single case study and therefore the amount of data will not be that massive.

## 2.5 Research design

The thesis is a case study, it "entails the detailed and intensive analysis of a single case" (Bryman, 2016, p. 689) and are often used for "why" and "how" questions. A case study gives the opportunity to explore individuals or organizations, through complex interventions, relationships, communities, or programs (Baxter & Jack, 2008; Yin, 2003). Yin (2017) distinguishes between four types of case studies: critical, extreme, representative and revelatory (and also differentiate between single, holistic and multiple-case studies), while Stake (1995) differentiate between intrinsic, instrumental and collective.

Having a case study allows the researcher to go more in depth in the research. This is useful for this research as it will examine how one should implement a strategy, how the paradox of responsibility and profitability is handled and how the implementation of the strategy is influencing how the paradox is handled. For this an in-depth research is needed and therefore a case study and a qualitative research is best fitted.

This thesis is a representative case study, where the "objective is to capture the circumstances and conditions of an everyday or commonplace situation" (Yin, 2009, p.48) and is often an example of group where it is member. HKSF is a representative organization of many organizing organisations or committees that organise sport events of this size.

### *2.5.1 Unit of analysis*

The unit of analysis was initially the sport event called Skifest which is organized by Holmenkollen Skifestival. Holmenkollen Skifestival is a company created with the sole purpose of organizing World Cup events in Ski sport.

Another suggestion for unit of analysis could be the organizing committee itself as the sole purpose of the organizing committee is to organize the event. Examples of this is the Olympic, where a LOOC (local organizing committee) is created and their only purpose is to create the event. Therefore, it is hard to distinguish between the LOOC and the event in terms of strategy and management. The same problem rises in this situation.

As mentioned, initially the unit of analysis was the event Skifest itself. However, during the research period it has become clear that it is hard to distinguish between the sport event itself and the organizing committee. The reason for this is because the event does not have a strategy for itself but is part of the organizing committee's strategy, the administration of the company is the event organizers and much information, and every process are overlapping. HKSF's strategy is relevant and applied for all their events. This is a challenge for the research and can be confusing.

To solve this problem in the research the researcher has used the company strategy for the event strategy as it is the way it is practiced. Due to this overlapping strategy, purpose between the event and the organization. Therefore, when the term HKSF is used it is referring to both.

## 2.6 Research methods

To be able to answer the research questions several methods had to be used. First it was necessary to gain a more theoretical understanding of the literature. Research question number one and two are fairly theoretical and therefore a thorough literature review was conducted.

In order to answer research question number three- "how does the implementation of strategy influence the ability to handle the paradox of responsibility/ profitability?" a more in depth understanding of how Holmenkollen Skifestival worked with their partners and sponsors was needed. This information was gathered through workshop with HKSF and document analysis of their documents. Then, it was necessary to talk to the stakeholders directly and get their version. Therefore, interviews of a selection of HKSF's stakeholders was conducted to provide their view on the partnership.

In addition, a small questionnaire was given during the event to some spectators. The survey asked questions regarding the waste management and the spectators' attitude towards Skifest and their knowledge regarding the new sustainable measures after Skifest 2018.

### Semi- structured interviews

A structured interview is an interview in which an interviewer gives the same questions, in the same order, with the same wording to multiple interviewees, to give them the same context for the interview (Bryman, 2016). A set of questions given to an interviewee is referred to as an interview guide. The questions are usually very specific so that they generate replies in a given range, this makes it easier for the interviewer to aggregate the answers (Bryman, 2016). A semi-structured interview is similar to a structured interview in that it involves a set of questions and those questions are given to interviewees, but a semi structured interview is typically made up of more general questions. The interviewer could also vary the order of the questions and ask follow-up questions if they feel that it is necessary (Bryman, 2016). All interviews in this thesis are semi-structured interviews. The interview guide can be found in *Appendix 1*. A respondent interview is one type of semi-structured interview. The interview with Åre 2019 is one such interview, and the interview guide can be found in *Appendix 3*.

### Document analysis

Document analysis is a method for reviewing documents. Both physical and on the internet (Bowen, 2009). This method was used when analyzing various strategy documents, organizational maps, brand and sustainability platform for HKSF.

### Literature review

A literature review can be described as a method, that is systematic, explicit and reproducible used for identifying and evaluating already existing work produced by researchers (Bryman, 2016). Two of the research questions: how to implement a strategy and how to handle the conflict of responsibility and profitability were handled in the literature review.

### Workshop

There was a workshop regarding stakeholder assessment. The assessment was conducted by Holmenkollen Skifestival under the guidance of the researchers. However, the assessment shows HKSF's opinion of the different stakeholders and the relationship.



## Questionnaire

A questionnaire was administered to spectators at Skifest 2019. The results can be found in *Appendix 2*. The respondents were chosen through random sampling. Such a questionnaire is referred to as a self-administered questionnaire. This entails that the respondents complete the questionnaires themselves (Bryman, 2016).

## 2.7 Conducting research

This section contains a walkthrough of the conduction of data gathering. The sub chapter is split into sections about the different data collection methods.

### Semi- structured interviews

Prior to the interviews the interview object was sent the interview guide with the planned questions for the interview. They were made aware that additional questions could be asked in the interview. They were also sent a consent form which had to be signed prior to the interview. The foundation of questions can be found in *appendix 1*. The questions were slightly adjusted based on the relationship the organisation has with HKSF- this was mostly small editorial changes for a better fit with the company.

When conducting the interviews, the interviewer opened the interview by welcoming and giving information regarding the master thesis, withdrawal of interview from the research, anonymity and other questions the interview objects might have. The interviewees were asked and confirmed to a recording of the interview with the purpose of transcription.

One interview was not conducted through video meeting after the interview object's wish. For this interview the questions were sent and then the organisation sent written replies to all questions.

After the interview all interview objects have read and approved both the transcribed interview and the final text that is part of the empirical chapter.

### Document analysis

Documents was sent from HKSF to the researcher. This data was then written into the empirical chapter. This data is the brand – platform, HKSF's strategy, the opinion survey and their work with sustainability.

### Literature review

To ensure a high- quality review of literature, the following procedures were followed:

A comprehensive review of journals, but no conference papers, based on key terms, and combinations of them, such as strategy implementation, sustainability, strategy, sport events, strategy implementation, strategy for sustainability, shared value creation, responsibility, profitability, emergent and deliberate strategy. The search words were used in connection with each other to narrow down the results.

The curriculum from previously completed courses from the Master program- Project Management at NTNU was central in the master thesis, primarily TIØ4265 Strategic Management.

Second, four databases were searched including Google Scholar ([www.scholar.google.com](http://www.scholar.google.com)), NTNU Universitetsbibliotek ([www.ntnu.no/ub](http://www.ntnu.no/ub)), Scopus ([www.Scopus.com](http://www.Scopus.com)) and Science direct ([www.sciencedirect.com](http://www.sciencedirect.com)). Third, the reference sections in each of the articles found were thoroughly searched in order to find additional articles.

Fourth, key educational and technology articles were search, some of these were: sport management review, strategic management journal, project management journal, journal of sport management, international journal of project management, California management review.

#### *Description of sources:*

The master thesis is based on both new literature and the project thesis. The next paragraph describes the literature from the project thesis. The master thesis theory is based on 119 sources, 60 of them published after 2000 and only 20 published before 1985. Close to 95% are published articles and books, the rest were information from webpages regarding the companies and environmental management systems.

The project thesis was based on approximately 200 sources. Of these sources 25% was published before 2000 and 75% later than 2000. Close to 95% were published articles and books, the rest were web pages and definitions from dictionaries.

#### Workshop

The researcher facilitated a stakeholder assessment for HKSF. There were four of nine employees at HKSF attended the workshop. First, the researcher went through the theoretical framework of a stakeholder analysis.

Then, the attendees worked by themselves at first before a plenum discussion was held. The attendees listed the different stakeholders and evaluated them based on interest in the event, influence on the event and impact of a potential conflict. These aspects are based on the opinion of the four attendees.

In total HKSF found approximately 150 stakeholders. In this thesis only the evaluation of the interviewed companies is presented.

#### Questionnaire

In this particular situation a questionnaire was used as a supplement data, not as primary data.

Frognersetra is the area where the younger generations come to party while watch the 50-km race in cross country, it is also the area that generates the most waste. The questionnaire had to be short and quick to answer as the objects answering was at a party. The sampling was mostly random, but as several people in the same group answered the survey, the sampling became a mix of random and snowballing. The respondents used an iPad to participate after they contented to participate. The researcher stepped away; therefore she was not able to see any of the responses or influence the objects answering the questionnaire.

In total 40 respondents answered to the questionnaire. The questionnaire can be found in *appendix 2*.

## 2.8 Benefits and drawbacks of the research methods

In this section the benefits and drawback with the research method selected.

The advantage is that the semi- structured interview is partly prepared in advance, which makes the interviewer prepared, but the interview is not planned down to every detail which allows the interviewer some freedom. However, one must be careful not to ask leading questions (Bryman, 2016). A challenge with interviews is which interview to put as the most important one if you get two contradicting opinions in the interviews.

The freedom of a semi structured interview is also good for the interview object which gets a large degree of freedom. However, the interviewer must be careful to guide the interview object into the topics needed to cover without cutting the person off so he or she loses the flow (Bryman, 2016). In an interview it is more comfortable to discuss sensitive issues, rather than in a focus group. The interview object is probably not that sensitive to change their opinion as with a group, but it is important that the interviewer does not express emotions to lead the interview object in any way. A semi structured interview allows the researcher to continue to ask questions regarding interesting topics and it uncovered interesting information that would not have been gathered if the interviews were structured. For this particular case this was essential as the researcher had gotten information regarding the relationship from one party and then the semi- structured interview interviewed the other party. Then the researcher was able to ask about conflicting information from the two parties.

Further, a document analysis was conducted. The advantage of a document analysis is that one gets to see what is formally written and what is the formal "rules" and opinions. However, it is not uncommon that the culture varies from the written material. An addition, the documents are also in most cases written by the organization itself and therefore are biased. However, in this case the documents were mostly strategic document and therefore essential to be able to discuss the present strategy.

The questionnaire did not include essential information, but information that was interesting because of how the event turned out in 2018 and the reputation. Also it was interesting for the event and the organizers to get an indication of the awareness regarding their sustainability measures. For the researcher the data was interesting as supplemental information supporting or not supporting the way the event organizers have been working the past year.

## 2.9 Validity and reliability of data

As mentioned above there were three main sources of data that interacted with people: semi- structured interviews, workshop and questionnaire.

The semi- structured interviews were conducted through audio and video calls due to economic limitations. This limits the obtained information to language and partly body language. Important information by getting a person's complete body language is lost. By phone the only source of information is sound, and all visual information is lost.

In the workshop the researcher was present as the moderator. The researcher also presented a theoretical foundation regarding stakeholders, as this were not familiar knowledge prior to the workshop for the participants. Therefore, the presence of the researcher could have influenced the participants as she had to ask questions and sometimes answer questions from the participants in order for enough information to be gathered. In the workshop the first task was to rank stakeholders individually and after that the group decided on the ranking. In some cases the participants disagreed, and a small discussion led to a uniform decision. Therefore, not everyone's opinion was heard, but as the most important aspect was to know the ranking from the organization as a whole, the data has validity.

The small survey conducted was done during the event, the sampling type was random sampling. However, when looking for participants several people in the same group answered the questionnaire, therefore the sampling was something in between random and snowball. Several of the asked participants were influenced by alcohol. Another limitation could be that the ones agreeing to participate in the study felt they had nothing to hide, while the people not agreeing to participate did so because of the topic.

Regarding the questions, the second question asks about the purpose of being at Frognersetra. Several respondents commented that they were there for several of the alternatives. The researcher answered to answer the one that was most true, however, the question should have allowed more than one answer. Another critique to the questionnaire is the third question which asks if you have thrown any garbage today and the different alternatives are yes/no/ not yet. During the data collection one of the respondents pointed out that that wasn't a good question, and in retrospect "not yet" should not have been an alternative. Compared to the number of spectators at Frognerseteren, which was several thousand, 40 respondents are not a representative number. However, this data was only a supplement and not the primary source of data.

In the thesis the researcher has tried to distinguish between information that is obtained through interviews and documents and what is my own interpretations and analyses. Further, the researcher has tried to justify the methodological choices, critique of the methodology can be found in chapter six. The researcher has tried to make the thesis readable and replicable, to ensure confirmability and credibility.

## 2.10 Ethical considerations

In order to not violate any ethical issues during this master thesis three important ethical guidelines within qualitative research were followed: information regarding withdrawal, confidentiality and information regarding potential consequences of participation.

A request for data gathering was sent and approved by the Norwegian Center for Research data in advance. The only personal information gathered were the names and emails of the contact persons in the different companies which were used to get in contact with the interviewees. The information was stored in a safe place. All interviewees signed a consent form prior to the interview and consented to record the interview.

Transcription of the interviews was solely conducted by the author and there were no names on the transcribed interviews. After transcription, the transcribed interview was

sent and approved by the interview objects. Every single interview object has approved the sub chapter belonging to their company to ensure no faulty information was written.

There is no conflict of interest with HKSF or any of the interviewed companies.

This marks the end of the chapter of methodology which describes and argue for the used method. The following chapter is the literature review which will give a theoretical foundation for the thesis. The critics of the methodology can be found in chapter six, the conclusion.

# 3 LITERATURE REVIEW

## 3.1 Introduction

The literature review intends to give an insight and understanding of the concepts and theories of the relevant areas of this master thesis. This literature review chapter consists of six subchapters.

The second subchapter contains general literature and definitions. These concepts have been discussed in greater extent in the project thesis. However, as the master thesis builds on the project thesis the concepts will not be further discussed, only outlined. The third subchapter will introduce the developed project thesis model. These three subchapters create a theoretical basis for the following subchapters.

The following subchapters builds on the research questions:

- ✦ **RQ1:** How to handle responsibility vs profitability?
- ✦ **RQ2:** How to implement a strategy for sustainability?
- ✦ **RQ3:** How does the implementation of strategy influence the ability to handle the paradox of responsibility/ profitability?

The first research question **How to handle responsibility vs profitability?** is discussed in subchapter 3.4. This subchapter introduces the paradox of responsibility and profitability which can be a struggle for companies. Do companies have responsibility for the surroundings, or is their only responsibility to their owners?

In subchapter 3.5 the second research question of **How to implement a strategy for sustainability** is discussed. The second paradox for this thesis is presented; the paradox of planned or emergent strategy implementation. Should companies plan all strategic actions in detail, or should they remain flexible and be open for new opportunities as they occur?

Subchapter 3.6 will give a short foundation for RQ 3. In this short subchapter the connection between the two paradoxes is presented. This connection and the third research question will be central for the discussion in chapter 5.4 Discussion.

The final sub chapter, 3.7, presents the framework of the literature review. In addition, a short summary of the literature review can be found.

## 3.2 Project thesis theory and general literature

The project thesis was conducted in the fall of 2018 with literature review as the research method. This section will first provide some general literature addressing the main topics of the master thesis. The second part of this subchapter will provide a summary of the main findings in the project thesis.

### 3.2.1 Definitions

#### Strategy

There is no global definition of strategy, but not from the lack of definitions from researchers. Jacobsen and Thorsvik (1997) states that while goals are what you want to achieve, a strategy is *how* to achieve the goals. Porter defines strategy as the "creation of a unique and valuable position, involving a different set of activities" (1996, p. 68). Additional definitions are available, one of them is that strategy is "the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals" (Chandler, 1962, p. 13).

Nor is there a general agreement of what a strategy must contain to be a strategy. According to King (1997) a corporate strategy must contain mission (the business the organisation is in), objectives (the desired future position), strategy (the general direction), goals (specific targets to be sought), programs/ projects (resource-consuming sum of activities that the strategy is implemented through and resource allocations of manpower, funds to various units). The strategy process is referring to processes where the strategy is formed, changed or innovated (de Wit, 2017).

#### Sport events

A project is defined as "a temporary endeavour undertaken to create a unique product or service" (PMI). This means the project has a defined beginning and end and that it differs in a way from all other "similar products or services" (Samset, 2010, p. 4). Sport events can be viewed as projects because of the nature of the sport event. The sport event has, as a project, a defined start and end, objectives to complete within certain specifications, budget limits, use human and nonhuman resources and are multifunctional (Kerzner, 2017).

Sport events are events that contain one or more sporting competition, however, there are no standard classification of sport events based on size, duration, frequency and economic benefit (Rofner, 2009). Freyer and Groß (2002) highlights the importance of distinguishing between different type of events due to the effect international event can have on the economy for the organizing country, host city and tourism.

Authors have tried to differentiate between events by the time used to plan these events, such as Allen, O`Toole, McDonnell and Harris (2002) and Getz (1997). However, the reviewed literature have several different terms for such events like hallmark, mega, major and minor (Rofner, 2009).

#### Sustainability

Sustainability as a policy concept became familiar after the Brundtland report (WCED 1987). The report stated that sustainable development is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED 1987, p. 35). Since then there have been many researchers further discussing the concept and the definition, and new definitions have risen.

Today, sustainability is perceived from a triple bottom line perspective, TBL (EU, 2005; Robert, Parris, & Leiserowitz, 2005; Strange & Bayley, 2008). This concept was developed by Elkington (1994) and it states that sustainability is built up by three pillars; people, planet and profit, the pillars are more familiar as environmental, social and economic. The UN included these pillars in their more recent definition of sustainability which is that "economic development, social development and environmental protection are

interdependent and mutually reinforcing components of sustainable development” (UN, 1997, p. 2).

However, the definition has not changed since the Brundtland report and researchers argue for a new definition because it must be “revised to include the security of people and the planet” (Griggs et al., 2013, p. 305) due to the Earth’s population is estimated to rise to 9 billion by 2050 (UN, 2017).

### *3.2.1 Summary of findings*

The aim for the project thesis was to create a model for developing a strategy for sustainability for sport events. In order to develop such a model, the success criterion for sport events were found. Research showed that the success criterion for sport events were similar to the success criterion for projects; on budget, on time, according to specification, stakeholders’ interests were taken into account, sustainability, relevance and effect (Hansen, 2018).

Further the research showed that sport events contains several aspects that are connected to sustainability. Examples such as training of volunteers will raise the human capital in the society, in some larger sport events cities or areas are regenerated and they contribute to an increase in the economy during the event (Hansen, 2018).

Lastly, research regarding the success criterion for a strategy for sustainability showed that sustainability should be present and integrated at all levels of the strategy. Such as the vision, mission, strategic choices objectives and the business definition. The literature highlighted the need for sustainable measurable indicators in order to track the performance (Hansen, 2018).

These findings were used to create a model for developing a strategy for sustainability for sport events. The project thesis highlights that the complexity of the sport event will determine how complex the strategy process should be. For smaller events, some steps can be skipped, but for events such as the Olympic Games or the World Championship the strategy process could be even more complex (Hansen, 2018).

With a foundation in the general literature and an introduction to the main findings in the project thesis, the model is easier to understand. Therefore, the next subchapter will introduce and explain the model for developing a strategy for sustainability developed in the project thesis.



### 3.3 Project thesis model

The purpose of the project thesis was to develop a process model of how to develop a strategy for sustainability for sport events. The complete model can be viewed in *Figure 3-2: Process model of "How to develop a strategy for sustainability" (Hansen, 2018)*. A more in-depth presentation of each phase and process is presented in the following subsections.

The complete model consists of four phases and one core. The model is based on De Wit's main strategy formation activities model which can be viewed in *Figure 3-1: Strategy formation (de Wit, 2017, p. 344)* and Leiper et al.'s model strategy for sustainability (2003, p. 63). As with de Wit's original model, the adjusted model has no set direction and one can move between the different phases. The model has been "sportified and sustainabilityfied" based on a large literature review of sport events, sustainability and strategy.

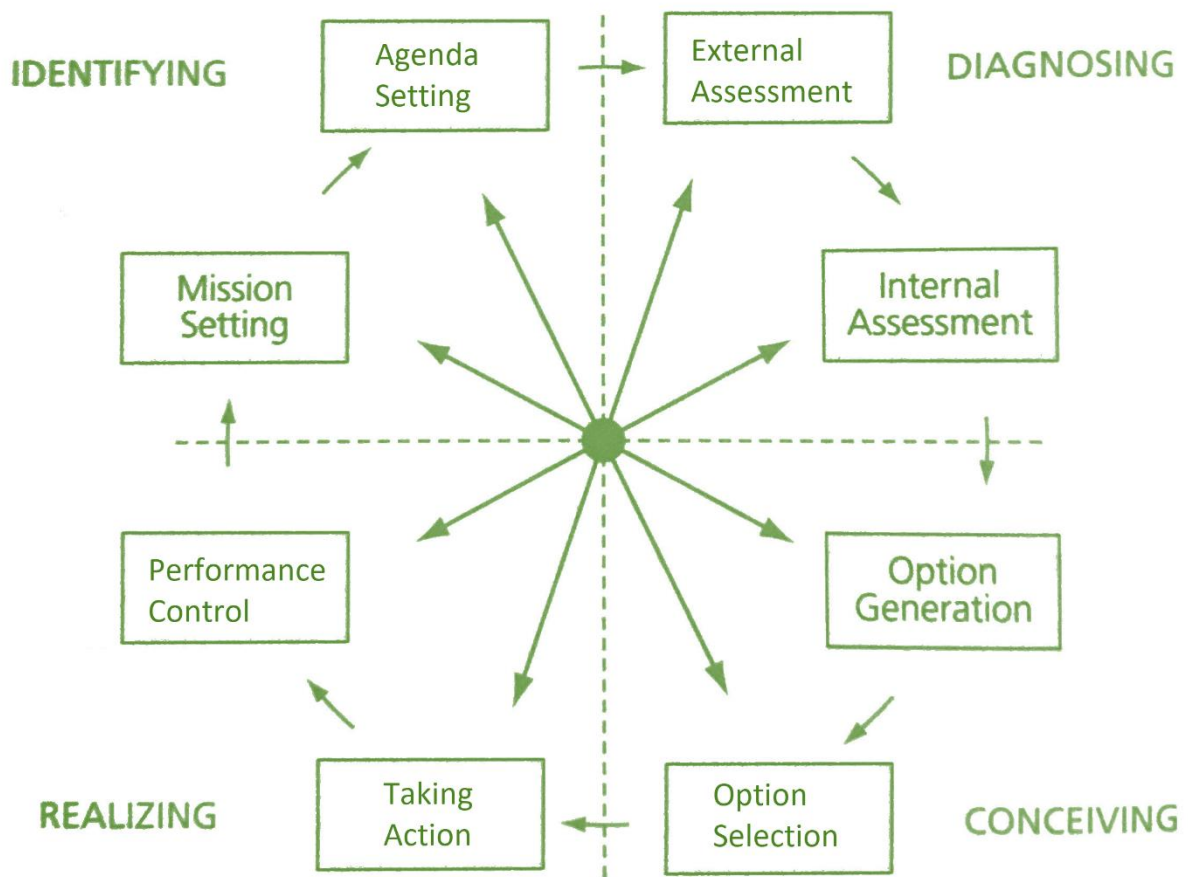


Figure 3-1: Strategy formation (de Wit, 2017, p. 344)

All processes in the model is equally important and necessary for the development of a strategy for sustainability. Each step has a purpose which adds value to the strategy and include a description of the wanted output.

