

# Sustainable Community Development Through Tourism

A strategic model to develop deteriorating rural  
areas towards a sustainable paradigm.

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# Abstract

In this project a strategic model for sustainable community development through tourism is designed. A pilot research in Ljusnarsberg, a deteriorating rural community in Sweden, is performed to develop the strategic model to come to a final concept. The result is a final strategic model based on literature research, insights from the pilot research area's context analysis and experiences of implementing the strategic model in the pilot community.

The final concept of the strategic model presents a local organization that connects its community to the ecotourism market to change the economical, socio-cultural and environmental deterioration into sustainable development. The organization facilitates active tourism development and reactive community development towards a strongly sustainable paradigm. In this paradigm all development is done within planetary boundaries.

Though still highly developmental, the strategic model could turn a deteriorating rural area into a developing community that is attractive to live and sustainable for the future. Next to that can the model make rural living a more viable option, combating not only rural deterioration, but also the negative effects of urbanization.



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# Preface

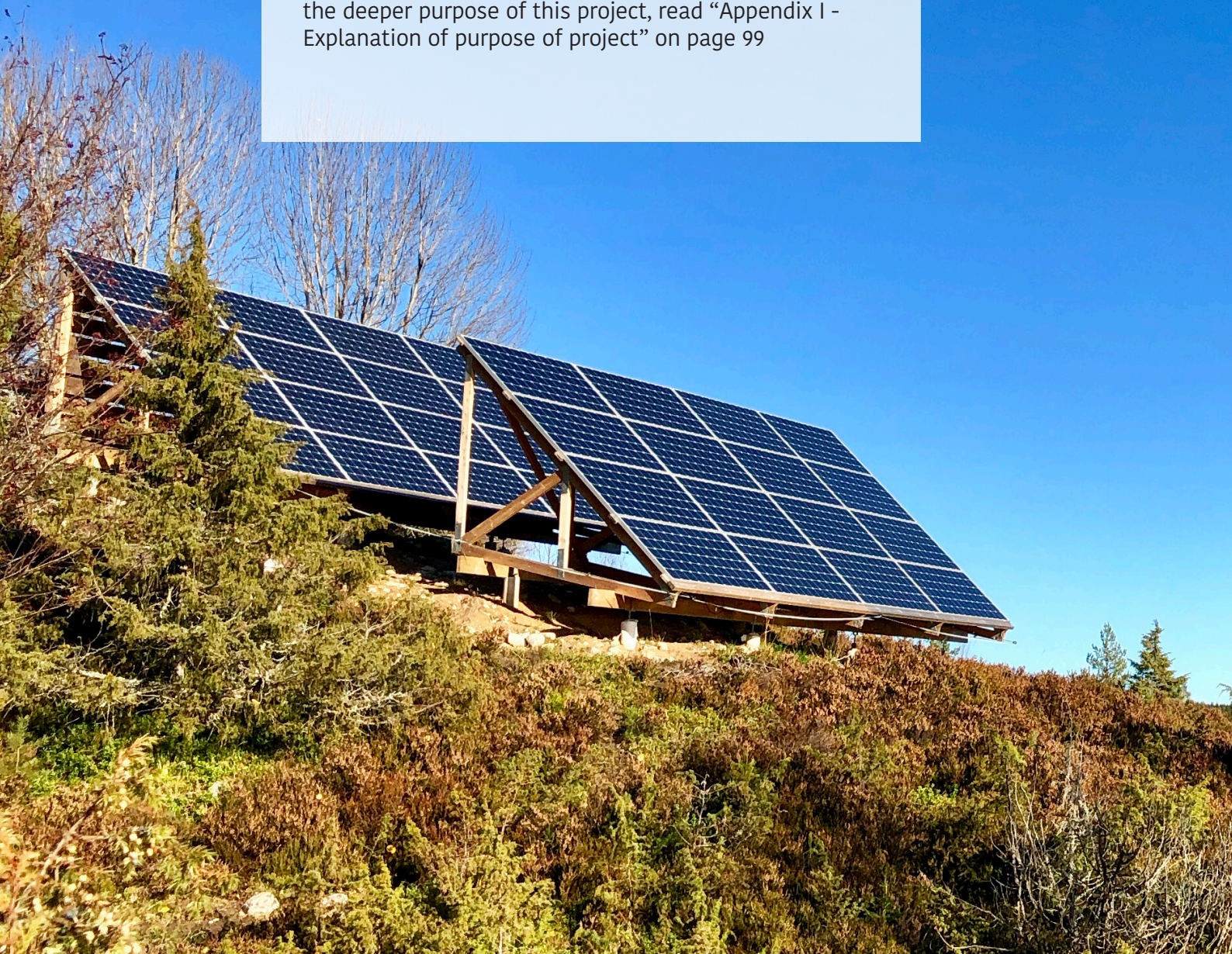
This graduation project is part of a two-year master program in Strategic Product Design at the technical university of Delft. In the summer of 2016, I moved to Sweden together with my partner, and bought a house in the municipality of Ljusnarsberg Kommun (the municipality of Ljusnarsberg). We were imagining that in the near future we could focus on tourism to earn our living. It was not hard to imagine the enormous amount of possibilities this area provides regarding tourism by just looking at its natural surroundings. Though, for some reason the community had been struggling with its visitors count for a couple of decades. Many businesses and services cannot solely rely on tourism and for this reason several have shut down and others required a secondary income. The tourists that do come experience a considerable lack of tourist activities in the area. It was really disappointing to hear that many things were tried to develop tourism in the area, but nothing had been very effective so far. At this time I also learned more about the depth of the social and economical challenges the municipality was facing. All of this inspired me to start a graduation project that initially aimed to create more job opportunities and attract more people to the area. The project ended up becoming the design of a strategic model to develop the community of Ljusnarsberg.