3.3.1 Core

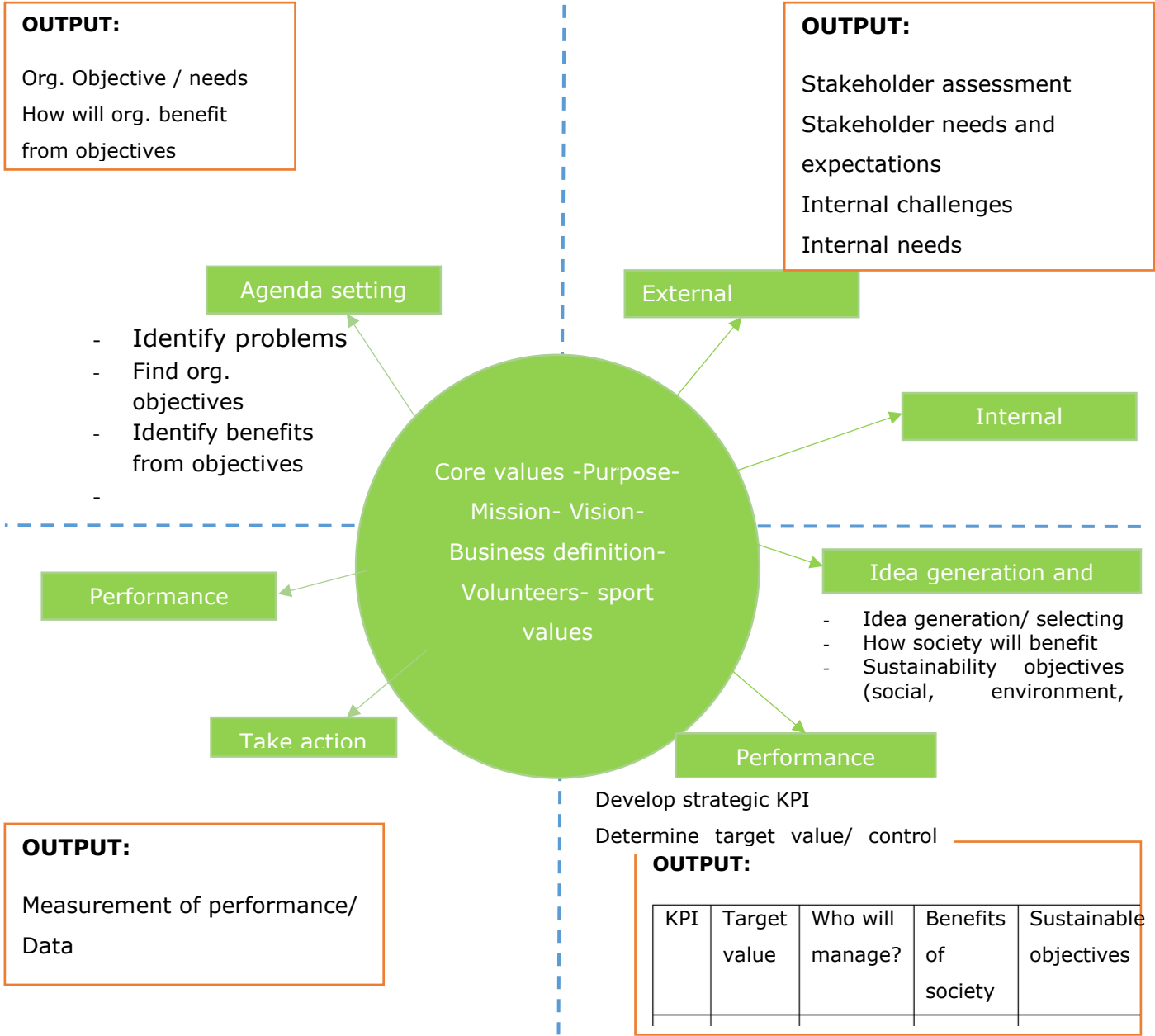


Figure 3-2: Process model of "How to develop a strategy for sustainability" (Hansen, 2018)

The mission, vision, core values, purpose and business definition "should be reflected in all strategic choices"(Hansen, 2018, p. 58). When creating a strategy for sustainability it is important to implement sustainability in the values, purpose, mission and vision in order to incorporate a sustainability culture (Galpin, Whittington, & Bell, 2015) The business definition states what the business actually should do (de Wit, 2017) and is therefore important to have in mind. Values are the guiding principles of what the organization believes is good (de Wit, 2017) and therefore needs to be kept in mind in all decisions and actions.

Two additional aspects are added based on the type of event; volunteers and sport values. To not include these two in the core of the strategy would be ill- advised as they are very important for a sport event (Hansen, 2018). The reason for including sport values is that sport in itself represents something and send clear signals (Hansen, 2018). Sport values are values such as health, performance, excellence and fair play (Enjolras, Seippel, & Waldahl, 2005). The other addition is volunteerism as most sport events is either executed solely on volunteers or mostly by volunteers. As volunteers are not employees or legally bound to work in any way, it is highly important to remember that they are one of the fundamentals in the event (Hansen, 2018).

### ***3.3.2 Identification***

The aim of the identification- process is to find the factors and areas that needs attention, both strategic issues and organizational issues (Hansen, 2018), from the issues organizational objectives can be expressed. It is important to keep in mind that these objectives should solve the root cause of the problem in order to properly solve it (Andersen, 2001). Root causes can often be hard to find; therefore, it is recommended to use methods in order to uncover it, examples of such methods are five why-analysis, is- is not, histogram and performance matrix. Then the organization needs to express concrete goals and objectives for the organization. When having expressed the organizational objectives, it is important to find how this will benefit or affect different areas of sustainability in the organization a step that was inspired by Leiper et al. (2003).

By completing the identifying process, the organization will have an understanding of the issues in the organization and the root cause of them, expressed objectives that work as goals, and an understanding of the value achieving these objectives will have for the organization. The process must be seen in connection with a wish of becoming more sustainable as the process itself does not uncover sustainability issues.

### ***3.3.3 Diagnosing***

The diagnosing process is split into two activities; internal and external assessment. This will help uncover internal needs and challenges, identification of the stakeholder and their needs and expectations.

The external assessment includes identification of stakeholders and then assess their position to influence and interest in the event (Olander & Landin, 2005; Wheelen & Hunger, 1992). The aim with such an activity is to determine the strategy the organization should have in contact with the different stakeholders. Further assessment of the stakeholders should uncover the stakeholders' needs, expectations and interests. Having sustainability in mind it is important to uncover the different stakeholders' attitude towards sustainability and particularly if there is one aspect of the triple bottom line (Hede, 2007) that is important to the stakeholder.

The internal assessment should cover resource allocation, brand assessment and organizational assessment. The latter should include an assessment of which activities are value adding and which are not.

The organization should, in order to measure how sustainable they are, sort activities after type of sustainability, either economic, environmental or social. Not all activities will fit into these boxes, but examples such as how many volunteers get training is social sustainability. This will be important for the next phase where some KPIs should be developed.

### ***3.3.4 Conceiving***

The third process is called conceiving and consists of two activities: idea generation and selection and performance indicators. The output of the conceiving process should be a list of sustainable measures that is connected to the objectives in the identification process. From this list of measures a number of sustainable key performance indicators should be developed with adhering control limits and target values. The measures should state their value for the society.

The first activity is idea generation and selection. The ideas should be ideas of how to help achieving the objectives found during identification. To generate ideas it is often helpful to use different methods, examples are six thinking hats, brainstorming or looking at other lists for inspiration. Examples of such list can be found in ISO 20121 (2012, p. 40) of Bocken et al.(2014). In the selection process it is wise to select ideas that can be measured in some way. Then the organization should discuss how the society will benefit from achieving the objectives before connecting it with what pillar of sustainability it belongs to. This process is inspired by Leiper et al.(2003)

The second activity is to find the sustainable KPIs, it is important to state that the number of sustainable indicators is dependent on the size of the event. Tracking and measurement of continuous development in sustainability is a success criteria according to ISO 20121(2012). When having determined the sustainable indicators the organization should determine the control limit and the target value.

To develop such a management system will help the organization steer in the right direction (Andersen, 2001). It can also be used in contact with stakeholders to express the organization's preferred goals (Hansen, 2018).

### ***3.3.5 Realizing***

The final step is realizing the process is split into two activities; taking action and performance control. The first activity of this process is to set the strategy into life. The second is to control the performance of the strategy and the KPIs.

The last activity of tracking the performance must be seen in connection to sustainable management systems, some of them will be introduced in the empirical chapter. Performance tracking is essential in for example ISO 20121 as it can be used to avoid unwanted situations and steer the organization in the right direction (Andersen, 2001).

The output of the realizing process will be the data collected from the performance of the sustainable KPIs developed in the previous process. Data is an important foundation that can be both used steering the organization, as a basis for a new strategy at a later point and also in showing stakeholders the wanted progress and the positive contribution to the society.

This marks the end of the previously known literature. The following subchapters will investigate paradoxes linked to a strategy development process and the implementation of it.

## 3.4 What kind of responsibility does organizations have?

This subchapter will provide the theoretical framework for the first research question, **how to handle responsibility vs profitability?** This section will examine how a company should handle the need for economic profitability for their shareholders while acting on their social responsibility to gain trust and support from the stakeholders. Social responsibility is when an organization is acting in the interest of the society without being legally obliged to (de Wit, 2017).

### 3.4.1 Introduction

To survive and be able to compete a firm must be economically profitable, on the other hand, a company also must have trust and support from its stakeholders such as the local community, governments and other key stakeholders (de Wit, 2017). According to de Wit optimizing one of these perspectives will be in "conflict with maximizing the other" (2017, p. 139) If a company should maximize profitability, all investments must be looked at through an economic perspective, which means no social responsibility actions unless it is beneficial economically, or the company is legally bound to. On the other hand, by emphasizing responsibility all activities must be looked at through a moral or political perspective. This means one must include everything which has a legitimate or pressing need to be included, which potentially is very costly and will depress profitability (de Wit, 2017).

The shareholder perspective says; a company belongs to its owners the only purpose of the company is to act in their owners interest (de Wit, 2017). The stakeholder perspective on the other hand assumes that "companies are more than economic machines" (de Wit, 2017, p. 136). This is based on the fact that companies are networks of people, part of a society, a group of people working towards the same goals and that a company must "develop a sense of community if they are to function properly" (de Wit, 2017, p. 136).

Before addressing this issue further, a definition of shareholder and stakeholder is required. A shareholder is the owners of the shares in a corporation, or the owner of the companies. Stakeholder was previously defined as those who have a stake in the corporation's actions (Freeman & Reed, 1983). However, this is discussed to be too wide. Therefore, researchers as Freeman and Reed have defined a wide and a narrow sense of the term stakeholder. The wide sense is any individual or group that can influence the organization's achievement or objectives, or any group or individual that are influenced by the organization's achievement and objectives. While the narrow sense of stakeholders are those groups or individuals that the organization's survival is dependent on (Freeman & Reed, 1983).

### 3.4.2 Who has responsibility to whom?

The fundamental issue of the responsibility-profitability- paradox is who has responsibility and to whom. While some say organizations are morally responsible for stakeholders (Carroll, 1991; Langtry, 1994) like the community, employees, the environment etcetera, others claim that only people can have responsibilities (Friedman, 1970).

Companies are made up by people which can have responsibilities (Friedman, 1970). However, the difference between a person and a person at work, is the roles. When a person is at work that person acts as an agent according to the principal- agency theory (Eisenhardt, 1989; Jensen & Meckling, 1976). An agent will always work on behalf of and have a direct responsibility to the principal, which when the person is at work is the shareholders. However, when this person comes home he or she switches roles into their

own principal with their own money and not with their employers money (Friedman, 1970). When this person is at work on the other hand he or she must act in accordance with the owner's interests which generally are to increase the profit (Freeman & Reed, 1983; Friedman, 1970). This is not a controversial thought (Rappaport, 1986, p. xiii). Profitability is both a result and a competitive source, for a company to be an attractive investment, the company must have higher returns than the if the money were deposited in the bank (de Wit, 2017).

### ***3.4.3 Trust and impact***

Both perspectives agree that trust is essential and beneficial for the organizations, but they disagree when it comes to who must have trust and how to gain the trust. In the shareholder perspective trust to the shareholders is central. Profitability inspires trust for shareholders which among other things, makes it easier to get new capital (de Wit, 2017). In the stakeholder perspective trust must be developed between organizational, suppliers and communities because it is beneficial through taking the employees', communities' and other organizations' interest and needs into account. This trust will make people commit to the organization, both emotionally and practically (de Wit, 2017).

The main argument for the stakeholder perspective is that an organization potentially has impact on local communities and government. A question arises: how is everyone but the corporations responsible when the corporations often increase social problems like pollution (Kramer & Porter, 2011). Additionally, all the different groups that have a stake in the organization is mutually dependent on each other, and therefore the purpose is to serve their interests and increase their "common wealth" (Berle & Means, 1932; de Wit, 2017; Freeman & Reed, 1983). The organization should work on the behalf of all people that have a stake in that corporation, as it is never wise to overlook and ignore important stakeholders such as labor unions, environmental activists, governmental agencies, bankers and community groups (de Wit, 2017). In addition, to pursue the interests of all stakeholders is effective and just (Jones, 1995; Solomon, 1992).

The stakeholder perspective argues that corporate responsibility measures must be exhibited in order to gain trust and support from key stakeholders, but it costs money (de Wit, 2017). This addresses an issue from the shareholder perspective regarding how the manager is supposed to know what social corporate responsibility measures to spend money on, as he or she is not the owner of the money (Friedman, 1970).

### ***3.4.4 Responsibility- is the price higher for taking it or leaving it?***

When the well-being of the shareholders is taken care of the strategy leads to higher dividends and/or higher share prices (Hart, 1995; Rappaport, 1986). "It might be in the interest of the shareholders to treat stakeholders well, but that there is no moral obligation to do so" (de Wit, 2017, p. 141), and it does not mean they have to serve the stakeholders' needs even though they acknowledge them. However, to not engage in relationship with the stakeholders is looked at as 'corporate isolationism' and is not recommended (de Wit, 2017).

Corporate social measures can be costly and the organization would be spending money on the general social interest rather than their owners (Friedman, 1970). According to Drucker the "social responsibility of a business is to make enough profit to cover the costs of the future" (1984, p. 62), because if this is not met, no other social responsibility can be executed. Governments, communities and the individuals are responsible for employment, local communities, the environment, consumer welfare and social development, not organizations (Friedman, 1970).

### 3.4.5 *How to manage the paradox*

While there is a fundamental disagreement between the two perspectives on what responsibility a company has, there are some ways to handle the paradox: parallel processing, balancing and resolving the paradox (de Wit, 2017).

#### Parallel processing

Parallel processing is to handle everyone at the same time, but at different levels in the organization. An example could be that shareholders should be managed by the managers and executive board members, environmental groups and NGOs should be handled through the production department and the tax authorities and government should be handled through the financial department (de Wit, 2017). Even though different departments take care of different stakeholders/shareholders, all of them are managed at the same time (de Wit, 2017).

#### Balancing

Since the introduction of smart phones and social media the public and social stakeholders are informed about a company's behavior in no time. This has for some companies forced companies to change their view on social responsibility. Earlier social responsibility and the social stakeholders were dealt with as a tactical issue rather than strategic. However, with the rapid information sharing, social issues have been turned into strategic issues for companies and therefore must be handled at the top level where strategic decisions are made. When this happens the top management must balance the opposing needs at the same time (de Wit, 2017).

#### Resolving the paradox

Resolving the paradox has been named shared value, and is defined as "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates" (de Wit, 2017, p. 161; Kramer & Porter, 2011). This concept will move business and society beyond trade-offs (de Wit, 2017). One should look at public policy questions in terms of the stakeholders and understand how "the relationships between an organization and its stakeholders would change given the implementation of certain policies" (Freeman & Reed, 1983, p. 93)

There is no secret that businesses are in on creating social problems through externalities, examples such as pollution, moving factories based on the lowest possible wage for employees and more. Externalities such as pollution also generates taxes and penalties in order to "internalize the externalities" (Kramer & Porter, 2011, p. 63). Instead of looking at corporate responsibility as an expense and for increasing the reputation due to such externalities business should adapt the shared value principle. Where the organizations are creating economic value for the business at the same time the business creates value for society (Kramer & Porter, 2011).

Most recognize that business competitiveness and health of community is intertwined, as a business need a healthy and successful community to provide their products to, and a healthy community needs businesses in order to have jobs and wealth creation (Kramer & Porter, 2011). Therefore, businesses must change their purpose from economic profit into shared value (Kramer & Porter, 2011). A company must create a distinctive value proposition that meets the customers' needs in order to become successful (Kramer & Porter, 2011; Porter, 1996, 2008) However, many companies have forgotten to meet the fundamental needs of the society, which is defining the market (Kramer & Porter, 2011). The organization should turn the responsibility of an organization into responsiveness for

social issues (de Wit, 2017; Epstein, 1987; Wartick & Wood, 1998). Researchers have been able to link social issues with strategic areas and organization (Ackerman & Bauer, 1976; Freeman & Reed, 1983). By overlooking the customer's well-being, interests of key stakeholders and economic distress in communities they miss out on long-term success (Kramer & Porter, 2011).

Shared value is created in three ways; reconceiving products and markets, by finding a demand for products and services that meet social needs are growing. The company must identify societal needs that can be or are embedded in the firm's products. The second is by redefining productivity, which is about increasing the productivity in different areas such as energy use and logistics, resource use, procurement, distribution, employee productivity and location. This area is about reducing something for the better of the society and for the economy of the company, examples such as reducing excess packaging and reducing costly externalities. The last approach is to enable local cluster development where the business creates clusters in order to support their own business, but at the same time profit the society by solving societal gaps and challenges, like creating new jobs etc. cost-efficient collaboration. The business must identify gaps and deficiencies in the area which they operate which also effects the productivity and the growth of the company (Kramer & Porter, 2011).

#### *3.4.6 How is the paradox of responsibility/profitability connected to sustainability?*

In this section how sustainability fits with the paradox of responsibility and profitability is discussed.

The official definition of sustainability is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED 1987, p. 35). However, today, and in this thesis, sustainability is perceived from a triple bottom line perspective, TBL (EU, 2005; Robert et al., 2005; Strange & Bayley, 2008) which states that sustainability is built up by three pillars; environmental, social and economic (Elkington, 1994).

In the stakeholder perspective of a company, social responsibility is emphasized (de Wit, 2017). This social responsibility is maintained if the company looks at its activities through a moral perspective, and acts in the interest of the society without being legally obliged to (de Wit, 2017). This will infer that the company avoids producing negative externalities such as pollution and noise (Begg, Vernasca, Fischer, & Dornbusch, 2014). By doing this, companies will be both socially and environmentally sustainable, since this is part of social responsibility of the stakeholder's perspective (de Wit, 2017). This in turn is responsibility.

The shareholder perspective of the profitability versus responsibility paradox is that a company should do everything it can to maximize their shareholders utility (de Wit, 2017). This is almost exclusively seen as paying dividends to the shareholders. Thus, the shareholders perspective seeks to maximize profit. But it is no use to maximize profit in the short run, if it infers large costs in the long run. To be profitable in the long run, the company needs to be economically sustainable (Doane & MacGillivray, 2001).



## 3.5 Planning in detail or remaining flexible?

This subchapter will provide the theoretical framework for the second research question, **how to implement a strategy for sustainability?**

A strategy is the company's strategic plan. There is no general agreement of what a strategy should contain, nor how the strategy formation process should be conducted. In fact, researchers do not agree whether the strategy should be a planned process that is intentionally designed and predict what is going to happen or a plan that comes together along the way and is gradually shaped. In other words, an emergent strategy is when a realized strategy came about 'despite of' or 'in the absence of', and a deliberate strategy is where the realized strategy was fully intended (Mintzberg & Waters, 1985).

### 3.5.1 Introduction

Strategies emerge over time and "organizations should facilitate this messy, fragmented, piece-meal strategy formation process" (de Wit, 2017, p. 354). Others state that anything that emerges is not strategy, just a plain luck or brilliant improvisation (Andrews, 1987).

A deliberate strategy is a plan with an end, clear actions to reach objectives (de Wit, 2017) and it should formulate "comprehensive plans, and only them implement them" (de Wit, 2017, p. 354). To plan ahead and then follow the steps will give the best results (Armstrong, 1982; Powell, 1992). The advantages are that plans give direction (H. I. Ansoff, 1965; Chakravarthy & Lorange, 1991), commitment (Ghemawat, 1991; Marx, 1991), coordination (Ackoff & Ackoff, 1981; Andrews, 1987), optimization (I. Ansoff & McDonnell, 1990; Bower, 1970) and programming of activities to get higher reliability and efficiency (Grinyer, Al-Bazzaz, & Yasai-Ardekani, 1986; Steiner & Planning, 1979).