# 1. Project Design

In big lines the purpose of this project is to contribute to the development towards a strongly sustainable paradigm by combating the negative effects of urbanization and rethinking the values and deficiencies of a representative democracy (Fig. 1 shows an overview I made for the project purpose). By focusing on these two aspects the aim is to reconnect people with each other and their natural environments whilst empowering them to think critically about their lifestyle and society as a whole.

In the next part I'll explain the strongly sustainable paradigm and how to achieve it. For more details regarding the current unsustainable paradigm and the deeper purpose of this project, read "Appendix I - Explanation of purpose of project" on page 99





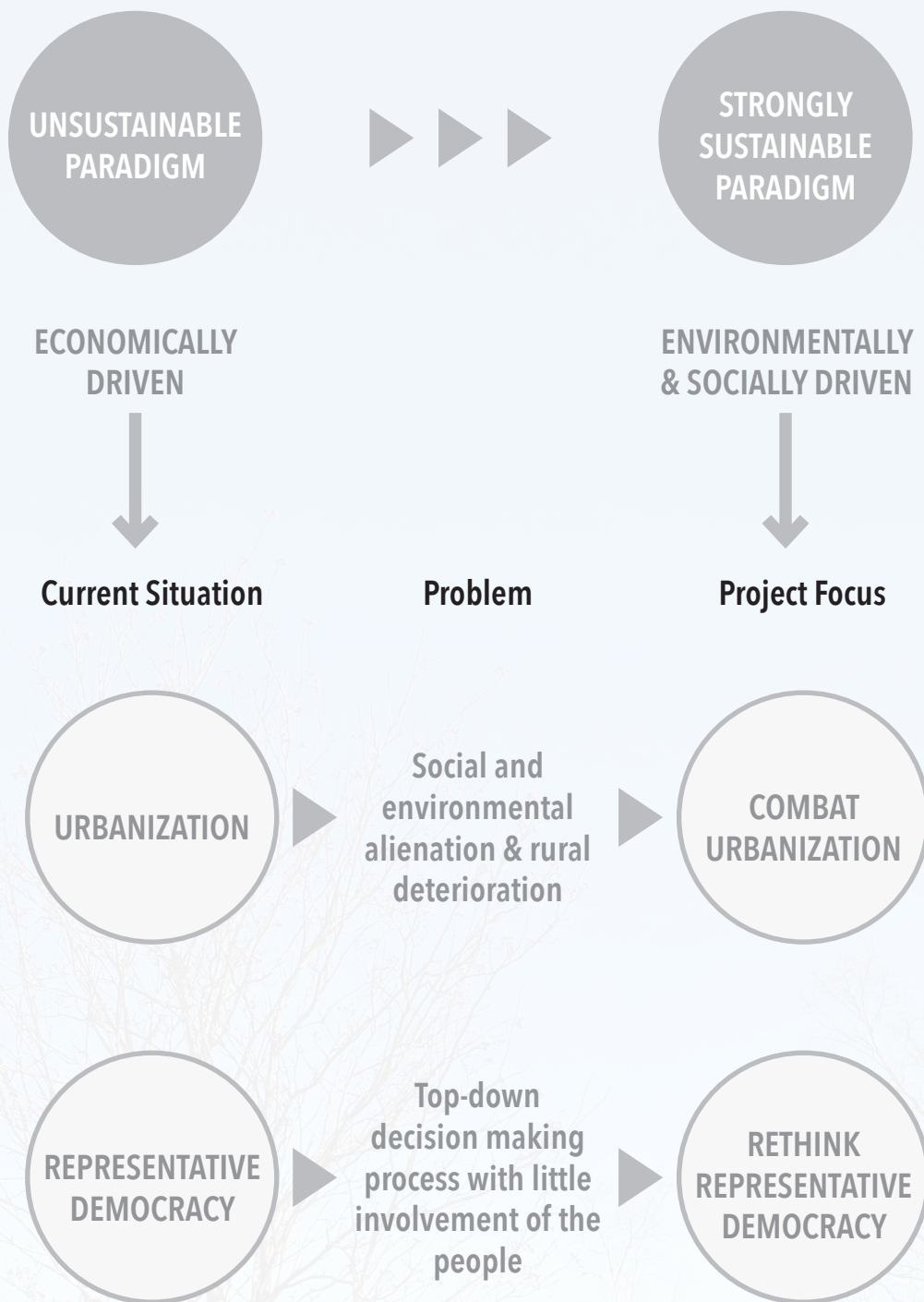


Fig. 1 - Overview of the project purpose chapter



## 1.1 Project Purpose

Fig. 3 on the next page shows the steps from an unsustainable paradigm towards a strongly sustainable paradigm (SADC 2013). The current paradigm largely consists on an economically driven society where a small elite is the beneficiary and driver behind economic inequality. This leads to the depreciation of society and the environment.

Eventually the global challenge is the realisation of a strongly sustainable paradigm. Here all social and economic development takes place within planetary boundaries. In this project we will adapt the definition of planetary boundaries as provided by Rockström et al. (2015), (see Fig. 2). The planetary

boundaries should not be seen as a restraint of human development, instead it outlines a safe operating space for humanity to innovate, grow and develop in the pursuit of human prosperity without harming the life support systems on Earth. In order to overcome the threshold towards a new paradigm, some radical changes are needed regarding the impact on our planetary boundaries.

*The cultural paradigm is included in society regarding the model in Fig. 3. As in this project I put a lot of emphasis on the cultural aspect, I'll refer to society as the socio-cultural context from now on.*

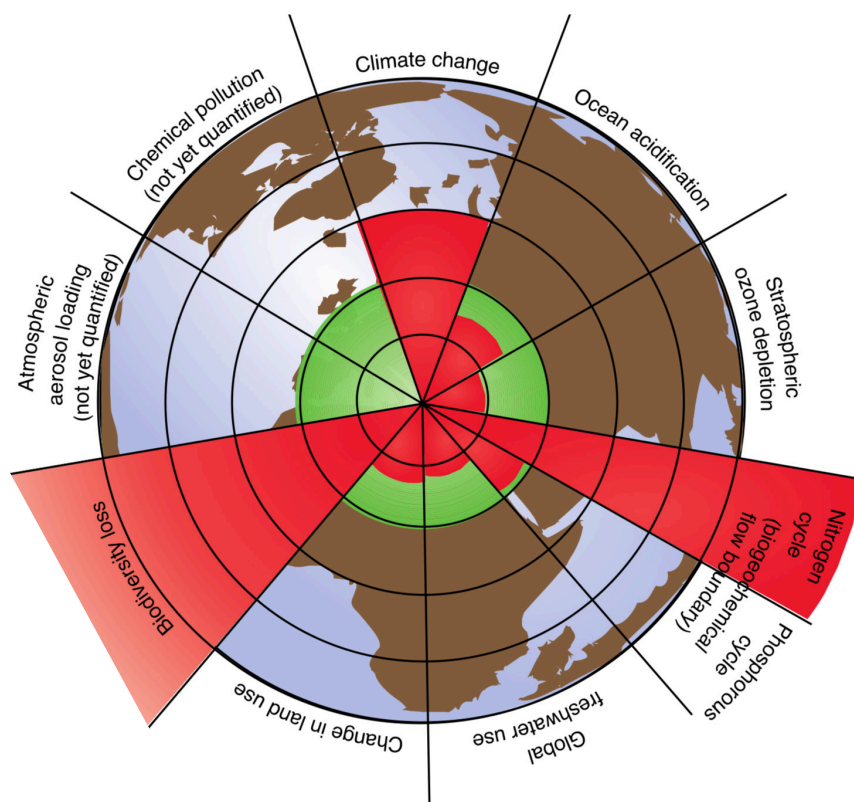


Fig. 2 - Planetary boundaries



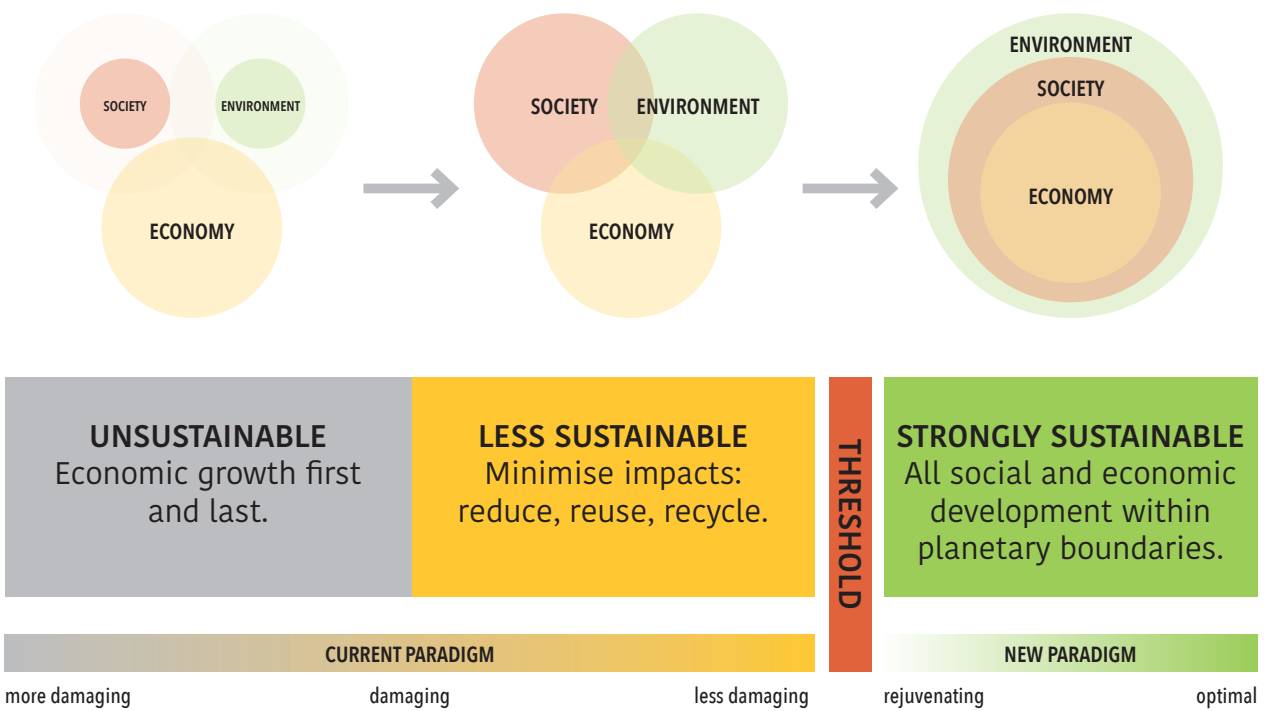


Fig. 3 - Steps towards a strongly sustainable paradigm (SADC 2013)

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I'll explain the sustainable paradigm further based on a sustainability model by Persson-Fischier (2017) (see Fig. 4).

This model describes the vertical axis as how people experience their happiness based on consumption, in its most broad sense. The social boundary defines the minimum amount of consumption required for a happy life. The higher the consumption, the more happy you become. High consumption can come at a cost though: the horizontal axis presents the negative impact as a result of consumption. In unsustainable paradigms a higher consumption is mostly related with negative effects on the environmental, socio-cultural and/or economical situation of a community. A strongly sustainable paradigm balances all developments effectively, and strives for the top left corner of the model: high consumption against low negative impact.