The advantages of deliberate strategy are the complete opposite of the advantages of an emergent strategy (de Wit, 2017). An emergent strategy gives the organization opportunism (Quinn, 2002; Stacey, 2003), flexibility (Beinhocker, 1999; Evans, 1991), and the opportunity for learning (Mintzberg, 1994; Pascale, 1984). In addition, letting different people in the organization have different strategies and work as incubators (Burgelman, 1983, 1991; Lyon, Lumpkin, & Dess, 2000) and to pragmatically shape the organizations strategy on the way is feasible (Allison & Zelikow, 1971; Quinn, 1980). Planning processes often put too much emphasis on quantitative factors and underemphasize vital qualitative factors that determine strategic success (Quinn, 1978)

### 3.5.2 Short- or long-term planning?

Having a desirable future to work towards will pay off in the long run (H. I. Ansoff, 1991; Miller & Cardinal, 1994) and to plan allows long term planning (Ackoff & Ackoff, 1981). To go along the way without a direction will turn into muddling through (H. I. Ansoff, 1991; Steiner & Planning, 1979) and is a short term approach. However, strategists who prefer an emergent strategy process do not agree that this behaviour is ad hoc or muddling through because "in that a coherent pattern of action does evolve" (de Wit, 2017, p. 350)

The highly structured and planned nature leads to formalization. By having a formal structure it is also easy to differentiate between who's planning, implementing and evaluating the different tasks, leading the organizational elements that are specialized back into a consistent strategy (Grinyer et al., 1986; Jelinek, 1979; Kukalis, 1991; Lorange & Vancil, 1977). This approach makes a person responsible for each activity (I. Ansoff & McDonnell, 1990; Chakravarthy & Lorange, 1991)

### *3.5.3 Flexibility- a necessity?*

Strategy demands flexibility and adaptability as it predicts what will happen without knowing the future (de Wit, 2017). While the emergent process states that a planned strategy always must divert from the plans because of unforeseen events and opportunities (de Wit, 2017). The constant changes in the business environment reinforces the need for emergence and flexibility (Grant, 2003). Often unforeseen internal or external events change the future strategic position of a company (Quinn, 1978). Such as organizational changes which occurs in companies from time to time. These changes are often not conducted in alignment with strategic processes, however they highly effect strategic performance (Quinn, 1978), and therefore, again, the need for flexibility. Also, organizations function in an inter-organizational world with governments and other key stakeholders. For best cooperation and effective work towards these institutions, the strategies should somewhat align. However, this is impossible when having a planned strategy in advance as the other organizations' strategies also change (Quinn, 1978). A company's environment has rapid changes, hence the need for flexibility (Hamel, 1996).

Planning is for routine activities, not for innovation (Hamel, 1996; Kanter, 2002), therefore, one must not behave like planners, but inventors have to search, experiment, learn and avoid premature closure and lock the course of action (Beinhocker, 1999; Stacey, 1993). However, strategy is not a routine activity, strategy is a wicked problem and a full analysis is therefore impossible (Langley, 1995; Lenz & Lyles, 1985). As nothing can be predicted, not opportunities nor threats it is foolhardy to commit to one course of action (de Wit, 2017). To handle this, some suggest contingency plans where one have different plans for different future scenarios (Bodwell, 2010; Van der Heijden, 2011; Wilson, 2000). While Others state that the plans simply must be adjusted and altered to the circumstances (de Wit, 2017).

### *3.5.4 Managing the paradox*

Researchers have found that the preferred type of strategy process actually depends on the business. Stable industries prefer a deliberate strategy while hypercompetitive mostly prefer an emergent strategy (de Wit, 2017). Without addressing this further there are also research on preferred strategy formation processes by nationalities and by industries.

In order to manage the paradox of emergent and deliberate strategy formation de Wit suggests two methods: balancing and juxtaposing (2017). There is no consensus among strategists yet.

#### *Juxtaposing*

The first way of managing the paradox of emergent and deliberate strategy is juxtaposing, it is challenging but for some possible and one need dynamic capabilities (de Wit, 2017). For strategizing managers in bigger firms the strategizing manager must participate in the strategy process in the different divisions and businesses and companywide initiatives, international activities and ad hoc projects (de Wit, 2017). By being involved in so many processes the manager must manage "opposites or different blends simultaneously" (de Wit, 2017, p. 362).

#### *Balancing*

Balancing the strategy formation and implementation can be handled through balancing opposite demands, and it can be hard in some cases. One way of balancing is doing this by departments. Keeping the deliberate strategy in the departments and areas that are more planned, for example production departments, while having an emergent strategy in departments that have more incremental processes such as product development, an

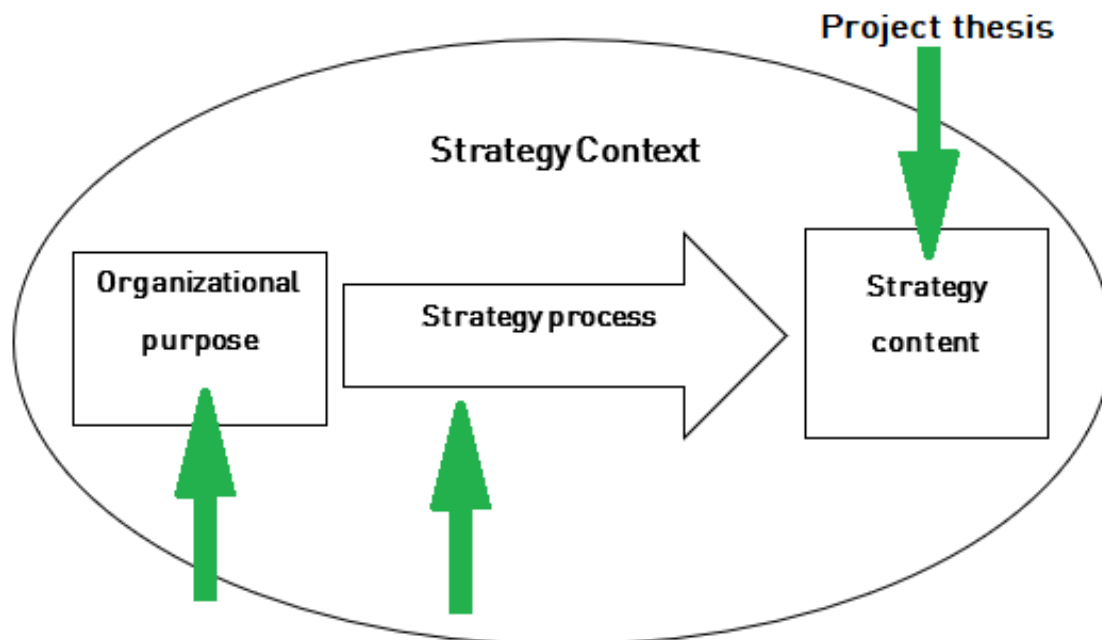
emergent strategy would be a better fit. In addition a formal process of how trying to balance deliberate and emergent is created by Grant (2003) This process requires developing multiple scenarios that gives the opportunity for intuitive and entrepreneurial thinking. However for a manager this requires to be able to juxtapose (de Wit, 2017). Grant (2003) researched how oil companies handled strategy process and how this evolved over time. The oil business is a rapidly changing process which the opportunities and threats were impossible to predict. The research showed a coexistence of formal and informal strategy planning (Grant, 2003).

Further, research showed that the role of strategic planning changed from being primarily for taking strategic decisions into three areas: strategic planning as a context for strategic decision making, as a mechanism for coordination, and as a mechanism for control (Grant, 2003). In other words, two new areas arose: performance control and coordination, and the strategy process continue to have a central role, only more decentralized, informal and goal focused. Grant's research showed that the time period of unstable environment, strategy time horizons became shorter and there was less formality and rigidity in the planning process (2003). This lead to breaking down long term goals into short term strategic goals in the form of milestones, programmed targets and scorecards (Grant, 2003, p. 514), also supported by Brown and Eisenhardt (1997). Further, it showed that planning systems created an "organizational structure, a fixed time schedule, and defined goals and responsibilities, while offering considerable freedom for experimentation, entrepreneurship and initiative at the business level" (Grant, 2003, p. 514) this is supported by Brown and Eisenhardt (1997). "Strategic decisions were made in response to the opportunities and threats that appeared, and were subsequently incorporated into strategic plans" (Grant, 2003, p. 510).

### 3.6 How does the implementation of strategy influence the ability to handle the paradox of responsibility/ profitability?

The final strategy is influenced by several factors. De Wit (2017) states four elements that influence the strategy, an illustration can be found in *Figure 3-3: Dimensions of a strategy (de Wit, 2017, p. 5) overview of connection between the project thesis and master thesis*. The organizational purpose contains the impetus for strategy activities, the strategy process is the flow of strategy activities, strategy content is the result of strategy activities and the strategy context is the conditions surrounding the strategy activities (de Wit, 2017).

The organizational purpose and strategy process are the topics for the master thesis while the strategy content was the topic in the project thesis. Illustration can be found in *Figure 3-3: Dimensions of a strategy (de Wit, 2017, p. 5) overview of connection between the project thesis and master thesis*.



*Figure 3-3: Dimensions of a strategy (de Wit, 2017, p. 5) overview of connection between the project thesis and master thesis.*

The literature study focuses on two paradoxes in the organizational purpose and the strategy formation. In the figure above the connection between them is illustrated. The discussion in chapter five will further examine research question three, how does the implementation of strategy influence the ability to handle the paradox of responsibility/ profitability?

## 3.7 Framework

This section summarizes the main findings from the literature study and is split into a section for each of the two research questions that the literature review investigates. The final section of this chapter summarizes the literature review into an illustrated framework. The findings from the literature research will be used in the next chapter.

### *3.7.1 How to implement a strategy for sustainability?*

When forming and implementing a strategy there are two approaches- the emergent and the deliberate approach. The deliberate approach plans the strategy into details, assigns tasks to people, sets a fundament for the strategic decisions. The plan gives the company direction and makes the organization commit. This approach, however, does not have flexibility and is based on assumptions of the future. As the future is unknown and a company does not know the potential opportunities nor threats, one should have a strategy that allows for the direction to be adjusted based on those. The emergent approach allows this in a way that the strategy should be a process and it comes to life along the way letting the organization grab opportunities when they arise and adjust the course.

De Wit suggested two ways of handling the paradox: balancing and juxtaposing. When balancing the needs for strategy one can handle that through having different strategy approaches in the different parts of the organization. For example- in the finance and production departments where there are many deadlines and need for planning- a deliberate strategy is best suited. While in the development department an emergent strategy approach would be a better fit since their work process is more incremental. Juxtaposing on the other hand means that a manager must be involved in different strategy processes at the same time which has different needs. For example, the strategy for a company will have different needs than a strategy for a department. Juxtaposing means the manager must be able to handle take part in both strategy processes at the same time.

Research has showed that there is a need for a balanced approach, a strategy that sets direction and commit- but at the same time gives the opportunity for intuitive and entrepreneurial thinking. The strategy process should be less formal, and short- term goals in form of milestones will give the organization more flexibility.

### *3.7.2 How to handle responsibility vs profitability*

The discussion concerns the responsibility of a company, and if a company can have responsibility to other than its owners. The shareholder perspective says no, and the stakeholder perspective states that the organization has a responsibility towards its stakeholders.

The paradox could be managed in three different ways, balancing, parallel processing and through shared value. Parallel processing is to handle both needs at the same time, but at different levels in the organization, for example the manager handles the shareholders' needs, and the production department deal with environmentalists and finance with the tax authorities. Social responsibility has grown into a strategic issue as it affects the external pressure and economy of the company. Therefore, balancing the needs means to handle them both at the same time as both is affecting the company's economy in a large degree.

Porter says a company should look at social issues as a market which has the potential to create value for the company and for the community. A company should strive for creating

value for both the company from an economic perspective and for the surroundings and its stakeholders. He suggests three methods for creating shared value; cluster development, reconceiving products and markets and redefining productivity. By cluster developments a firm should identify gaps in the area which they operate, and which also effects the productivity. Investing in such areas will both increase the productivity of the firm, which is economic for the firm and create value for the society. To reconceive products and markets is to identify products that can help solve social issues- these are products that most likely are economic for the company. The third method is to redefine productivity. This is done by increasing the productivity in areas such as logistics, packaging and distribution by reducing something that is in the society's interest being reduces. An example is reduced packaging.

Figure 3-4: Overview of how to handle the paradoxes illustrates the paradoxes and the different methods for managing them.

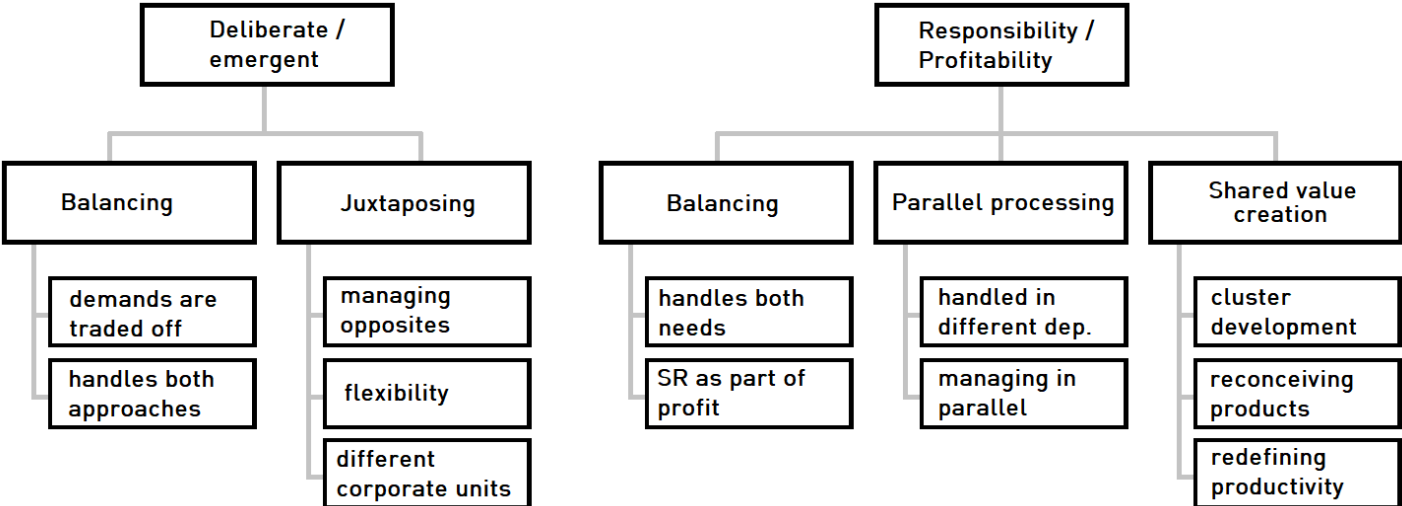


Figure 3-4: Overview of how to handle the paradoxes

**3.7.3 How does the implementation of the strategy influence the paradox of responsibility/ profitability?**

How the implementation of a strategy influences the presence of responsibility/ profitability will be central in the discussion. From Figure 3-3: Dimensions of a strategy (de Wit, 2017, p. 5) overview of connection between the project thesis and master thesis found on page 30 it is seen that the strategy is influenced both by the focus (responsibility/ profitability) and the implementation process (deliberate/ emergent). However, it is not stated how these influences each other, this will be the centre of the discussion in chapter seven. Figure 3-5: Framework: Illustration of research questions and the strategic phases shows how the research questions is connected to the strategic phases.

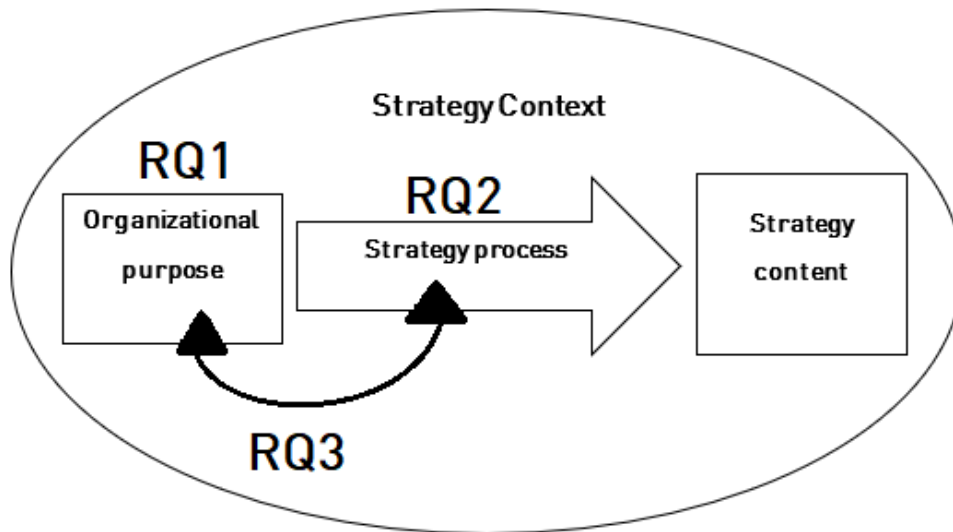


Figure 3-5: Framework: Illustration of research questions and the strategic phases

Examples of how these two paradoxes can influence each other could be:

- ⌘ In an emergent strategy the company is striving for the flexibility to take chances when they occur. Is it easier to take chances that lead to short term wins- economic, because it is hard to see long term wins in chances that suddenly occur?
- ⌘ Porter describes shared value as a long-term process. Does a planned strategy process make it easier to reach long term goals?
- ⌘ Sustainability is a long-term process. Will a planned strategy process lead to increased sustainability?

The examples above are the researchers own thoughts and not based on data.

This marks the end of the literature review. In the following chapter the case study is presented with all belonging data. Together the literature review and the case study create the fundament for the analysis. Limitations in the literature used will be discussed in chapter 7- Discussion.

## 4 CASE STUDY- HOLMENKOLLEN SKIFESTIVAL

This section provides the empirical foundation for the master thesis. It contains summaries of all information regarding Holmenkollen Skifestival, all conducted interviews and all other data building up the empirical part of the study.

### 4.1 Overview of organizations involved

This section contains an overview of the relations between the different organizations.

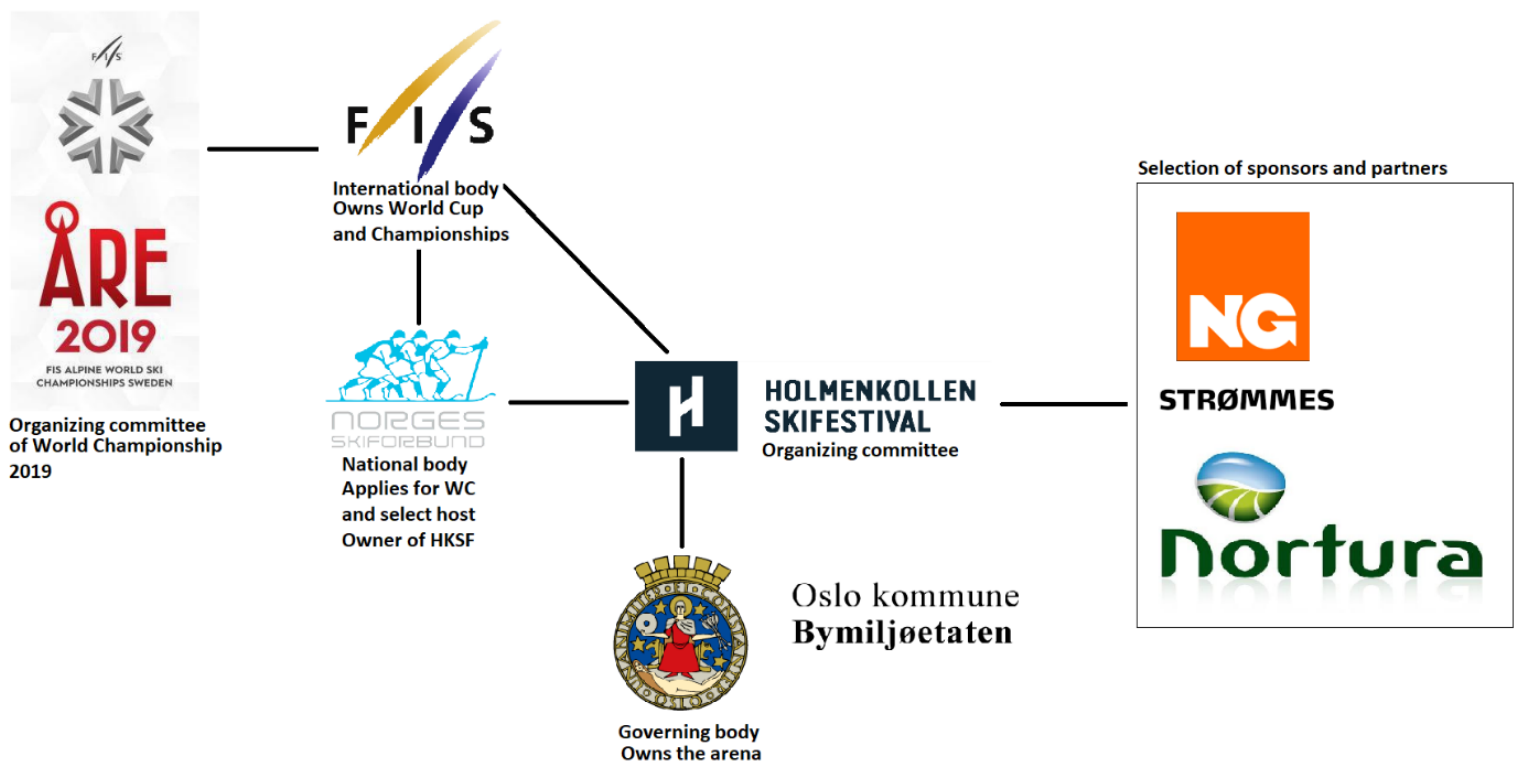


Figure 4-1: Map of organizations and their relationships

Above an illustration of the different organizations and their relationship is found in *Figure 4-1: Map of organizations and their relationships*. All of the above-mentioned organizations (except Åre 2019) is a stakeholder for HKSF's event Skifest.



## 4.2 Holmenkollen Skifestival



Figure 4-2: Logo of Holmenkollen Skifestival

Holmenkollen Skifestival is an organizing body of skiing events located in Holmenkollen. HKSF organize several events which can be viewed in ***Feil! Fant ikke referansekinden.***, below. The organization is a stock- based company previously owned 50-50 between Skiforeningen and NSF. In 2019 Skiforeningen withdrew from the owner side and NSF now owns 100% of the company.

Table 4-1: Events organized by HKSF

What	Events	When
<b>City event: Parallel slalom</b>	Parallel slalom	1 <sup>st</sup> of January
<b>Skifest</b>	WC cross country 30km/50km WC/ Raw air ski jump Nordic combined	1 <sup>st</sup> weekend in March
<b>World Cup Biathlon</b>	Biathlon World Cup	2 <sup>nd</sup> weekend in March
<b>Holmenkollen Skishow</b>	Summer ski/ rolling ski	Summer

In HKSF there are 9 full- time employees, some of the employees have responsibility by function, other by event. These employees are CEO, CFO, head of communications, project manager Skifest, project manager Biathlon, project manager alpine, venue and festival, head of ticketing, VIP and camp, volunteer coordinator, head of market implementation.

In addition, they buy some PR- services and during the events they have 1600 volunteers in total. Without these volunteers the events would not have been possible. HKSF also have some students each year in as interns.

### 4.2.1 History

Holmenkollen World Cup was first organized in 1982. It has always been Skiforeningen who has been the organizing committee. NSF is the national ski sport governing body and therefore are the ones who apply for hosting the World Cup. Prior to the World Championship in 2011 a World Championship organizing committee was formed (company), the company was owned 60% of NSF and 40% of Skiforeningen. The company organized a test- world championship and the world championship. After the World Championship the World Cup races were organized as usual by Skiforeningen in 2012-2014, but every year they lost money. NSF created a new company 50/50 owned by NSF and Skiforeningen called Holmenkollen Skifestival, with three full-time employees. Since then the company has organized a growing number of World cups. In 2019 Skiforeningen withdrew from the owner side as they are a member organization and cannot risk deficit. Today HKSF is 100% owned by NSF.

### 4.2.2 Brand- platform

In this section HKSF's mission, vision, values and promises will be presented.

HKSF's mission is "to create unforgettable experiences and always offer something new and surprising" (HKSF, 2018).

Their vision is "A world- class sport event organiser" (HKSF, 2018).

Their values state that HKSF should be proud, enthusiastic and innovative.

In addition, they have made promises of what they should offer to the spectators:

- ⌘ World class event technical competence
- ⌘ New and creative ideas and solutions
- ⌘ The best of Norwegian Ski tradition
- ⌘ A fun and including sport festival

HKSF has also defined their core brand which is “unforgettable experiences”. Their brand experience, which is the definition of what they want the spectator’s impression of HKSF to be is; “The most professional and innovative sport event organiser in Norway. In Holmenkollen they create new and unique experiences founded on tradition and sport history” (HKSF, 2018).

#### *4.2.3 Strategy*

Today HKSF have one review gathering each spring, after the season is finished. On this gathering HKSF review the year that has passed and all the events and then adjust the strategy’s main goals based on the outcome of the review. Their main goals have the same timeframe as their strategy; until 2020, but they also have clear goals for each season/year and three year- plans.

In August they have another gathering and they prepare the upcoming season and have team building during the weekend. HKSF’s strategy has been divided into five strategic areas and have four main goals for the time period between 2017-2020.

Their strategic areas are: organizational development, set ambitious goals, branding, increased predictability and team work. Organizational development is about developing the administration, finding the correct purpose, develop the event portfolio and have focus on economical balance. To set ambitious goals is an area of focus that help HKSF to go the extra mile and set long- term goals that will give good results and motivate the employees. Branding is an important focus area because of the status HKSF has as an event organiser and due to the reduced reputation. After 2014 a rebranding was needed, and as competing events occur it is still an important area. Through more and better sponsor deals with new and existing partners a more predictable future will occur. Increased predictability is both economic and a good dialogue with Oslo Kommune. The last strategic area is teamwork. As it is a small administration with many tasks it is important to develop and cherish teamwork.

The four goals that was set from 2017-2020 is:

- ⌘ Strengthen the company’s economy
- ⌘ Increase income from sponsors
- ⌘ Increased support and contribution to Oslo Kommune
- ⌘ Become the driving force for Norwegian Skiing

In addition, HKSF har formulated for goals/ areas that are important to succeed the next three years (2019-2022)

- ⌘ Ensure further development of existing events and continually evaluate the portfolio of events
- ⌘ Ensure the economic framework for the events through sponsors, ticketing and TV-rights.
- ⌘ Develop the administration and the volunteer apparatus

## ☞ Branding

When HKSF now is planning to promote a greener profile and become more sustainable, they are looking into developing yet another strategy, a strategy for sustainability.

### *4.2.1 Opinion survey of Holmenkollen Skifestival*

In November 2018 Norstat AS conducted an opinion survey of Holmenkollen Skifestival. In total 502 people were interviewed. 400 from Oslo and Akershus and 102 from the rest of Norway. The age group was between 20-75 years.

Half of the population, in both Oslo /Akershus and in the rest of Norway said that they are interested or very interested in watching cross- country skiing, around 20% are neutral and the remaining 30% are not interested.

The results showed that most people had positive or neutral associations of HKSF (ski, Holmenkollen, cross- country, ski- jump", but there were also quite a few associating "drunkenness, alcohol" or "nothing" with the event.

There is a large difference between people from Oslo/Akershus and the rest of Norway when it comes to their opinion of HKSF. In Oslo/Akershus 2/5 are positive to the event and 1/4 says they do not have any impression, while 2/5 in the rest of Norway say that they do not have an opinion of the event.

After Skifest 2018 there was a lot of negative media coverage, the reason for this can be read in section Skifest 2018.4.3.1 Skifest 2018. In Oslo/ Akershus 89% said they had noticed the media coverage and 66% said they believed HKSF took the situation seriously. In the remaining of Norway 81% had noticed the media coverage and 69% said HKSF took the situation seriously. 47% of the respondents in Oslo/ Akershus claim the media coverage from 2018 weakened the reputation of HKSF, in the rest of Norway almost 40% say the same.

Three out of four people that answered they went to Skifest said they noticed people that were so drunk that they reacted negatively. 60% says it is necessary to start attitude changing measures to handle the situation regarding alcohol in along the course.

### *4.2.2 Work with sustainability*

Previously it has not seemed like HKSF has had a green profile for people outside the organization, but according to HKSF they have been green and done several green measures, but it has not been a focus to promote it to the surroundings.

The fall of 2018, HKSF started to become more sustainable, and also promoting it as a focus. In the process they have decided upon five sustainability goals based on the UNSDGs. They are good health, gender equality, climate action, responsible consumption and partnerships for the goals. An illustration can be found in *Figure 4-3: UN Sustainability Goals set by HKSF*.



Figure 4-3: UN Sustainability Goals set by HKSF

In addition, Holmenkollen has conducted several minor measures to become more sustainable, such as recycling in the arena, having an environmental section which will clean the arena and the woods surrounding the course continually during the weekend of Skifest. This can be read more about in section 4.3.5 *Sustainability measures for the 2019 Skifest*.

#### 4.2.3 Challenges

In such large events there are many different actors, and therefore many interests and opinions. HKSF highlights this as one of their challenges.

For the events, the biggest challenge is recruitment of volunteers. HKSF have a group of people that join every year, but to recruit new volunteers is a challenge. They also describe reaching the volunteers with the needed information as one of the major challenges in advance and during the event. Each event there are volunteers who show up without knowing which group they are in, or volunteers that do not give notice that they won't show up. According to HKSF there is around 10% apostasy.

## 4.3 Skifest



The Holmenkollen Skifest is the traditional annual Nordic skiing event as part of the FIS World Cup series in Cross-Country Skiing, Ski Jumping and Nordic Combined carried out in Holmenkollen, Oslo, Norway, which is widely considered to be the cradle of Nordic Skiing. The full official name of the event is "Holmenkollen FIS World Cup Nordic" and the Holmenkollen Skifestival AS is the Local Organising Committee (from now shortened LOC).

The event usually takes place in the beginning of March. At first Skifest was first organized by Skiforeningen, but as the event grew and more events were organized the Norwegian Ski federation and Skiforeningen decided to start a company called Holmenkollen Skifestival. Until March 2019 the company was owned 50/50 by NSF and Skiforeningen.

Now the organization is 100% owned by NSF. NSF are working towards getting several owners.

During Skifest there are around 1100 volunteers. They are divided into 35 different sections and each section has between 1 and 300 people. Each section has a coordinator and a second in command. The sections are further split into groups with a group leader.

#### **4.3.1 Skifest 2018**

Skifest 2018 was a sporting success, however, there were circumstances around the event which in many ways made it a scandal. In the outdoor arena, Marka, it is estimated to have been 100 000 spectators.

Due to the late start, many of the spectators who attend, had been pre-partying. Therefore, the alcohol consumption was high among the spectators not inside the venue. Rumors about a party in Holmenkollen spread and since all spectators have to use the subway to arrive in Holmenkollen, it became a chaos on the subway.

In the metro on line 1 to Frognersetra, there are two types of platforms. The small platforms and those who were reconstructed for the 2011 Nordic World Championship. The reconstructed platforms are called event platforms and handle up to 12 000 passengers per hour, the other, like Frognersetra handles 2500 people.

Shortly after the event all the spectators left and as they all came by subway, they all left by subway. Due to the chaos and uncontrolled people at the subway platforms two people fell onto the subway rails. The subway stopped for a long time due to the accidents and the chaos increased. After some hours the situation was under control and everybody had left Holmenkollen.

Due to the large party in Marka and little public awareness about the waste management and no garbage cans (as spectators was supposed to collect their garbage in a plastic bag and leave it for volunteers to pick up) the amount of garbage left was tremendous. In addition, it started snowing during the weekend, which made the garbage invisible. When snow melted more and more garbage showed up and in total around 200 cubic meters of garbage was removed.

HKSF and Skifest got much bad publicity and measures had to be taken. These can be read about in section 4.3.5 *Sustainability measures for the 2019 Skifest*.

#### **4.3.2 The venue and the surrounding area**

Below there are two maps of Holmenkollen and the surrounding area. *Figure 4-5: Map of venue* shows the venue from above. The purple fields are the spectator area, white is roads and darker blue is the venue/ competition tracks. The area covered by the map in *Figure 4-5: Map of venue* is for ticket only.

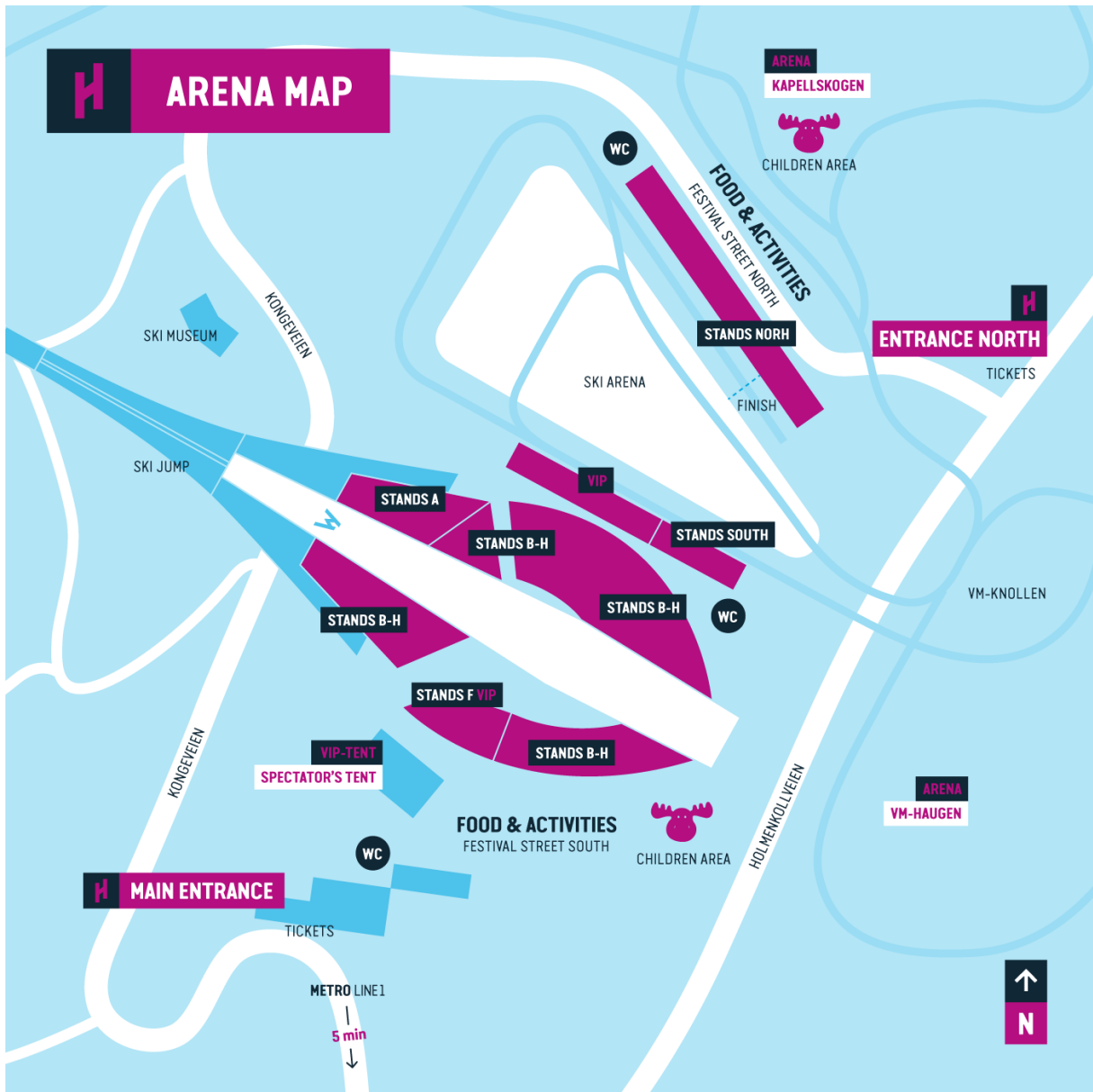


Figure 4-5: Map of venue

In Figure 4-6: Map of Marka the outer area is shown. Colour coding is seen in the figure. In this area no tickets are needed.



Figure 4-6: Map of Marka

### 4.3.3 Frognersetra

Frognersetra is a place along the competition track of the cross-country skiing race. In the map found in *Figure 4-6: Map of Marka* it can be found in the blue, red, green and yellow zone. In total this area covers around 900 meters of the competition tracks. Since the area is outside the venue and in the woods, this area does not require tickets. During the world cup and the cross-country races in Holmenkollen this area has been the place where the youth and the young adults organize a party. HKSF has even found a paper clip from 1901 that shows young people sleeping in tents and having a party in connection with the Holmenkollen- race.

In Marka the average number of people watching has been 60 000, in 2018 there was close to 100 000 during the weekend. Due to the large number of spectators it is highly important to establish a clear description of responsibility. As the area is outside the venue that HKSF is renting from Oslo Kommune, HKSF are not legally responsible for this area. However, as the organizers of the event that attract these people to this area Oslo Kommune says it is HKSF's responsibility. HKSF rents first aid, toilets and Norsk Gjenvinning to the spectators. They also hire security guards in the area and some years the military police have been there. In addition, there are between 50 and 100 volunteers in the area at all times.

A challenge is the transportation to and from Frognersetra. At Frognersetra there is a metro station, however it was not renovated for the 2011 world championship and therefore is not an event platform as Holmenkollen. An event station means the platform can handle

both long and the short trains, in a non- event station only two carriages opens. Holmenkollen metro station as an event platform can handle 14 000 people an hour, while Frognersetra handles 2500 per hour. In 2019 HKSF, in collaboration with Ruter, decided to close Frognersetra metro station during the weekend and force all spectators to walk from Holmenkollen. This was due to the events last year which can be read in *section 4.3.1 Skifest 2018*.

#### ***4.3.4 Spectator groups***

HKSF has defined in total eleven different spectator groups. These eleven spectator groups can be split into those who are primarily at the venue and those who are primarily in Marka. To go inside the venue, one needs to buy a ticket. There is on average 30 000 ticket buyers. The spectators with tickets are easy to contact as the organizer has e-mail addresses and phone numbers of everyone. The different spectator groups that are in the venue are VIP-guests, VIP- guests business, businesses, international guests, elderly and disabled.

The spectators in Marka on the other hand, without tickets are hard to reach. In Marka there are different groups of people, both friends, skiers, families and people that enjoy the party. However, they all have in common that they are uncontactable for the organizer. HKSF know which groups that are in Marka, but they do not know any names or have any contact information. Which was one of the challenges when the metro stopped in 2018. Marka- guests are skiers and overnight spectators.

Families and groups of friends is seen both at the venue and in Marka. However, the groups of friends that are in Marka are usually in their late teens early- twenties, while the friends that are at the venue are slightly older. The friends at the venue wants information, safety, good logistics, facilities and easily accessed toilets and transport. According to HKSF assessment this group has high interest in the event and high influence, the impact of a conflict with this group will be high. The friends in Marka go there mainly for partying, most of them are not interested in the sport, they want good transportation possibilities, toilets, forgotten items service, water and firewood. This spectator group has a high number of spectators and therefore they have high influence on the event. The group has high interest in the event, however, not the sport- part of the event. This is a group that a potential conflict will have a large impact. Families at the venue are those who have young children and infants, this is a group with medium interest in the event, but high influence in the event. HKSF assess the impact of a conflict with this group to be high. The families with kids that are older than four usually is in Marka because of the activities set up for families in Marka. Families, both in Marka and in the venue want a safe environment, activities for the children, information, easy accessibility, nice weather, easily accessible toilets and good logistics.

In the VIP- tent there are both people that have bought VIP- tickets themselves and those who have gotten it from work. Those who have bought the VIP- passes themselves wants special treatment, food serving, indoor toilets, the best seats in the venue and to be close to the event. For HKSF they have high interest in the event and medium influence. HKSF assess the impact of conflict with this group to be low. The VIP- guests that have gotten their tickets from their work want to be able to network, they want a successful event, food serving, indoor toilets, best seats and to come close to the event.

Businesses that buy tickets to their employees want to give something extra to their employees, a tailored experience, attention from the organizer and profiling of their business, they also want their employees to network and to reach potential customers.



This is a group that has high interest in the event and has a high influence on the event. A conflict with this group would have a high impact for HKSF.

The international guests want information in English, view the sport and come close to the athletes. They are social and want to experience the Norwegian culture. They have medium interest in the event, but low influence. The impact of a conflict with this group is not critical and rated to be low.

The overnight spectators spend the night in tents in the woods one or more days prior to the event. From the organizer they want firewood, toilets and accessibility. It is important for this group that the area is finished shoveled and that they prep the snow. This group is very interested in the event but have little influence. The impact of a conflict with this group is from HKSF assessed to be low.

The spectators with disabilities want universal design, accessibility and help if needed. The same applies for elderly people, who often have reduced ability to move. In addition they also want high level of sound. Both groups have high interest in the event. HKSF assess their influence of the event to be low and the impact of a conflict of the event would be low.

The skiers are spectators that attend the event due to the sport. From HKSF they want a successful event in terms of the sport and good logistics. They have an interest in that the traditions are kept. Other things that are important is transport, weather and the numbers of spectators to be able to assess the success of the event.

#### ***4.3.5 Sustainability measures for the 2019 Skifest***

The roads were closed for normal traffic and all spectators had to use the metro, busses or walk to arrive in Holmenkollen. This ensures a sustainable way of spectator transport.

A group of volunteers named the "Environmental group" was created and their task was to clean the venue and the area continuously during the event. They were given the necessary equipment.

Inside the venue there was recycling, hopefully this led to the waste being reused. In the venue food was available for spectators to buy. Skifest provided a large variation in different types of food, also ecological. They worked towards reducing the amount food waste, excess food was given away to Fattighuset in Oslo. To reduce the amount of paper, the event program and other information was not printed and given to the spectators. HKSF made an app and have a website that published all information.

In Marka HKSF and Norsk Gjenvinning put out 15 new waste points, compared to none the previous years. The waste points were 800L large cages open to everyone to throw garbage. In addition, free garbage bags were provided to all spectators if needed, for people to collect their garbage in those bags. The environmental group had a lottery, called "Marka- lottery" where one could win different objects if one recycled. In addition, a concept called "clean and get" was invented, where you could hand in your garbage in exchange for coffee, water, sausage etc.

#### ***4.3.6 Waste management***

There are two important areas when discussing waste management. In the inner area, which is defined as the area where spectators need a ticket to enter. The other area is the outer area which is no- ticketing as it is along the track and in the woods.

In the inner area the waste management is simple, and it is normal recycling of glass, bottles, paper and general waste. It is easier to have systems and the right type of equipment.

In the outer areas it is not possible with recycling. The previous years' spectators were encouraged to collect their waste in a plastic bag and leave it on the ground for volunteers to remove it afterwards. However, as there is no ticketing the spectators are very hard to come in contact with and to give information. Last year, due to different circumstances described in *section 4.3.1 Skifest 2018*, the wood was flooded with waste. Therefore, new solutions were tested this year. This year Norsk Gjenvinning put large waste cages for people to throw garbage in. In total this solution worked quite well, and the woods were free of garbage the same weekend. There were some issues with people cutting up the plastic bags to find the bottles thrown to take get the *pant*

#### ***4.3.7 Results of the questionnaire during Skifest 201***

During Skifest 2019 a small survey was conducted. The survey had nine questions and the complete list of questions can be found in appendix 2. Only spectators at Frognersetra was allowed to answer the survey, which is the area where spectators attend to party, not primarily to view the sport.

The results showed that 90% of the respondents were under the age of 35, where 70% of these were 25 or younger. The second question addressed the motivation for coming to the event. The respondents were only allowed to choose one of the following alternatives: to watch sport, to be with friends, to party, to be with family and other. 40% responded the motivation for coming was to party, while 25% wanted to be with friends. 32,5% came because of the ski event.

The main focus of the survey was waste and waste management. Half of the respondents claimed to not have thrown anything, the others had. Out of the people having thrown garbage 60% of them answered they had thrown it in a bin, only a few responded that they had collected it in a bag to throw later while the rest answered they had thrown it on the ground.

62.5% stated they always throw their garbage in the bin. 35% however, stated that the bins have to be visible and close.

For many years HKSF have handed out plastic bags for people to collect their garbage in Marka. The spectators can leave the garbage bag on the ground and the organizers will come pick it up later. However, close to 70% answered they were not familiar with this. New of the year is the concept of clean and get where the spectators could give their garbage to people on a stand and they were given coffee, water or food. 80% said they had never heard of the concept. However, 70% said they would have thrown garbage in a bin if they would get a reward. 22,5% answered no, the remaining answered sometimes and that it depended on the reward.

## 4.4 Skiforeningen

Skiforeningen is a sporting organization which was established in 1883. Their purpose is to promote ski as a sport and other types of outdoor activity and to organize ski events in Holmenkollen. The organization has approximately 50 employees. Skiforeningen was previously the organizing body of the world cup competition in Nordic events, but due to deficit and an event which grew in complexity, they decided to create a stock-based company with NSF in 2014. In 2019 Skiforeningen sold their stocks to NSF and withdrew from the owner side.

Skiforeningen is managing the daily operations in Holmenkollen and Holmenkollen national venue on behalf of Oslo Kommune. Skiforeningen has not been interviewed but as a former owner the company is shortly described.

In the stakeholder assessment HKSF assessed Skiforeningen to have a high interest in the event, with medium influence. Because they are not an owner anymore HKSF evaluated the impact of a potential conflict to be medium. According to HKSF Skiforeningen is interested in the event keeping its traditions and the reputation of the event.

## 4.5 NSF- Norwegian Ski federation

NSF is short for the Norwegian Skiing Federation, which is the official national governing body for alpine skiing, cross country skiing, ski jump, telemark, Nordic combined, freestyle, free ski and Randonnée. NSF is the organizing body who applies for hosting the world cup competitions from FIS. NSF then decides which organizing body that will organize the event.



Figure 4-7: Logo of NSF

### 4.5.1 History

The history of Holmenkollen- competitions can be read in *1.2 Historical background of the World Cup and its arrival in Oslo*. However, NSF has been an actor in the organizing of the World Cup events since the very beginning in 1982. NSF has had different roles. One role they always have had is the applicant for the World Cup. FIS is the owner of the World Cup- concept and it is only the national bodies that are allowed to apply for the World Cups. Then the national body has to select a host. In addition, NSF has been part owner of HKSF which was created in 2014. In 2019 they became the only owner as Skiforeningen sold their stocks to NSF. As an owner of HKSF, NSF have positions on the board of HKSF.

### 4.5.2 Purpose, strategy

NSF's purpose is to "lead Norwegian ski sport and work for developing activity, organisation, economy and employees, so that the federation meets the demands and challenges posed by the members of NSF, Norwegian sport and international sport demand, and to represent the ski sport internationally" (NSF, 2019). While NSF's vision is "many happy and skilful skiers", this vision states that we have to work towards that everyone should have the opportunity to ski at their preferred level and needs.

In NSF's strategy there are three main areas, all with the athlete in focus: arenas, coach and management, and events. There is no separate section about sustainability. Today

NSF is halfway through the current strategy period. In NSF's strategy there are 30 goals, but they can be simplified into two main areas: to become the best skiing nation in the World and being a nation of skiers. Ski should be the natural choice of exercise in the wintertime for Norwegians.

Skiing is a part of the Norwegian cultural heritage and that is very important for NSF to preserve.

#### ***4.5.3 Expectations to Holmenkollen Skifestival***

The company HKSF was created with two aims: organize successful events and have a sustainable economy. NSF wants Holmenkollen to continue to be the best World Cup in Nordic events. Holmenkollen WC is compared to Kitzbühel and Wengen in Alpine Skiing.

As an organization HKSF meets NSF's expectations about organizing successful events and having a sustainable economy, however there are some events, like the city- event that is not yet economically sustainable. As for determining the success of the events NSF gets feedback from the different competing nations, TV- reports and a questionnaire in which all athletes respond. In addition, HKSF do their own questionnaires among the spectators and sponsors.

NSF thinks of Skifest as something more than a ski competition. It is important that traditions are kept- which is what HKSF is best at. They are also trying to make Holmenkollen into something more than that particular weekend. Holmenkollen 365 is a vision of theirs and a proof of that they are trying to make something more of Holmenkollen than just Skifest. Holmenkollen 365 is a program primarily for partners with activities and some activities for the citizens of Oslo.

NSF says there is nothing HKSF could have done any differently. They are delivering a strong product and have a solid position. NSF wants Skifest to be a unique experience both for the athletes, TV- viewers, spectators and everyone else.

NSF will always want more spectators, but in controlled forms. This because the event survives due to the interest in the event. Last year 100 000 people was in Holmenkollen during Skifest, which is not a problem for NSF. However, it is challenging for HKSF to handle the number of spectators, where some of the spectators have a large alcohol consumption.

#### ***4.5.4 Sustainability***

NSF has no particular sustainability goals. In 2005 there was a project called "White Winter" which had some clear goals when it came to administration, events and organisation. When the project ended the goals were reached and measures implemented. However, NSF has noticed that when there was no focus on the measures implemented, they slowly fall apart. Therefore, a new project, "White Winter 2.0" is in the concept and initiation- phase. NSF are planning to include all their sustainability measures in "White Winter 2.0".

Even though their main project, "White Winter 2.0" is not fully executed yet, NSF are also working on getting their administration certified by the Environmental Lighthouse. In addition, NSF has a project called "Snow for the future", which is a technological project where the main goal is to find more sustainable solutions for snow production, in temperatures exceeding zero degrees, than what there is today. In addition, NSF is an important supporter of a new foundation called "Stiftelsen VI" (the foundation WE). Which

is a foundation which works for better framework for people with reduced functionality doing sport.

As owner of HKSF NSF is interested in HKSF becoming more sustainable. Holmenkollen is a signal- event and in many ways NSF's flag ship when it comes to events. Therefore, NSF is interested in the organisation and their events having a sustainable profile. Especially this year since Oslo is Europe's sustainability capital of 2019, therefore NSF also think Oslo Kommune should participate to a larger extent.

Before summer the executive board in NSF will have a go trough of the wanted profile for all events and how they should manage their ownership in the different organising companies. NSF thinks it is natural to connect that job with the sustainable project "White Winter 2.0" and their collaboration with "environmental lighthouse". In this process NSF says it is natural for them to also set some requirements to partners and sponsors. HKSF has not promoted or highlighted the idea of them becoming more sustainable for the board in NSF. Perhaps they have to the administration.

In the stakeholder assessment HKSF assessed NSF to have a high interest in the event, and high influence on the event. As an owner HKSF evaluated the impact of a potential conflict to be high. HKSF believes NSF is interested in a successful event to gain higher a standing in FIS. They also have an economical interest and therefore both recruitment and the reputation of the event is important.

## 4.6 FIS- International Ski federation

FIS is short for The Fédération Internationale de Ski. FIS shall promote the sport of skiing and to supervise and direct the development of skiing and snowboarding activities, establish and maintain friendly relations with and between the Member Associations, promote cooperation and mutual understanding between athletes from all countries and organise World Ski Championships, World and Continental Cups, as well as other competitions which are approved by the Congress or the Council. FIS is a member organization where the national governing bodies of ski sport are members, in total there are 130 member nations.



Figure 4-8: Logo of FIS

FIS is responsible for the Olympic disciplines of Alpine Skiing, Cross-Country Skiing, Ski Jumping, Nordic Combined, Freestyle Skiing and Snowboarding. In addition, they are responsible for setting the international competition rules.

FIS' vision is to be "the first choice of winter sport and recreational activity", while the mission is to commit to the global promotion and development of recreational and competitive skiing and snowboarding.

### 4.6.1 World Cup

FIS is the governing body of international skiing sport and is, among other things, the body that assigns the World Cup to different locations, which is what Skifest is. FIS sets the rules of the World Cup and makes sure the rules are followed by the NSAs. FIS also owns the commercial rights to the overall series such as the title sponsor. The broadcast and commercial rights and associated obligations of a World Cup event belong to the respective National Ski Association (NSA). The sale of these rights funds the FIS professional

management of the series (presently Coop for Cross-Country Skiing, Viessmann for Ski Jumping and Nordic Combined). As the concept owner FIS decides where the World Cup races in ski sport are going to be organized. It is the national governing body for ski sport that has to apply to FIS in order to organize the World Cup.

The World Cup is a series of annual races in each discipline (alpine skiing, cross country skiing, Nordic combined, ski jumping, Freestyle Skiing and Snowboarding). Between 1973 and 1981 the World Cup in Cross country skiing was organised unofficially. In 1977 at the 31<sup>st</sup> FIS Congress in Bariloche, Argentina a decision of making the World Cup official was made. The first official World Cup in Cross- country skiing was organized in 1982, 9<sup>th</sup> of January in Reit im Winkl, West Germany and Klingenthal, East Germany.

#### ***4.6.2 FIS and Holmenkollen***

The first cross- country skiing competition in Holmenkollen was organised long before 1982 and can be read more about in *section 1.2 Historical background of the World Cup and its arrival in Oslo*.

The first official World Cup events were organized in 1980, 1982 and 1984 respectively in Ski Jumping, Cross Country Skiing and Nordic Combined.

According to FIS the World Cup should be the competition series for the best athletes in their respective disciplines, carried out on a worldwide basis, events that showcase the sport and the excellence of athletes and sportsmanship. In addition, promotion of Winter Sports in appealing locations to attract participation and tourism and recognizable events that attract spectators to attend and follow on television and other broadcast channels. FIS expects HKSF to fulfill the objectives and due to Skifest's position in Norway, as a large ski nation, FIS also expects an event worthy of this prestigious status in both preserving its traditions and history, whilst continually adapting to the latest organizational developments to best serve the athletes and teams, key stakeholders such as the broadcasters and media, as well as the spectators.

Since Skifest is a well- organized event with an iconic status HKSF do meet FIS's expectations. FIS also states that the event is good promotion for the Nordic disciplines and winter sports.

To measure the performance, FIS Competition Management organize different surveys for different stakeholder groups, including media and athletes. Further, after each season the FIS Competition Management undertake a debriefing with the LOCs and the NSAs. If they do not meet the requirements and standards in certain areas, the specific conditions are defined and agreed which have to be fulfilled for the future. If these are not fulfilled within the defined timeframe, the event may be removed from the World Cup calendar until their implementation.

#### ***4.6.3 Sustainability***

In 1994 the Mainau Manifest was developed by FIS and has been engaged in sustainability and environmental work since. This is important to FIS as skiing is dependent on the environment. The Manifesto underlines that ski sports should take the protection of the environment into account in all of its actions. The NSAs are therefore encouraged to organize sustainable and environmentally friendly events. This is also mentioned in the contract between FIS, the NSAs and the organizing committees of World Cup events. Below follows the one section that mentions sustainability.

“The Organiser acknowledges and agrees that respect for the environment is an important consideration in the organisation and staging of the Event. The Organiser shall carry out its tasks under this Agreement in a manner which duly considers the concept of sustainable development complies with the applicable environmental legislation and, whenever and wherever possible, serves to promote the protection of the environment.” (FIS, 2018)

FIS do not have specific and measurable sustainability goals, but they do have an event manual for green organising. This policy includes eight areas with suggestions of concrete actions. The areas are the following:

- ⌘ Infrastructure (from the old comes the new)
- ⌘ Transportation (move Green)
- ⌘ Energy and Water (Save and Win)
- ⌘ Catering (quality is the best recipe)
- ⌘ Trash and recycling (less is more)
- ⌘ Social responsibility (everyone is Welcome)
- ⌘ Green Office (reduce, reuse, recycle)
- ⌘ Green awareness (do good and spread the word) (FIS, 1994).

FIS welcome all initiatives regarding sustainability from the LOCs and NSAs as long as they are in alignment with the competition regulations and organisational requirements. In order to force even more sustainable events FIS could establish additional guidelines.

In the stakeholder assessment HKSF assessed FIS to have a high interest in the event, with high influence on the event. As an owner of the World Cup HKSF evaluated the impact of a potential conflict to be high. According to HKSF, FIS is interested in the success of the event, having good TV- pictures and the event being high profile.

## 4.7 Strømmes

Strømmes is a supplier of gift- and profiling articles in Norway. They have 35 employees and two offices; Oslo and Kristiansand. Their turnover is approximately 120 mill NOK. Strømmes is both a sponsor and a partner of Holmenkollen Skifestival. They pay a fee to get the status as partner and in return HKSF have to buy all their profiling materials from Strømmes. The relationship has existed since 2016.

**STRØMMES**

*Figure 4-9: Logo of Strømmes*

### 4.7.1 Vision, mission and strategy

Today’s vision is “together towards new goals”, however, Strømmes is in a process of changing the vision and strategy, because Strømmes has set a goal for themselves to become the most sustainable supplier of gift and profiling materials in Norway.

To achieve this Strømmes is creating a new strategy where sustainability will be implemented. They will not create a separate strategy for becoming sustainable but create a business strategy that implements sustainability. Strømmes will create measurable goals in the strategy. Hopefully the process will be finished in four months.

#### ***4.7.2 Why a sponsor and partnership with Holmenkollen Skifestival***

In 2016 Strømmes went into business with HKSF since it is a big profiling arena. The deal gives them exclusivity and therefore generates several orders. Strømmes describes their image as sporty and that is one of the reasons they became a partner. In addition, becoming a partner of HKSF gives an opportunity of reaching other businesses as HKSF has a partner program with different meeting arenas. They also wanted to become a partner of HKSF to be able to strengthen already existing business relationships.

The incidents last year made it difficult to promote the positive image and experience they have with HKSF, however this year it is back to the positive normal.

#### ***4.7.3 Expectations of Holmenkollen Skifestival***

Strømmes expects that HKSF fulfills the requirements in the contract about being the only supplier for HKSF for profiling materials, which HKSF fulfills. The second expectation is the access to other business through the partner program; however, the program is not working as good as it should be. One reason could be the lack of long-term partners. However, Strømmes highlights the potential for this program. They also state that they could do more themselves when it comes to making a well- functioning business network.

Strømmes highlights the professional and well- functioning communication as the best aspect of the partnership. In addition, they are satisfied with the sales, HKSF keeps their promises and in total they describe themselves as very pleased with the collaboration.

When Strømmes went into business with HKSF they knew there was an existing clothing contract between HKSF and another partner. Strømmes however, would like to further expand their contract to also cover volunteer clothing. A dream scenario would be to be able to create a clothing line with HKSF that could be sold in stores and could be used for the volunteers. Another wish would be to get the partner program to work properly.

#### ***4.7.4 Sustainability***

In the profiling and gift business the focus on sustainability hasn't been central. According to Strømmes 80% of the profiling articles given away is used once and then thrown away which is highly unsustainable. As Strømmes has set themselves a goal of becoming the most sustainable company in Norway they have to challenge the business and continually come up with more sustainable measures. Examples of measures adapted is to remove all disposable packaging from buffs or buying pens with ink that writes for 3km instead of 1,6km. Strømmes is working on creating a sustainable value chain which means to use ships and trains in transport as long as it is possible.

Strømmes is ISO- certified and has both a managing and organization certification and a product certification. In practice this means ensuring their suppliers and sub- suppliers don't make products which contain toxic materials, making sure suppliers don't use child labor and does have a healthy work environment. Strømmes have to conduct audits to ensure this.

Strømmes is not satisfied with the other companies in Holmenkollen which hands out free material which most likely are thrown away when the spectators come home. As they are working continually to become more and more sustainable, to hand out such products, not made from sustainable manufactures is against what Strømmes stands for.

Strømmes does not offer a recycle service, when the product is bought it is up to the buyer to recycle it. Today Strømmes deliver sustainable products to HKSF, but as they highlight



themselves, the technology is constantly developing, and therefore there can always be more sustainable products they can offer HKSF.

Strømmes has heard that HKSF are trying to promote a more sustainable image, however this has not been expressed or been a topic of conversation from HKSF themselves.

In the stakeholder assessment HKSF assessed Strømmes to have a high interest in the event, with low influence on the event. As a supplier of Skifest HKSF evaluated the impact of a potential conflict to be low. According to HKSF Strømmes is interested in sales, networking and having the status as a partner.

## 4.8 Norsk Gjenvinning

Norsk Gjenvinning is a recycling company in Norway and is the supplier of recycling services for HKSF. Today, in Holmenkollen, there are two recycling companies working in Holmenkollen. The daily recycling and waste management is handled by a company that has an agreement with Skiforeningen. During HKSF events, Norsk Gjenvinning is the supplier of such services. They have been the waste management supplier to HKSF since 2015. The partnership started when HKSF reached out to Norsk Gjenvinning as they were not pleased with the previous supplier and they wanted a partner that both delivered, developed and could contribute to a greener profile.



Figure 4-10: Logo of Norsk Gjenvinning

Norsk Gjenvinning is both a partner and a supplier. They perform their services at a discounted cost in return for exclusivity and exposure as waste management partner to HKSF. How Norsk Gjenvinning has handled the waste for HKSF and during Skifest is described in 4.3.6 Waste Management.

In Norway each person produces around 4-500kg of household waste each year, this amounts to 2,35 million tons. However, household waste is only 20% of the waste generated in Norway. The remaining 80% is industrial waste from businesses. Norsk Gjenvinning handles 20-25% of all industrial waste in Norway. In total they handle around 2 million tons of waste each year.

### 4.8.1 Strategy, values

Norsk Gjenvinning's vision is "waste is the solution for tomorrow's resource problems". Which means Norsk Gjenvinning should strive for as much recycling and reuse as possible. They are also working with their customers to reduce the amount of waste. This is interesting because in the traditional business model Norsk Gjenvinning is earning more money, the more waste the customers produce. However, as they have seen the society needs waste reduction, they are changing their business model to include incentives for waste reduction.

Sustainability is integrated both in Norsk Gjenvinning's business model and their strategy. Sustainability is rooted at all levels up to the executive board and owners. Sustainability, less waste and safer for the environment are parameters that are used in Norsk Gjenvinning's daily work and decisions. According to Norsk Gjenvinning, the integration of

sustainability in the strategy is essential and might also require a change in the business model, depending on the business. Further, Norsk Gjenvinning expresses the importance of defining what sustainability means to each company, define KPIs and integrate it at the strategic level. One could have an action plan with specific measures to fulfil the strategy.

#### ***4.8.2 Expectations***

The image Norsk Gjenvinning has is very coinciding with the image HKSF wants to present. As Norsk Gjenvinning, HKSF wants to be a part of the green shift. Their high ambition level is also coinciding, and both parties are serious about sustainability. Skifest is an event where the athletes are allowed to perform, but it is also a platform where one can present new visions and new ideas. Norsk Gjenvinning have four values in their work: proactivity, salesmanship, team spirit and responsibility. According to Norsk Gjenvinning, HKSF's work reflects those values and therefore is a good match.

To have a certain ambition level is one of the expectations from Norsk Gjenvinning, they also expect HKSF to take action, when it is called for. The company also highlights the progress HKSF has done after the new CEO started. Norsk Gjenvinning wants a partnership where one can test new solutions and further develop them. This aligns with what HKSF is doing today. For Norsk Gjenvinning to be pleased with the cooperation it is important that this focus of improvement is kept.

Norsk Gjenvinning's dream scenario for the partnership would be to continue the well-functioning partnership as it is today. However, Skifest could get an even closer connection with the business world, and then preferably sustainable and green businesses. Holmenkollen could work as a showcase for sustainable businesses to show spectators and other businesses smart and sustainable solutions, products and value chains.

In addition, Norsk Gjenvinning would like to expand their operations in Holmenkollen from only events, into both events and the daily operations. This would open up for more investment in sustainable developments in Holmenkollen.

#### ***4.8.3 Sustainability***

Norsk Gjenvinning works with sustainability in their daily operations and in their strategy. They have defined four pillars of sustainability for Norsk Gjenvinning, these are compliance, circular economy, footprint and social responsibility. These four pillars define and decide which new projects Norsk Gjenvinning takes on. A part of Norsk Gjenvinning's growth strategy is to buy smaller businesses, and in those cases the decision to buy must be made on the involvement of the pillars. For Norsk Gjenvinning, compliance is about taking considerations of safety and environment, circular economy is about continuously working towards creating better and more sustainable solutions. As for social responsibility, Norsk Gjenvinning is working to get people that have fallen outside the working life back again, and footprint is about reducing their own carbon footprint. Norsk Gjenvinning has one of the biggest transport fleets in Norway with trucks, cars and ships.

Each year Norsk Gjenvinning creates a sustainability report where numbers are presented through KPIs. However, they have not set specific target values for these KPIs.

Norsk Gjenvinning has been a partner of conversation and counsellor in HKSF new strategy plans and their greening process. Norsk Gjenvinning recommend HKSF to closer examine a greener alternative to the transport that is used today, not particularly because of the amount of emission, but because of the signal it sends. Transport is visible to people and it could underline the green profile. Further, one could use Skifest as a promotional arena

for female ski jumping and para sport. These suggestions are made from Norsk Gjenvinning on the question of potential improvements.

In the stakeholder assessment HKSF assessed Norsk Gjenvinning to have medium interest in the event, with low influence on the event. As a supplier of Skifest HKSF evaluated the impact of a potential conflict to be low. According to HKSF Norsk Gjenvinning is interested in the cooperation, profiling opportunities and feeding the spectators information.

## 4.9 Oslo Kommune

Oslo Kommune owns the national venue at Holmenkollen and the area surrounding the venue. It is run by Kultur- og idrettsbygg Oslo KF (KID). It is Oslo Kommune by Bymiljøetaten (BYM) which, on behalf of Oslo Kommune, who is responsible for the activity and use of the venue. They are also recognized as the the venue and responsible for renting. At all times, even during rental, Oslo Kommune is responsible for the technical part of the area like preparing of the ski trails, infrastructure, making sure the ski lift runs, power and making sure there is enough snow.



Oslo kommune  
**Bymiljøetaten**

landlord of

*Figure 4-11: Logo of Oslo Kommune BYM*

Skiforeningen is, on behalf of Oslo municipality, responsible for facilitating and organizing the sports and other events in Holmenkollen. In addition, they own and run the Ski museum the Jump tower and a souvenir shop, as Holmenkollen tourist venue. And they own the administration building, a sport Service building and a technical garage in Holmenkollen venue.

Holmenkollen was totally renovated in 2009-2010 for the Ski World Championship in 2011, however, some additional construction was manufactured due to hosting the World Championships in Biathlon in 2016. The size of the venue grew, and the venue became more technically complex. After the renovation Oslo Kommune has been more responsible and active as the owner.

During Skifest, the city- event and WC biathlon, Oslo Kommune Bymiljøetaten is responsible for the rental agreement with the World cup organiser, HKSF. The procedure is coordinated closely with KID for their support and who is operating the venue for technical components like internet, electricity, snow production, preparing of ski tracks, ski lifts and other types of infrastructure. This is stated by a contract and therefore it is very important that it is adhered to.

### *4.9.1 Expectations and image*

From HKSF Oslo Kommune Bymiljøetaten expect HKSF to deliver a successful event with the athletes in centre. Further, they expect HKSF to deliver the venue in the same state they rented it in, and if HKSF has any suggestions for improvement it is important that they express them to Oslo Kommune KID/Bymiljøetaten. Safety and security for the staff of Oslo Kommune KID/Bymiljøetaten, spectators, athletes and volunteers are highly important and a priority.

Oslo Kommune Bymiljøetaten also expects a development in the event, smarter crowd management, smart flow within personal and vehicle traffic, more sustainable solutions, planning for unsafe situations and fewer bottle necks.

HKSF comply with these expectations to a greater extent each year and Oslo Kommune Bymiljøetaten has noticed a positive development. Today HKSF are down to detail planning and event dressing. It is important for Oslo Kommune BYM that HKSF are responsible for organising rigging, both up and down, in a sustainable manner. An example of improvement from this year is the VIP- tent. Previously this tent has been put up and down between the city- event 1<sup>st</sup> of January and Skifest, which is not sustainable because of the pressure for heavy loads on the road system, in the arena and all the inconvenience for the local neighbours. However, this year it stood from December to March.

In the outer area (in the woods), Oslo Kommune Bymiljøetaten states that HKSF is responsible for the organising and that both Oslo Kommune, Police and public transport system must give support with resources to get the best solution.

Oslo Kommune wants to be, and is, The Winter capital of the world, and as a winter capital it is extremely important to have sport events at this level. Therefore, having HKSF as a professional event organiser is important, especially that they are aware of and are following the rules and regulations given from FIS/IBU, the Host broadcaster and EBU (European broadcast union). HKSF's success is also Oslo Kommune's success to promote Holmenkollen and Oslo as The Winter capital. The events HKSF organise is a showcase and gives lots of "buzz" for Oslo as a city. Internationally there is a lot of TV viewers watching Holmenkollen live every year.

Crowd management, spectator flow and information continue to be everlasting challenges which needs continuous work.

Another aspect from Oslo Kommune BYM is that the event should not be called Skifest, as the word "fest" is often related to alcohol and drunkenness. They prefer it was called "Skifestivalen".

For Oslo Kommune BYM it is a challenge to develop the venue as it is a huge investment for the city and represent great value both for Ski Norway and Oslo. Today a list of more than 100 suggested improvements exists. The funding of such improvements is paid for by the citizens of Oslo through taxes; therefore, political priorities must be done in order to execute them. As a venue with national venue- status they get 50% funding of all investments from KUD<sup>1</sup>, however they still need to come up with the other half. Oslo Kommune is prioritizing youth and children when it comes to funding. Holmenkollen is recognised as a venue for top athletes and unfortunately, the daily use from children and youth doing their exercise in the venues throughout the year, is not communicated well enough.

Oslo Kommune BYM states the importance for an organiser of world cup in skiing having the following order of priorities: athletes, spectators and then tv- viewers, and they are pleased with HKSF having this in mind.

#### *4.9.2 Future*

Today there is a three- party collaboration between Oslo Kommune Bymiljøetaten, HKSF and Skiforeningen. The latter is responsible for the daily activity, training, and smaller

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<sup>1</sup> Ministry of Culture

events. In Oslo a smart idea, according to Kommune BYM, is to look into the possibility of having everything organised in one company for all events and MOM (Management, operation and maintenance) in Holmenkollen. Even though the venue is much used, today there is room for even more events. To build up a closer relationship with the business world is therefore a good solution. This could also lead to having even more events, a better system for booking, but always with the integrated priorities regarding sport before other events. Oslo Kommune is hopeful regarding having a new big event back to Holmenkollen, such as the winter Olympic games and world Championships.

#### *4.9.3 Sustainability*

Oslo Kommune is the European Green Capital of 2019, and therefore the focus of sustainability has been increasing this year. BYM/KID has tried to make Oslo Kommune aware of the possible showcase the Skifestivalen could be to promote sustainability. Oslo Kommune BYM wished Oslo Kommune was more present during Skifest and collaborated with HKSF to promote sustainability and Oslo as a green capital during the event. There is between 80-120 journalists from media (TV, writing press, web-based press) present and therefore it is a missed opportunity.

Oslo Kommune BYM is a department in City of Oslo which conducts and operate sustainability solutions in the city. They have received a list of measures to be executed during 2019 because of Oslo being the European Green Capital from the political leaderships. Measures regarding plastic, parks, lighting, regulation of traffic, public transport, and waste management. These are measures for the city of Oslo, and not necessarily all measures that can be used by HKSF or in Holmenkollen venue.

In Holmenkollen, Oslo Kommune KID has executed some sustainability measures already, like LED- lighting in the track, new LED technology in the ski jumping hills, charging stations for electric cars and they are working on getting solar panels on the roofs.

HKSF has a plan for more sustainability and environment friendly solutions. Some of these solutions aren't in progress or available in the supply market yet. In the collaboration between Oslo Kommune and HKSF sustainable solutions have been discussed, HKSF increasing focus of sustainability could be better planned and communicated. Though, they have collaborated on finding better solutions, such as better recycling, walking to Frognerstøien instead of taken the metro the whole way and good signs for the road down to Majorstuen for people to walk instead of taking the metro or drive.

Oslo Kommune Bymiljøetaten would like to get even more sustainable solutions in the venue. Such as electric snow scooters and electric track machines, however the technology is not ready or set in production and today Oslo Kommune KID /BYM are not at a point where they could invest. The future will be more electric, and Holmenkollen wish to be in leading that development.

## 4.10 Nortura



Nortura is a sponsor and a partner of Holmenkollen Skifestival. Nortura is a cooperative and consist of several different brands. Among them Gilde, which is the brand Nortura is profiling during Skifest. Nortura has been a sponsor of HKSF for over 20 years. Primarily they have been Skiforeningen's sponsor, and when HKSF was created they had an internal discussion and decided to continue their sponsorship.

Figure 4-12: Logo of Nortura

At Skifest Nortura has profiling in the venue. In addition, Nortura has a food truck at the venue which serves "Kollen- burger". Nortura runs the food trucks by having people work in them and provide the food. Nortura is the supplier of all Gilde products to all kiosks in Holmenkollen.

### *4.10.1 Strategy, mission and sustainability*

Nortura's purpose is to "to sell the members' slaughter, eggs, livestock and wool in the best possible way. In its operations, the enterprise shall contribute to the members obtaining the best possible financial result from their livestock production, in the short and long term"(NorturaSA, 2017)

Nortura's vision is "meal of all times" while Gilde's vision is " being in the center of the meal"(Gilde, 2004). Nortura has three values in the center of the organization: health- they work towards reducing the amount of fat in their products, sustainability- they don't want to produce more than the market or the consumer needs, and joy of food.

Nortura has integrated sustainability in their strategy and their values. For them it is not about sustainability being "in fashion" but it has been an important part for a long time. Nortura is working on recycling of the packaging, packaging that does not reduce the quality of the product and optimization of all processes.

### *4.10.2 Expectations of Holmenkollen Skifestival*

Nortura expects HKSF and Skifest to be something positive for the brand. It is important for Nortura that Skifest and HKSF is an event for all of Norway and not just the citizens of Oslo. HKSF and Skifest must be professional and loyal as Nortura is such a big company and therefore don't have enough resources to follow the partnership closely. In addition, Nortura states the importance of professional, polite and happy volunteers. According to Nortura HKSF and Skifest meet these expectations. Nortura want to highlight that HKSF and Skifest are professional and solution- oriented.

Nortura wants industry exclusivity and therefore it is important for them that no other actors sell anything that is similar to their products. If someone wants to sell meat, the raw materials have to be from Nortura.

Nortura is clear on what is defined as "Skifest". They define Skifest as the area where spectators have to buy a ticket to enter. Skies, sausages, Holmenkollen- Sunday, and old traditional values are very positive for Nortura and are what they wish to be associated with. All of Nortura's products are Norwegian and some say Holmenkollen- Sunday is one of the most Norwegian events of the year. Nortura says even the Norwegian King and Queen eat sausages in Holmenkollen. Nortura wants Holmenkollen to be a feast for the people because it fits the image of Nortura, without drunkenness and everything that happened last year. When Nortura is in Holmenkollen their people have coveralls and are

representing the traditional Norwegian farmer. Therefore, Holmenkollen, sausages, skies and traditions coincide with Skifest.

A dream scenario for Nortura is to keep the viewing figures so the income for Ski- sport in Norway is maintained. HKSF continue to promote Gilde and Nortura as a solid partner and sponsor.

#### *4.10.3 Sustainability*

In 2016 Nortura adopted a new sustainability and climate policy, Each year a sustainability report is produced, and they have set sustainability goals with measurable key performance indicators and target levels in 2021 and 2030. They also track their performance according to those target values each year.

- ☞ Climate neutral factories
- ☞ Climate neutral transport
- ☞ Reduce food waste
- ☞ Environmentally friendly packaging
- ☞ Climate smart farms
- ☞ Climate smart products
- ☞ Increased value creation through circular economy

Nortura also has climate accounts and have collaborations with several universities in Norway on energy and sustainability.

In the report Nortura has adopted six of UN's Sustainability Goals: 2 (no hunger), 3 (good health), 7 (renewable energy), 8 (good jobs and economic growth), 12 (responsible consumption) and 13 (climate action).

HKSF and Skifest's focus on sustainability have not been communicated properly to Nortura. However, there have been a few conversations about finding more sustainable solutions. Among other things, Nortura has now stopped serving food tastings as it generated a lot of waste. Another thing is that they reuse the coveralls each year.

Today Nortura say they are as sustainable as possible, but if they are asked again in three years, they have become even more sustainable due to the massive amount of research in the area.

In the stakeholder assessment HKSF assessed Nortura to have a high interest in the event, with high influence on the event. As a supplier and partner of Skifest, HKSF evaluated the impact of a potential conflict to be high. According to HKSF Nortura is interested in profiling of their brand, CSR and the associations being a partner of HKSF gives.

## 4.11 Åre 2019

Åre 2019 is the World Championship in Alpine Skiing which was held in Åre, Sweden from 4<sup>th</sup>- 17<sup>th</sup> of February. Åre 2019 is not a stakeholder of Holmenkollen Skifestival, however they were interviewed because of their clear sustainability focus.

### 4.11.1 Strategy, mission and sustainability

Sustainability became an important aspect from the very beginning, and it is central even in the mission of the event. The mission is: "stage the world to carry on the world championship in excellent sporting conditions while also protecting the environment while also make the region more attractive while also creating great fan experiences, by also enhancing the resort of Åre". When discussing the strategy, Åre 2019 used IOC's five priority areas as a point of reference and embedded them into their own. They ended up calling the five areas: infrastructure, mobility, resources, people and climate.

The entire organization worked on sustainability, and according to Åre 2019 it has to be that way. Sustainability must be implemented in the mission, strategy and values in order to be fully integrated in the organization. In addition, Åre had a sustainability program with clear sustainability goals which can be seen below.

Åre set the following sustainability goals:

- ⌘ Fossil-Fuel Free World Championships
- ⌘ 70% Journeys with Sustainable Transport
- ⌘ At Least 50% of Waste Recycled, Reused or Recovered
- ⌘ 50% Purchases Using Sustainable Sourcing Criteria
- ⌘ No more than 5% of the food served goes to waste

### 4.11.2 Certification

For Åre 2019 a central part was to become certified. They are certified both by ISO 20121, Miljömärkt event<sup>2</sup> and ASC-MS<sup>3</sup>. Åre 2019 became certified for two main reasons; it was an easy way to ensure everyone was working towards the same goal and because it became a characteristic of the event. In the beginning people did not quite understand the need for continuous work with sustainability, but in their experience the strive for certification made everyone more focused and, in the end, helped them achieve their goals.

### 4.11.3 Waste handling

Åre 2019 had three main principles, they were: reduce, recycle and reuse. The primary focus was to reduce, so there would be as little waste as possible, then reuse what was possible to sell or give away, the material that was not reused had to be recycled. While Åre 2019 tried to recycle as much as possible, sometimes they couldn't do it. An example is the banners which had to be sent to Poland to be recycled, and they ended up throwing them instead as the cost recycling was too high. One example of "reuse" was the chairs in



Figure 4-13: Logo of Åre 2019

<sup>2</sup> Swedish certification of sustainable event made by "Håll Sverige rent" (Keep Sweden tidy)

<sup>3</sup> Certification regarding fish



the VIP area which was sent to Østersund 2019<sup>4</sup>. They also tried to create value from furniture not needed anymore and tv- screens ended up being sold to staff after the event.

#### *4.11.4 Purchasing*

In order to reduce the amount of bought products Åre 2019 established a process of asking five questions prior to every purchase:

- ⌘ Where does it come from?
- ⌘ Who made it?
- ⌘ What is it made of?
- ⌘ What is it wrapped in?
- ⌘ What will happen to it after the event?

In retrospect Åre 2019 states that instead of just thinking of the purchase questions, everyone should have been asked to write down all the answers in a common document. Making people think about the purchase even more.

#### *4.11.5 Stakeholders*

Their experience regarding stakeholders is that no stakeholder reacted poorly on the sustainability focus. There were some stakeholders that spent a longer time getting on board, but in the end, everyone was happy with it. Every stakeholder needed a different process to get on board. Today some of the most reluctant stakeholders are preaching the message of sustainability themselves. One of the most important experiences Åre 2019 got was that some sponsors sponsored the event solely because of the sustainability focus.

#### *4.11.1 Collaboration with FIS*

In Åre 2019's eyes FIS could be stricter on the sustainability focus as a requirement. In order to host such an event, there are contracts the organizing committee needs to sign. There are some obligations on sustainability in the bidding process and there is a section called environment in the monitoring tool, but according to Åre 2019 that is it. Åre 2019 states the importance of sustainability implemented in every single organizational area. Their experience is that FIS would be neutral to accepting to all sustainability focus, but not lead the way themselves.

#### *4.11.2 Other*

Åre 2019 highlights two other things. First, there have been some experience exchange between Cortina 2021. In addition, some Ski teams have now set their own sustainability goals. Second, the hardest area to ensure sustainability was the uniforms. The clothing industry has a lot of unsustainable suppliers, which makes it challenging.

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<sup>4</sup> Biathlon world Championship 2019

## 4.12 Certifications and labels available for sustainable events and organizations

There is a massive number of green labels, standards and certifications, and it has become a comprehensive task to choose the right one. The labels and certifications vary in price range and in their potential credibility. Some certifications and labels are competitors, others complement each other (NS, 2019a). All labels and certifications indicate an assertive attitude towards sustainability. Different certification and labels have different aims, some of them are managements systems while others are product based, such as EPD and The Swan. There are also standards helping the organization report on their progress within the pillars of sustainability, such as Global Reporting Initiative (Nordby, 2013).

Chapter 2.4 intends to provide an overview of some of the relevant certifications and eco labels. The first subsection outline some of the certifications and labels that are specific for events. The second subsection introduces some sport certifications and labels, while the third subsection introduces some examples of certifications or labels that are used by different businesses.

### Leading- non industry specific certifications

#### *4.12.1 ISO 14001*

ISO 14000 is the series of standards within environmental management where all requirements and aids are described, the central standard within the series is the ISO 14001 (NS, 2019a). The standard is developed by the International Organization of Standardization. ISO 14001 is built to integrate in a joint management system, and the aim is to achieve continuous improvement within the field of environmental performance (NS, 2019a).

#### *4.12.2 EMAS*

The EU Eco- Management and Audit Scheme (EMAS) is an EU developed management instrument. Being certificated by EMAS shows that the organization's sustainable effort succeeds the statutory minimum (Brreg, 2018). In Norway the Ministry of Climate and Environment is responsible for the certification, however, Norwegian Environment Agency is the executive body (Brreg, 2018). EMAS has its fundament in ISO 14001, but to become EMAS certified an additional annual environmental report is required (NS, 2019a).

#### *4.12.3 Eco Lighthouse*

Eco- Lighthouse is Norway's most used certification for companies that wants to document their sustainability and CSR effort. It was the first Norwegian environmental system that was recognized by EU. The eco- lighthouse provides a digital system for companies to improve their performance within the areas of work environment, waste management, energy use, procurement and transport.

### Event specific certifications

#### *4.12.4 ISO 20121:2012, Event Sustainability Management Systems*

The standard was inspired by and developed through the organizing process of the Olympic Games in London 2012. The standard helps the organizing committee to develop an event sustainability management system. The standard describes different requirements to a management system for sustainable events. The standard is applicable for all types of events and is usable for all life cycles of an event (NS, 2019b). The standard also gives

guidance of how to fulfill the requirements. ISO 20121 should be used by any organization wanting to either establish, maintain or improve their management system for sustainability or ensure that the organization is in accordance with its determined sustainability policy.

#### ***4.12.5 Global Reporting Initiative Event Organizers Sector Supplement***

The Global Reporting Initiative is a global standard for sustainability reporting. It helps companies show their social, economic and environmental efforts and therefore encourages transparency to all stakeholders. The GRI aligns with several other reporting efforts such as UN SDG and EU directive on non- financial reporting.

In collaboration with the Austrian and Swiss Governments (host for the 2008 European Soccer championships), London Organizing committee for the Olympic and Paralympic Games and the International Olympic Committee they have developed the Event Organizer Sector Supplement, which helps events report their sustainability efforts (GRI, 2019).

An excerpt of certifications and labels used by multiple businesses

#### ***4.12.6 Plastløftet***

Grøntpunkt Norge, which is Norway's recycling system for packaging launched Plastløftet<sup>5</sup> in 2018, which is a promise that encourage a circular economy. The aim of the campaign is to increase the usage of recycled plastic, avoid unnecessary use of plastic and design for recycling (Grøntpunkt, 2018). By accepting the promise Grøntpunkt hopes this will help Norwegian companies reach the EU goals for 2025/2030. The EU- goals are that 55% of all plastic packaging can be recycled within 2025 and all plastic packaging can be recycled within 2030 (EU, 2015).

#### ***4.12.7 UN SDGs***

In 2015 the sustainable development goals were presented as a follow-up to the Millennium Development goals. (Griggs et al., 2013) The UNSDG has a 15-year limit until 2030 and are to be adopted by all nations. The UNSDG contains 17 development goals regarding sustainable development. They address thematic issues such as water, energy, climate and oceans (UN, 2015). Most of the SDG's targets are at a nation's level but can be used as guiding lines and inspiration and contribution to reach the national goal. The UN SDGs are to be found in *Figure 4-14: UN SDGs (UN, 2015)* below.

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<sup>5</sup> The Plastic promises



Figure 4-14: UN SDGs (UN, 2015)

Each of the goals has set targets and belonging indicators, together with tracked performance since 2016. Today many organizations and businesses adopt some of the goals and there are several seminars for businesses.

# 5 ANALYSIS AND DISCUSSION

This chapter contains the analysis of the thesis. The theoretical framework for research question one and two can be found in the literature review, and the analysis will connect and compare the theory with the case found in chapter four. Therefore, this chapter will analyze how HKSF is handling the paradoxes. The paradox of responsibility and profitability is analyzed in section 5.1 and the paradox of deliberate and emergent strategy is analyzed in section 5.2. Both sections are built up in the same way; first a table that shows some examples, then follows a review of which sides of the paradoxes that are found in the case and how their stakeholders handle the paradox. Each section ends with a discussion of how HKSF handles the paradoxes. This chapter ends with a section 5.3 which summaries the analysis.

## 5.1 Responsibility vs profitability

This subchapter’s focus will be RQ1: **How to handle responsibility vs profitability?** To discuss this, the subchapter will analyse HKSF performance in terms of responsibility and profitability. In addition, an analysis of how they manage the paradox and how compatible it is with their stakeholders.

### 5.1.1 Review of case – which aspects from responsibility/profitability can be found?

Table 5-1 shows examples from each side of the paradox. The examples are an excerpt of the examples and some more will be presented in the text below, where a more thorough analysis based on each of the factors can be found. The analysis will examine how HKSF handles the different approaches in the paradox and how compatible it is with their stakeholders.

Table 5-1: Examples of shareholder and stakeholder perspectives in HKSF

WHAT	PERPECTIVE	EXAMPLE
Organizational purpose	<i>Profitability: To serve owner</i>	The owner wants economic sustainability and successful events
	<i>Responsibility: parties involved</i>	Mission: “Create unforgettable memories”, an event’s success is dependent on feedback from competing nations, tv- reports and questionnaire among sponsors, spectators and FIS. Unique experience for athletes, tv- viewers and spectators and everyone else
Measure of success	<i>P: Share price</i>	Economic sustainability
	<i>R: satisfaction among stakeholders</i>	Spectators in Marka: toilets, firewood, water etc to keep non-paying customers happy. Partner programme
Major difficulty	<i>P: getting agent to pursue principal’s interests</i>	HKSF are steering after their owner’s interest.
	<i>R: balancing interests among stakeholders</i>	Area of Frognersetra where HKSF does not have a legal obligation, but still use many resources.

Social responsibility	<i>P: not organizational matter only individual</i>	"the area at Frognersetra is not our legal responsibility"
	<i>R: both individual and organizational</i>	New work with SDGs and sustainability. However, it is not communicated with stakeholders.

### Organizational purpose

HKSF is a stock market company owned by NSF today, previously NSF and Skiforeningen. The nature of a stock market company is profit for the owners and the intention for creating HKSF was to ensure neither of the collaborators, NSF and Skiforeningen were required to pay a possible deficit. As the events became more complex, the chances of deficit were higher. Skiforeningen as a member-based organization could not risk having to cover the deficit. However, both owner organizations are non-profit and member-organizations and they created the company with the following mission: create unforgettable memories. Therefore, the shareholder price might not be that important, as the company is not for sale. Today NSF is looking for new part owners, but it is more important to get a good fit, rather than finding owners fast.

The organizational purpose of the shareholder perspective is to serve the owner, some researchers claim that that is equal to profit (Freeman & Reed, 1983; Friedman, 1970; Rappaport, 1986), however in the case of HKSF the owner has stated they want the company to have a sustainable economy and host successful events.

In their case whether the events are successful or not are determined by feedback from competing nations and tv-reports and questionnaires. It must be a unique experience for the athletes, tv-viewers, spectators and everyone else. Which ensures that HKSF will work towards all stakeholder's best interests. An example of this is that one of HKSF's goals in their strategy is to get increased support and contribution to Oslo Kommune, a stakeholder.

Therefore, when interpreting the information above, the organizational purpose is closer to a stakeholder perspective than the shareholder perspective. On the other hand, HKSF is pursuing the interest of the shareholder, NSF. But in this particular case the interest of the shareholder is similar to the stakeholder perspective.

### Company emphasis

A emphasis on profitability can be seen in HKSF's strategy, both the 2019-2020- strategy and the 2017-2020- strategy where it says, "ensuring the economic framework", "strengthen the economy/ increase revenue from sponsors" and "ensure the economic framework for the events through sponsors, ticketing and TV-rights". However, ensuring the economic framework is not the same as maximizing the profit for the shareholders.

The company's emphasis on responsibility is seen through many aspects such as the new work with sustainability and the SDGs. It can be discussed if it is a strategic move to gain a more sustainable image, especially after the 2018 event where they got massive criticism for being unsustainable, and according to the survey Norstat conducted, 89% of the asked population in Oslo noticed the negative media coverage.

All the stakeholders interviewed have stated a positive attitude towards HKSF becoming more sustainable. Which is quite similar to what Åre 2019 described. Åre 2019 stated no stakeholder had reacted poorly, but they had to convince some of the stakeholder of pursuing a sustainable image. NSF supports it and wants Skifest to become a signal event

for sustainable events. None of the two original strategies from 2017 and 2019 contains any other leads to responsibility than "develop the administration and volunteer apparatus". To develop the volunteer apparatus is to some extent responsible and sustainable. Examples of social responsibility are work experience, cultural exchange, knowledge, different courses and striving for gender equality. All of the examples are central in a volunteer program. However, in terms of profitability it can be viewed as a way of increasing the efficiency of free labouring, which in some ways can be seen as a measure to increase the profitability.

All partners and sponsors interviewed in this master thesis highlighted their interest in sustainability. However, two of the stakeholders mentioned that HKSF let another sponsor hand out merchandise which is highly unsustainable. This particular example could be either that HKSF has an emphasis on profitability rather than responsibility or that they are balancing the paradox as they recognize they need sponsors for the event.

In terms of company emphasis, it is hard to distinguish where their focus is as they have both sides present. However, on in their present strategy there is more focus on profitability than responsibility if one looks at the written material. On the other hand, in their behaviour and what they present, the responsibility has most focus.

#### Social responsibility

During the event HKSF has taken some social responsibility measures such as giving away excess food to Fattighuset and reduction of paper by not printing the event program. The spectators have to use the metro to arrive in Holmenkollen. HKSF is also working on developing their volunteer apparatus, which can be viewed both in terms of responsibility and in terms of profitability. The former because of experience sharing, free learning, work experience for volunteers and social reasons. Due to the examples above one can state that HKSF accept some company responsibility, however, the intention of it is discussable. As for the spectators it is the easiest way for HKSF if all spectators arrive by metro. The example of giving the excess food to Fattighuset on the other hand is taken social responsibility. The easiest solution for HKSF would be to throw it away, it would probably get negative media attention, but again they are transporting the excess food to someone who needs it.

Another example is the area of Marka where HKSF uses a lot of resources on the safety and satisfaction of the spectators even though they are not legally HKSF's responsibility. HKSF highlights themselves that this is not their responsibility, but that they are doing it anyway. HKSF use volunteers to remove waste from Marka, volunteers that hand out firewood and water. They also hire soldiers from the army to ensure the safety of the spectators. It is on the other hand quite discussable whether HKSF has a responsibility or not. As the organiser of the event they are the reason why the spectators are in Marka and are therefore somewhat responsible for the spectators and the area surrounding the track. To claim that the area is solely Oslo Kommune's responsibility is as mentioned in conflict with what Oslo Kommune states, and therefore a area of conflict.

#### Measure of success

When measuring the success, the profitability aspect says success is equal to pursuing their owner's interest (de Wit, 2017) which is normally a higher share price (Rappaport, 1986), while success in terms of responsibility approach is the satisfaction among stakeholders which they have a moral responsibility for (Carroll, 1991; Langtry, 1994).

In the interviews the owners of HKSF do not mention anything about a large profit but highlight the success of the event. They define the success of the event as mentioned in an earlier section: determined by feedback from competing nations and tv- reports and questionnaires. It must be a unique experience for the athletes, tv- viewers, spectators and everyone else. In addition to the factors mentioned above, the satisfaction of the stakeholders is important to HKSF, in addition to economic sustainability. This supports both the shareholder and the stakeholder perspective. Examples of the importance of the well- being of the stakeholders can be seen through the partner program which they encourage all partners to take part in and is the constant evaluation of the event for the stakeholders.

Another factor that shows HKSF dedication for their stakeholders and their satisfaction is the service for the non- paying spectators in Marka. HKSF provide toilets, firewood, water and spend money on waste management in an area where no one pays or provide any income at all. The easiest for HKSF would be to close the area, but it provides good tv- pictures and many spectators. The area generates a lot of additional work for HKSF and they have no legal obligation in the area as it is open land. However, Oslo Kommune states that it is HKSF responsibility. It can be discussed whether an event does have responsibility for the people coming to their event but not buying tickets, or if they should have. This area in Marka is a small version of the paradox as HKSF does not have any legal responsibility, should they then take responsibility? Today they do, on the other hand they make clear that it is not really their responsibility.

In HKSF's case, the owners of the company define success as economic sustainability and the success of the event which is determined by giving all stakeholders a great experience. Therefore, it is unclear what perspective that is closest to this factor. The discussion of emergent and deliberate strategy process will influence the company's measure of success. Perhaps a company that has a strict strategy process with clearly defined goals and action plans would have a clearer understanding of what the measure of success would be, than a company that incrementally decides on their strategy.

#### Stakeholder management

Stakeholder management is viewed as an end for the responsibility approach and a mean for the shareholder/ profitability approach (de Wit, 2017). Rappaport and Hart (1995; 1986) state that taking care of the well- being of the shareholders lead to a higher share prices, while Wit acknowledge that it might in the best interest of the shareholders to keep the stakeholders happy (2017).

When looking at HKSF, the owner states that it is in their best interest to keep the stakeholders happy and satisfied. Therefore, stakeholder management is essential in HKSF's work. They evaluate how the event has been for the different stakeholders and what they can do better. This way stakeholder management serves as both the means and the end for HKSF.

HKSF's genuine interest in their stakeholders are reflected in the interviews conducted. All stakeholders interviewed highlights the good and professional communication they have with HKSF, that HKSF is a good partner and that they are pleased with the partnership.

#### Major difficulty

The biggest challenge for the profitability and shareholder perspective is to get the agent to pursue the interest of the shareholders, while for the responsibility and stakeholder perspective it is to balance the needs of the stakeholders (de Wit, 2017).



In the case of HKSF, as mentioned in other sections, these two difficulties are closely linked, since the owner state that the success of the event is to keep the stakeholders happy. Therefore, in this particular aspect, one can say that HKSF is pursuing both the shareholder and the stakeholder perspective and that the different perspective have little tension between them since the owners want the company to satisfy the stakeholders.

### *5.1.2 Discussion regarding balancing/resolving/parallel processing areas and stakeholders*

This section will discuss which approaches HKSF uses to manage the paradox of responsibility and profitability. It will also discuss whether their approach matches the different stakeholders interviewed. The subchapter is divided into sections about the different stakeholders, then three sections which discusses how HKSF is handling the paradox at two different areas. The subchapter is wrapped up by a short summary what is discussed in the subchapter.

#### FIS

During their interview FIS stated that the event must promote winter sports, attract participation and tourism and attract tv- viewers. They also expect that the event preserves the traditions, serving the key stakeholders such as broadcasters and media, as well as the spectators. An example of this is found when looking at the area of Marka. HKSF states that it would be easier for them as an organizer to close the area with fences. However, the TV- pictures are important- especially for FIS and that is one of the main reasons that the area is not closed.

FIS do to some extent welcome and encourage the events to be greener and take more responsibility, when it is alignment with other demands. However, based on what is found in their interview, Åre 2019's interview and the requirements for a World Cup organizer it is a small encouragement and few reasons to actually do it. FIS have no demands and requirements which means that this is not very important to FIS. If FIS wanted to have a green profile in their events, they could have demanded it by stating it in the organizer contract. By doing this, FIS could have stated that social responsibility is an organizational matter.

The information above indicates that FIS are more profitability oriented than responsibly oriented. However, the information gathered does not contain any information about the intention of FIS.

#### NSF

The nature of NSF is to "lead Norwegian ski sport and work for developing activity, organisation, economy and employees, so that the federation meets the demands and challenges posed by the members of NSF, Norwegian sport and international sport demand, and to represent the ski sport internationally". In their purpose they highlight that they are created for their members and the ski activity itself. Therefore, the nature of NSF itself leans towards the stakeholder perspective.

Their expectations to HKSF is that they have a sustainable economy and organize a successful event. The success of the event is determined by the feedback from the different competing nations, TV- reports and a questionnaire in which all athletes respond. Traditions must be kept, and the event should be more than a ski event.

When it comes to making the event more sustainable and taking more responsibility, they are more positive and encouraging than FIS. NSF has started their own sustainability work

in their offices, strategy and will reassess the profile of all events before the summer. NSF mentioned pursuing a green profile for Skifest as it is their most important and biggest event.

For NSF the satisfaction of the stakeholders is important, and NSF are created to serve the parties involved, therefore their perspective is closer to the stakeholder perspective.

#### Strømmes

As an exclusive supplier of HKSF, Strømmes' nature is to earn money. However, Strømmes as a business highlights the importance of sustainability. They have gotten both organization ISO- certification and ISO product certification. The latter meaning, they have to ensure that all suppliers have a sustainable production that do not release toxic materials, have no child workers and a ensure a healthy work environment. Strømmes have to conduct audits to ensure that all of the above is kept. Based on this Strømmes as an organization believes that social responsibility is both an organizational responsibility and an individual one.

On the other hand, their contract with HKSF includes exclusivity and they would like to expand their expertise to contain volunteer clothing, to increase their profitability. An exclusivity deal is from the profitability perspective from Strømmes point of view- but from HKSF's point of view they would probably be able to reduce the prices even more if they do not have an exclusivity deal. At the same time, it is easier and more convenient to have an exclusivity deal. In addition, Strømmes is a company that has the same profile that HKSF states they want to have.

#### Nortura

Like Strømmes, Nortura is a supplier and partner of HKSF. In their interview they expressed that they did not like when other food trucks sold anything other than their meat due to their exclusivity contract.

This is because of income and one could therefore say that they would prefer profitability over responsibility, as the other food trucks ensured a greater diversity. On the other hand, Nortura is working on sustainability and has been for quite some time. They have clear goals and target values, have selected UN SDGs to work for, and are collaborating with universities to gain more knowledge. When looking at their goals such as: climate neutral factories, climate neutral transport, reduce food waste and environmentally friendly packaging they are trying to manage the paradox of responsibility and profitability by creating shared value.

#### Norsk Gjenvinning

NG as the other companies above is suppliers and partners of HKSF. NG is, based on the information in the interview, taking a stakeholder/ responsibility perspective due to how they conduct their work.

Previously NG earned money based on the amount of waste they removed from a customer, at the same time they help and advise the same customer on how to reduce the amount of waste. NG views waste as a social problem, and therefore, their opinion, is that everyone, including the companies, must take part in reducing the amount of waste.

By reducing the amount of waste, they also reduce their potential income. Therefore, the company emphasis is on responsibility over profitability. This is however a truth with modifications as they are now shifting their business model into not pricing per tons of waste anymore.

They have a sustainability strategy and views responsibility as something both companies and individuals have. This is the stakeholder perspective.

#### Oslo Kommune BYM

Oslo Kommune BYM is not a company but part of the municipality of Oslo. They do not sell or generate any income, but their purpose is to make life better for the citizens of Oslo. Therefore, their organizational purpose is to serve all parties and not just Oslo Kommune as an organization.

As part of the municipality it is essential that the citizens and companies in Oslo are satisfied with their work, if not there would be political consequences. Oslo Kommune BYM's work and investments are paid by tax money and therefore it is important that everyone is satisfied.

On the other hand, one could argue that since the companies and citizens of Oslo are paying for Oslo Kommune they could be seen as shareholders and therefore the shareholder perspective is correct. But since Oslo Kommune helps all citizens and organizations whether they are taxpayers or not it is more correct to state that Oslo Kommune BYM is close to a stakeholder perspective.

#### Marka

This section will discuss how HKSF is managing the paradox of responsibility and profitability in Marka. In *Figure 5-1: Map of organizations involved in Marka* the organizations responsible and present in Marka and that have been interviewed can be found. This is only a fraction of the organizations there.



Figure 5-1: Map of organizations involved in Marka

In Marka HKSF has, as mentioned, no legal responsibility for the spectators, but as an event which attracts spectators, they are to some degree responsible for what is happening in Marka. According to Oslo Kommune, Marka is HKSF's responsibility. At this point there is a conflict between the expectations of HKSF and Oslo Kommune. While Oslo Kommune states Marka is HKSF's responsibility, HKSF states Marka is Oslo Kommune's responsibility as it is part of the public area and where the spectators are standing is not an area rented by HKSF.

When looking at the spectators and their presence in Marka HKSF is resolving the paradox by redefining productivity in the value chain. Last year, when they did not manage their responsibility in that degree, they had to use many resources to handle the situation, both volunteers and paid staff. They also had to use much resources on media handling after the event, and to clean Marka after the event.

When it comes to waste management in 2019 HKSF increased their budget for waste management in Marka. Norsk Gjenvinning was present and placed large waste cages for the spectators to throw their waste in. In this case HKSF is balancing. Last year they did not invest as much into waste management and due to that and other circumstances HKSF got massive negative media attention. The pressure of social stakeholders and partners/stakeholders increased and HKSF was forced to invest more resources into that area. The media attention was so big that HKSF had to include this social responsibility into their main area of focus and is therefore balancing the needs.

Both the waste left in Marka and the people affected by that much alcohol can be seen as social issues that is in the society's best interest to reduce. By using money to rent toilets, have more security, firewood, collaboration with NG to reduce the waste left in Marka, the concept "clean and get" and water available for the non-paying customers, HKSF is reducing their resource use after the event. In addition, HKSF get an event that is known all over the world for the spectator masses along the course. Which is important for both NSF and FIS. However, the negative media attention regarding waste and alcohol is not something NSF and FIS are happy about, which is understandable, and therefore HKSF gets an additional positive side effect from taking more responsibility in Marka.

#### In stadium

This section will discuss how HKSF is managing the paradox of responsibility and profitability in the stadium. In the stadium there are many sponsors, partners and spectator groups. In *Figure 5-2: Map of organizations involved in the venue* the organizations which is both present in the stadium and has been interviewed can be found. This is only a fraction of the organizations that are present in the venue.

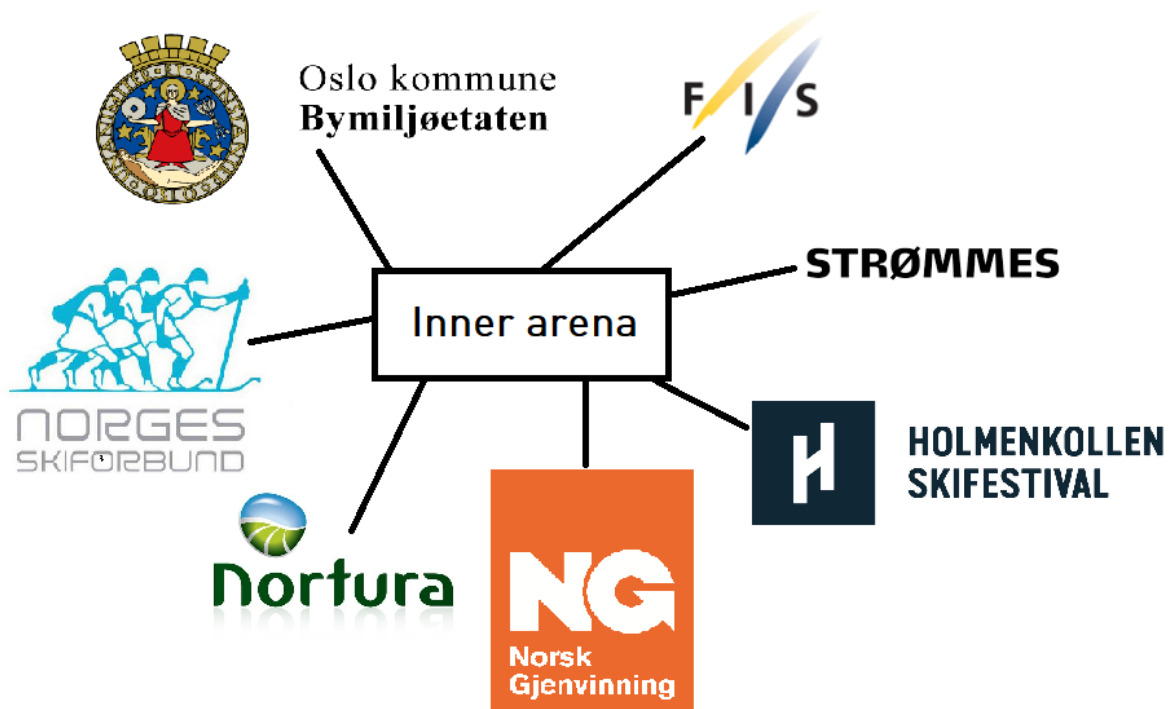


Figure 5-2: Map of organizations involved in the venue

The first challenging area is the sponsors. While all stakeholders were extremely positive towards HKSF’s communication and how they are treated, some of them were not happy about some of the other sponsors present. One example is that there is one sponsor that hand out very low-quality merchandise in the area generating waste. The sponsors that are serious about their sustainability work were not happy about this particular sponsor.

In this case HKSF choses their profitability over their responsibility. It is a crash in expectations for their spectators as they want to promote a sustainable brand, while on the other hand allows sponsors to hand out what some of the interview objects called “garbage”. Because as the other sponsors are trying to make their products more sustainable, ref Nortura who stopped serving food tastings and use the same uniforms each year, Strømmes who tries to find more sustainable products and NG whose work is trying to reduce the waste and recycle the waste, this sponsor is not concerned about this. In addition, this sponsor is maybe the sponsor that gets most exposure as they hand out merchandise to every spectator.

Another challenge among the sponsors in the venue is the presence of a soda supplier. While HKSF wants to front and present a healthy image and profile one of their partners is a soda manufacturer, which first and foremost is known for their sugar- holding soda. In the venue today this partner hands out free soda to the spectators. This creates a tension as HKSF is a sport event and additionally they have chosen SDG number three- health as one of their goals.

**Summary**

In this section a brief summary of the analysis is presented.

In some cases, like with the sponsors that hands out unsustainable products to all spectators it does not seem HKSF is handling the paradox at all because of unawareness of the paradox. This is creating tension between sustainability and the profile HKSF are

aiming for and some of the sponsors. On the other hand, it could be looked at as balancing in the way that they have sustainable and responsible sponsors on one hand but have to compensate with some that is not sustainable due to economic reasons.

Parallel processing is a managing approach that HKSF uses little to none of. It might be due to the flat organizational structure. The daily manager is the contact person of NSF and FIS, but other than that the data is inconsistent to say if HKSF is doing parallel processing. Parallel processing is better suited for companies and organizations that are bigger and have more departments. By having a small organization parallel processing is challenging as parallel processing needs things being handled at different levels, while in smaller organizations everything is handled at the same level.

HKSF are resolving the paradox in their partnership with Norsk Gjenvinning and Strømmes as they are creating shared value. Both parties gain something from the other that they cherish. HKSF gains credibility and a needed service from Norsk Gjenvinning that is also assertive and invents new ideas. From Strømmes HKSF gets the needed service and in addition their preferred profile are complementing each other. From HKSF both Norsk Gjenvinning and Strømmes receive marketing and a collaboration with a world known-event. By aiming for a greener profile HKSF can reach a new market of green event goers.

## 5.2 Development and implementation of a strategy

This subchapter’s focus will be: RQ2: **How to implement a strategy for sustainability?** Therefore, this subchapter will analyse HKSF performance and how they handle the paradox of emergent and deliberate strategy formation and implementation.

### 5.2.1 Review of case – which aspects from deliberate/emergent can be found?

In Table 5-2 Table 5-2: Examples of deliberate strategic planning and strategic incrementalism perspectives in HKSF examples from both emergent and deliberate strategy process is given. The table is inspired from de Wit’s (de Wit, 2017). Below the table follows a more thorough analysis based on each of the factors. The analysis will examine how HKSF handles the different approaches in the paradox and how compatible it is with their stakeholders.

Table 5-2: Examples of deliberate strategic planning and strategic incrementalism perspectives in HKSF

WHAT	PERPECTIVE	EXAMPLE
<b>Nature of strategy</b>	<i>Deliberate: Intentionally designed</i>	HKSF has a strategy plan until 2020 for their main goals
	<i>Emergent: Gradually shaped</i>	Work with sustainability
<b>Formation of strategy</b>	<i>D: Figuring out</i>	HKSF has decided strategic areas and associated goals
	<i>E: Finding out</i>	The nature of an event requires the organization to constantly handle incidents. The work with sustainability has been an emergent process.

<b>Posture towards future</b>	<i>D: Make commitments and prepare</i>	HKSF has made clear goals. HKSF has made promises: world class event, new and technological ideas, best of Norwegian ski tradition, fun and including sport festival
	<i>E: remain flexible and postpone commitments</i>	Have no set a certain target level in their strategic areas. Quite open goals and promises.
<b>Formation process</b>	<i>D: Formally structured process, comprehensive</i>	Strategy process in August each year. Four main goals for the period of 2017-2020
	<i>E: unstructured and fragmented</i>	Norsk Gjenvinning has been a partner of conversation and counsellor in the sustainable work and strategy plans
	<i>E: Learning / organizational development</i>	Strategic area of organizational development (economic balance, correct purpose and developing the administration)
<b>Strategic change</b>	<i>D: Top down</i>	In June NSF are going to decide what profile each of their events should have

#### Nature of strategy

Looking at the nature of strategy a strategic planning perspective is when the strategy is intentionally designed, and an incrementalism perspective is when the strategy is gradually shaped.

In their interview HKSF described their strategy process. The process itself will be described in the section about strategy formation process, but they have a clear plan and timeframe for the strategic work. This indicates a strategic planning perspective.

#### Strategy formation process

The main indicator of HKSF having deliberate approach to strategy is their strategy planning process each year. HKSF intentionally design their strategy during a strategy workshop each fall. However, it is somewhat gradually adjusted as they, after each season, which ends in April/May, have a review of the strategy and adjust their goals from their performance.

During the strategy workshop which lasts a week they set goals for the upcoming year/season and for the next three years. They figure out their strategic areas such as: set ambitious goals, branding, increased predictability and teamwork. On the other side, the nature of the event format requires the organizers to handle incidents that occurs during the event. Whether they can be seen as strategic is however questionable. When looking at the strategy no thoughts or plans of sustainability is described in the planned strategy. Therefore, the focus on sustainability must have raised from somewhere, but not from the yearly strategic workshop. For this work Norsk Gjenvinning has been a counsellor and a partner of conversation both for practical measures and for strategic decisions. In addition, HKSF changes and adjusts their yearly goals each year. Their work with sustainability,

therefore, has been more emergent. HKSF states that they will work with it from now and has started a conversation with NG and BDO<sup>6</sup> in order to become more sustainable.

In the deliberate strategy approach the organization make commitments and prepare, just as HKSF does each year in their strategy workshop. HKSF set goals and define promises to the surrounding of being a world class event, having new technological ideas, being the best of Norwegian ski tradition and being a fun and including festival. On the other hand, both the promises and the goals set are quite open and flexible. There are no target levels belonging to their goals and the promises are open minded and flexible. The promises and the goals have put the compass in a direction but is not a recipe for the upcoming year.

#### Decision making

A strategic planning perspective is hierarchical while a strategic incrementalism perspective is dispersed. In the case of HKSF the organizational structure itself is very flat. They are only eight employees and have their own functional areas where they make their own decisions. In their strategy process all employees are involved as it also is a team- building trip. This process is dispersed.

A part of the strategic planning that is hierarchical is that NSF will plan and decide the overall profile for the event.

#### Decision making process focus

The set strategic areas are all for developing the organization, there is even a strategic area named "organizational development" which refers to economic balance, correct purpose and development of the administration. These strategic areas refer to both the deliberate approach and the emergent approach. The areas can be viewed as deliberate because the strategic areas help optimal resource allocation. The areas can also be viewed as an emergent approach because they encourage organizational learning and development.

An example of experimentation is Norsk Gjenvinning's initiatives in Marka. This year they placed garbage cages for people to use, the results were very good. NG had no research or plans that could ensure the success, but they tried, and it was successful.

#### Strategic change

The strategic change processes would be top down in a deliberate approach and would require a broad cultural and cognitive shift in the emergent approach (de Wit, 2017).

In the case of HKSF NSF stated in their interview that they would have a board meeting before or during the summer of 2019 to decide what type of profile their different events would have. This is a top down approach.

#### *5.2.1 Discussion regarding balancing/ juxtaposing: areas and stakeholders*

This section will discuss which approach or approaches HKSF uses to manage the paradox of deliberate and emergent strategy and how this aligns with their stakeholders.

#### FIS

The nature and structure of FIS indicates a bureaucratic and hierarchical organization.

When discussing their focus on strategy implementation it is closer to programming than to organizational learning, this can be seen on the event book and requirements FIS set to their owners. They expressed that sustainability measures were welcomed, as long as they

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<sup>6</sup> A Norwegian consultant company



were in alignment with the existing rules. Which indicate little flexibility and a need for figuring out, rather than finding out.

The strategic changes in the organization has to be accepted by the executive committee and indicates that changes are implemented from the top- down.

FIS has clear strategic plans and a calendar of many events that should fit each year. This allows for little flexibility. Their interview stated that all initiatives were ok as long as they were in alignment with the existing rules.

#### NSF

NSF is a big organization with many branches of sport, different boards, many committees, employees and people. This makes the organization quite hierarchical but compared to FIS they are not. NSF is today the only owner of HKSF.

NSF has clear strategy documents, and, in their interview, they said that they have had some sustainability work. This sustainability work has been organized in projects which indicates an intentionally designed process with clear objectives.

In the interview NSF expressed that the executive board would like to plan the profile of HKSF and other events. This indicates that strategic change is implemented top- down.

#### Strømmes

Strømmes is a smaller company with the potential of having greater flexibility. The interview indicates that HKSF is one of their most important clients and, therefore, it seems like Strømmes would shift rapidly if HKSF does or need them to.

They highlight that the future will bring even more sustainable solutions and that the solutions today will be old in a month and therefore one needs to be flexible and pay attention to the market and seize opportunities as they occur.

#### Nortura

Nortura's own strategy is very detailed with goals and target values for the different goals. They have made commitments to what they will achieve and are prepared to fulfil these commitments. The commitments and target values could indicate they prefer planning before acting. On the other hand, the intention of these plans is not known and therefore it is hard to determine.

The information given in the interview indicates a deliberate strategy process because of their detailed planning and yearly progress reports. On the other hand, they highlight that the future will bring even more sustainable solutions and that the solutions today will be old in a month. This requires flexibility

#### Norsk Gjenvinning

NG has in conversation with HKSF been able to come up with several new and creative initiatives for sustainability. This shows they are able to adjust and are flexible. They are trying to figure out what is working and then reuse what works and throw away what is not working. This also shows that the focus is on learning, rather than programming.

NG highlights that the future will bring even more sustainable solutions and that the solutions today will be old in a month. Therefore, it is essential to be flexible. Another example is the idea of garbage cages in Marka which was an idea that sprung close to the event.

### Oslo Kommune BYM

Oslo Kommune BYM has, due to being part of the local municipality, a hierarchical decision process which has formal processing. The money they spend comes from taxes and therefore the processes need to be well thought through and bureaucratic. Oslo Kommune BYM states they have a list with 100 suggested improvements for the area today, but it takes time to realize. It is important to first think then act, trying to figure out which suggestions will have the most influence and then execute them.

However, they are flexible in that they constantly seek improvements and are willing to try them in order to discover new successful ways. An example of this is the VIP- tent that this year stood from December to March.

In the interview Oslo Kommune BYM highlights the need for a professional organizer such as HKSF. They express positive feelings towards the detailed planning that is done today.

### Work with Sustainability

This section will discuss how HKSF is managing the paradox of emergent and deliberate strategy planning in their work with sustainability. Here a small discussion of how their managing the paradox aligns with their stakeholders and how they manage it.

In Figure 5-3: Map of organizations involved in HKSF's strategic work with sustainability an illustration of the involved actors in this process are found.

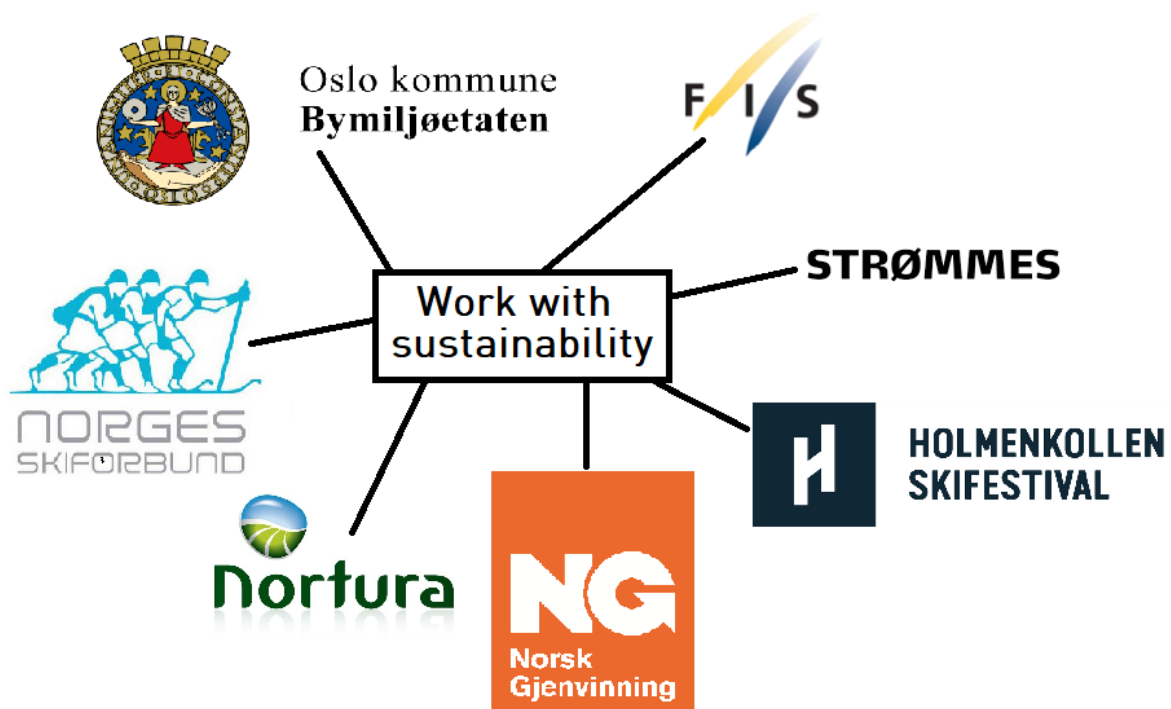


Figure 5-3: Map of organizations involved in HKSF's strategic work with sustainability

As mentioned HKSF work with sustainability started the fall of 2018. The interview did not uncover the intention behind this new process, but it could be a strategic move because of the negative media attention from spring 2018 or there could be other reasons.

Anyway, the strategic work with sustainability is not documented in their strategy documents and are therefore, most likely, a result of an incrementalistic process. Again,

the intention of the work with sustainability is not known, and therefore it is hard to determine whether the process is a conscious incrementalistic process or if it was an idea and opportunity they grasped.

Either way they have included NG as a partner of conversation in order to become more sustainable. They have also had workshops with BDO and decided on their own UN SDGs to implement.

All stakeholders interviewed were positive to this new development, but few have heard of it from HKSF. However, there were different levels of engagement. Almost all were very interested and stated that they are also working on getting more sustainable. Examples of this are Strømmes, Oslo Kommune and Nortura which all want to have a sustainable profile. However, an example of a slightly more secluded positive attitude is FIS, they welcomed the initiative as long as it did not go at the expense of their contracted obligations.

### **Summary**

HKSF is first and foremost working with their strategy in a deliberate manner. They have strict planning processes and then a reassessment later the same year to adjust the strategy. Based on the interviews with some of the stakeholders, this seems like a good fit for Oslo Kommune and FIS which highlights planning and bureaucracy.

On the other hand, they have some emergent processes. Their work with sustainability is one of them, which was not planned but an opportunity they seized. They are also adjusting their strategy for a better fit and are flexible in the manner that they are capable to seize new opportunities.

In HKSF's stakeholders there are both companies that are more emergent like Strømmes and Norsk Gjenvinning and others that are more deliberate like Oslo Kommune and FIS.

## **5.3 Summary**

The most challenging aspect of the analysis is knowing the intention of the actions. The intention is essential in determining what perspective it comes from. An example: can one really claim that a company is accepting their responsibility if the only reason they do it is due to the potential media attention if they don't? Another is regarding incrementalism- can one state to have an emergent strategy process if it is not conscious- but one is seizing the opportunities. The results will be the same, but the intention is very different. This has challenged the discussion because the interviewees did not uncover any intentions. The questions were not prepared for this.

In the paradox of responsibility and profitability HKSF is in some scenarios creating shared value, examples such as Marka. In other examples, such as with the partner/ sponsor situation in the venue it does not seem like they are handling the paradox.

When looking at the paradox of deliberateness and emergence it seems like HKSF is preferring a strategic planning perspective based on their strategic process today. However, their work with sustainability has not been planned but they seized an opportunity and have engaged in conversation with some stakeholders in the pursuit of becoming more sustainable. Which is closer to an emergent strategy process. Some of HKSF's stakeholders are closer to a deliberate strategy process, while others acknowledge

the need for flexibility and the possibility of seizing opportunities. Having such a wide spectrum of stakeholders can be challenging as one will have alignment with the stakeholder's strategy in order for a better cooperation.

The next section is the discussion which will discuss the findings in the analysis. There the effects of how HKSF is managing the two paradoxes will be discussed. Further the three questions found in the summary of the literature review will be central. In addition, a discussion of how HKSF should manage the paradox when looking at their stakeholders and what strategies HKSF should use in communication with their stakeholders will be discussed.

## 5.4 Discussion

This section's focus will be RQ3: **How is the implementation process of a strategy influencing responsibility/ profitability?** To be able to answer this the effects of how HKSF is managing the paradoxes and how they should handle it will be discussed. Also the three questions that was outlined in the literature review's summary will be discussed.

From the analysis HKSF seem to be a fairly responsible company, but for example in Marka their intention behind taking responsibility is uncertain. Whether responsibility is taken from a strategic point of view or if it is from the genuine interest in contribution to the society- point of view. In this area the research falls short. The interviews did not uncover the motives behind the strategy and strategic moves. At one point, HKSF describes the Marka- spectators as their most important stakeholder and that they have to do everything to please that stakeholder group. Then on the other hand, they state that Marka is not their legal responsibility, and that the Oslo Municipality and the police should contribute more.

HKSF has gathered many sponsors and partners that fit their wish of a new greener profile. However, when looking in the venue and the sponsors present in the venue, it does not seem like HKSF has had strategic discussion about the partners and sponsors there. This has resulted in tension between some of the sponsors as some of the sponsors want to promote a sustainable image, and others do not. This has also created tension between the image HKSF wants to profile and the image they are profiling. An example of this is promoting the SDG "health" while giving away free sugar-containing soda and promoting a sustainable image while letting sponsors hand out merchandise that is unsustainable. This could be a way of balancing profitability and responsibility, or it could be a lack of discussion has resulted in this. Either way the lack of strategic plans in this area of sustainability has resulted in tension between the stakeholders regarding profitability and responsibility.

When looking at the more deliberate parts of the strategic implementation in HKSF they have positive results. According to some of the stakeholders, when today's daily manager, started in the company, the company had little profitability. She set clear strategic plans and worked with the administration, stakeholders and the strategy. Today the economy is better. One cannot claim that this is solely due to strategic plans, but the strategic areas

gave everyone in the company a clear direction. The area of economic sustainability is still an important strategic area.

The emergent strategic work with sustainability has been applauded by the stakeholders in the interviews. They see the potential of the event taking such a profile. However, they also address the lack of formal information from HKSF. Either way, the stakeholders state that they are doing everything they can, today, in being sustainable. They highlight that next year the solutions from this year will be old, but they are aware of this. Therefore, in this manner it does not look like the emergent strategic processes in this area has affected the sustainability work in a negative manner. This could, however, have something to do with the stakeholders being interviewed and their focus. The results may vary if other stakeholders were interviewed.

One question that arises is, will a deliberate strategy lead to better information flow? With better flow in the information HKSF could have gotten even more attention and more momentum in their work. Even more stakeholders could have been involved by involving the entire organization. On one side a deliberate strategic process often results in more written material and therefore could result in better information flow. On the other hand, it is not a rule that written material creates better information flow. There are several examples of written strategic documents being hidden in drawers and not being put into life.

Becoming a sustainable event and company is a long-term process and require that a company works towards a certain goal, which aligns with what are stated in their interview. According to them it would be easier reaching that objective if the company has a deliberate strategy, with a clear direction and goals. They argue that it is easier to make people work towards a certain goal when it is stated in the strategy. Are also stated it was easier for the stakeholders when they had written material.

Porter states that shared-value is a long-term process. Shared value can perhaps be seen as the ultimate goal for a business that embrace their responsibility. However, it requires the company to find a societal need and fill that need. This can be a time-consuming process, but it does not have to be. Other than Porter's statement that it is a long-term process, there is little evidence in either way of the need for a deliberate strategy when trying to create shared value. When looking at HKSF there is little evidence either way for when it is easier to create shared value.

## 6 CONCLUSIONS AND RECOMMENDATIONS

This chapter will outline the results and conclusions in the first subchapter. The second subchapter contains the conclusions to Holmenkollen Skifestival in their future strategic work. Chapter 6.3 contains the critique of the research method and design and the final subchapter contains suggestions to future research.

### 6.1 Conclusions

This thesis's aim was to examine how a sport event could create a strategy for sustainability. To be able to resolve the problem statement three research questions were created.

Sport events, as organizations, have a wide range of stakeholders with different needs and expectations. In order to properly manage the paradox between profitability and responsibility it is important that the company takes an active stand in their profile. As HKSF has taken an active stand they should further focus on including their stakeholder into this profile.

To implement a strategy for sustainability the examination of HKSF showed the importance for a company to include their stakeholders. HKSF has a clear strategic planning process, with little incrementalism. This can work to a certain degree, but when HKSF decided to get a green profile without implementing it in their otherwise detailed plans, tension rose. Especially when HKSF had not included all their stakeholders in on the new profile. However, the stakeholders were very positive towards the new profile and some of them had several ideas of how to further "green" the event.

In HKSF's case they have a both deliberate and emergent strategic processes, however, the lack of formalisation between them have created a conflict between profitability and responsibility.

## 6.2 Recommendations to Holmenkollen Skifestival

This section contains a number of recommendations HKSF should include or take into consideration when developing their new strategy for sustainability. The recommendations are split in accordance with the research questions.

### **How to handle responsibility vs profitability?**

- ‡ Include their view of responsibility at all levels of the organization, also in the sponsorship
- ‡ Involve their stakeholders and sponsors to a higher degree in the work for sustainability.

### **How to implement a strategy for sustainability?**

- ‡ Having a deliberate strategy towards FIS, NSF and Oslo Kommune as they are more bureaucratic and have many deadlines. It will give all parties stability and predictability which a good foundation for good partnerships.
- ‡ Having a combination of deliberateness and emergence in the strategy towards Nortura, Strømmes and Norsk Gjenvinning. These companies have a higher degree of flexibility and are rapid changers.

### **How does the implementation of strategy influence the ability to handle the paradox of responsibility/ profitability?**

- ‡ HKSF could have a mix of deliberateness and emergence in their strategy. NG, Strømmes and Nortura which are all businesses that cherish a green profile, would like to use Skifest as a place to test new and even greener solutions. Testing could be part of the emergent strategic plans, just as the stakeholders highlight in when it comes to sustainability, what is new today is old next month.

## 6.3 Critique of research method and design

If the master research should be redone a couple of changes should have been conducted.

As the thesis and the topic of the thesis evolved as time went, the questions and the data gathered turned out to be quite general. Looking back, the questions for the interview guide should have been more pointed to the topics of strategic implementation and how their strategic processes influenced their work with sustainability.

In retrospect the survey could have been excluded, however, as HKSF was interested in the results for their work, it is kept in this master thesis. In addition, some of the questions in the questionnaires should be reformulated or the questionnaire should have another set-up. An example is question 2 which asks about the motivation for being at Frognersetra. The question allowed the participants to select one answer, however, as people commented they were in Frognersetra because of several of the answers they should have been allowed to give more than one response.

Having a case study allowed the researcher to dig deep into one case. However, this challenges the external validity. As the results and recommendations in the thesis is

tailored for HKSF and their stakeholders. The results and recommendations might not be applicable for sport events with other stakeholders with different behavior.

The document analysis was necessary to get a better understanding of HKSF. However, as the documents are written by the company itself they are subjective. In addition, they do not give a deep understanding. In retrospect the researcher should therefore have had one or two interviews after receiving the documents to get in- depth understanding.

## 6.4 Future research

- ⌘ Future research should be to further investigate if there is any connection between the long- term and short-term effects and having deliberate or emergent strategies. The best fit for such research would be a quantitative research where several sport events shared their experience.
- ⌘ Other suggestions for future research would be to study two or more sport events in a longitudinal multiple case study and examine their strategy and strategic processes to research which strategic process makes it easier to be sustainable.
- ⌘ This research's case has been an event that is hosted regularly. Many events are not hosted each year but are one-time events for that organizing committee. Events that are hosted regularly have the opportunity to adjust and test for solutions that work and does not, more like a company. Sport events that are hosted once, on the other hand, usually cannot do this due to time pressure. Therefore, an interesting topic would be to examine whether one-time events have more deliberate strategy processes than those who have hosted on a regular basis.
- ⌘ As mentioned previously, sport have some values, how does this intertwine with the paradox of responsibility and profitability? When organizing an event must sport events take a greater degree of responsibility because of these values? What exactly are those values and how do they influence this paradox. An example is the betting industry trying to sponsor sport events, the betting industry has a lot money, but the recent discussions is that they do not align with the values of sport as they are indirectly making people sick. However, is this discussion more central in sports compared to other businesses?



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# APPENDIX 1: INTERVIEW QUESTIONS –STAKEHOLDERS (PARTNERS/ SUPPLIERS/ OWNERS)

## Background:

- ⌘ Describe the relationship your organization has with Holmenkollen Skifestival
- ⌘ How long has this relationship existed?
- ⌘ What is your organization's mission and vision?
- ⌘ Does the image your organization wants to have coincide with your image of Holmenkollen Skifestival? Why? Why not?
- ⌘ Why did your organization start a relationship with Holmenkollen Skifestival?

## Expectations

- ⌘ As a *partner/ supplier/ owner* of Holmenkollen skifestival- what are your expectations to Holmenkollen skifestival and Skifest?
- ⌘ To what extent does Holmenkollen Skifestival meet these expectations?
- ⌘ What can be done differently?
- ⌘ What do you want to highlight as particularly good?

## Wishes

- ⌘ What does your organization wish from Holmenkollen Skifestival?
- ⌘ Describe your organizations dream scenario of your relationship with Holmenkollen Skifestival.

## Sustainability

- ⌘ How does your organization work with sustainability?
- ⌘ Does your organization have any sustainability goals?
- ⌘ Are you as an organization interested in becoming more sustainable?
- ⌘ How has Holmenkollen Skifestival communicated their interest in becoming more sustainable?
- ⌘ Would your organization have a positive attitude regarding delivering a more sustainable product- if it was a requirement from Holmenkollen Skifestival?
- ⌘ Could your organization deliver a more sustainable product?

## APPENDIX 2: QUESTIONNAIRE

### Q1: Age

18-25      26-35      36-45      46+

### Q2: Why are you here today?

To watch the race    To be with friends    To party      To be with family    Other

### Q3: Have you thrown any garbage here today?

Yes      No      Not yet

### Q4: If yes, where have you thrown it?

In the bin    On the ground      I have collected it in a bag      I have not thrown any garbage

### Q5: Are you familiar with the following "you don't have to throw your garbage in a bin, if you collect it in a plastic bag and leave it at the ground the organizers will clean up after you"?

Yes      No

### Q6: What is needed for you to throw your garbage in a bin?

I always throw my garbage in a bin      A reward  
The bin has to be close and visible      If I want, I throw my garbage in the bin

### Q7: Are you familiar with the concept "clean and get"?

Yes    No

### Q8: If you were given a reward when you threw your garbage in the bin, would you throw your garbage in the bin?

Yes    No    Sometimes    It depends on the reward

### Q9: What kind of reward would be needed for you to throw your garbage in a bin here today?

None, I always use the bin      Economic      Coffee/sausage      Merchandise  
A thank you



## APPENDIX 3: RESPONDENT INTERVIEW GUIDE

- ☞ Why did sustainability become such an important aspect of Åre 2019?
- ☞ How has Åre 2019 worked with sustainability?
- ☞ A belief is that to be sustainable cost more money, what is your experience in that matter?
- ☞ Åre 2019 has worked with becoming certified by ISO 20121, why?
- ☞ Are there other standards, certification that Åre 2019 has used? Why, why not?
- ☞ Did Åre 2019 implement sustainability in your strategy?
- ☞ How did Åre 2019 implement sustainability in your strategy?
- ☞ How did FIS respond to Åre 2019's focus?
- ☞ Has Åre 2019 set some sustainability goals?
- ☞ Waste- did Åre 2019 managed to create value through the waste, or is it "just" recycle?
- ☞ How did Åre 2019's stakeholders react?
- ☞ What did Åre 2019 do with the stakeholders that did not share the vision?
- ☞ Did Åre 2019 influence any of the stakeholders to make any changes in their own organization or business? By force or voluntarily?
- ☞ Did Åre 2019 set some criteria to your suppliers? Åre 2019 had five questions, but had the answers of those questions any influence on the decision?
- ☞ Was it hard to find suppliers which met the standards Åre 2019 sat?