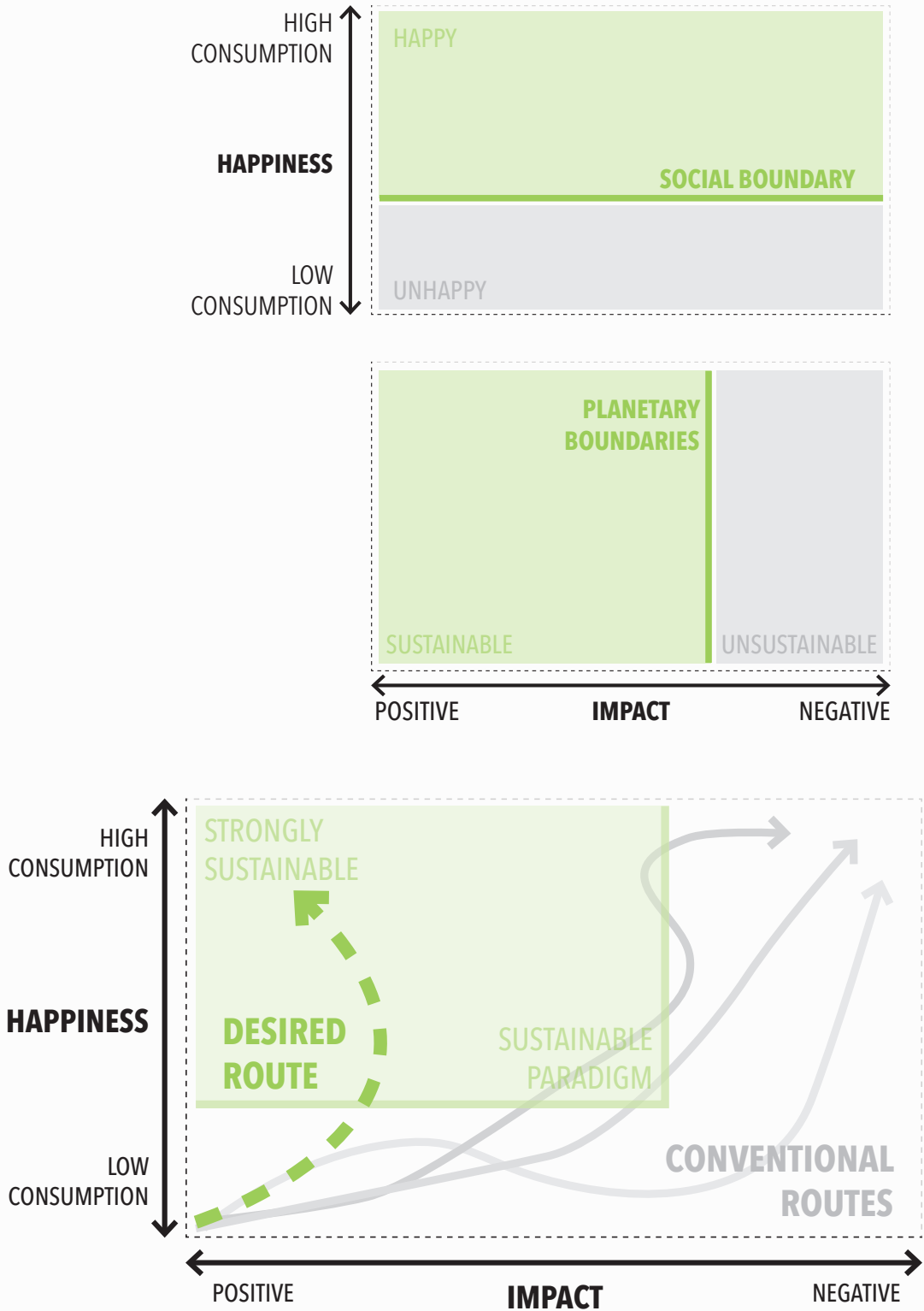


Fig. 4 - Sustainability model towards a strongly sustainable paradigm

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## 1.2 Project Scope

### Boundaries

The aim of this project is to design a strategic model for sustainable community development. The boundaries of this project will limit the design of strategic model to communities in rural areas, focusing on ecotourism and using a bottom-up participatory approach.

Focusing on *communities* is part of the belief that decentralization of power is effective for the sustainable development of a country (further discussed in the next chapter).

By keeping *rural areas* from deteriorating and making them attractive and viable to live, it could lighten the pressure of urbanization and its negative effects whilst reconnecting more people with a natural environment. Negative effects of urbanization include e.g. high consumption and high carbon footprint in cities.

*Tourism* lends itself well as a platform for socio-economical development where anyone who is entrepreneurial can benefit from. It is not dependent on employment of large companies but provides opportunity for everyone who can develop an entrepreneurial mindset. Specifically ecotourism development provides many opportunities that fit well with what rural areas can offer in terms of *destination community* experiences (explained further in “2.1 Tourism Development” on page 18)

Establishing a more *bottom-up participatory approach* allows the

empowerment of a community where all people can participate in the structural decision making process of their community.

*For more detailed information about these boundaries please read “Appendix II - Project Boundaries” on page 108.*

### Goal

The boundaries of the project result in the project goal:

*The aim of this project is to design a strategic model that facilitates the sustainable development of communities in deteriorating rural areas through tourism whilst using a bottom-up participatory approach.*



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## PROJECT BOUNDARIES

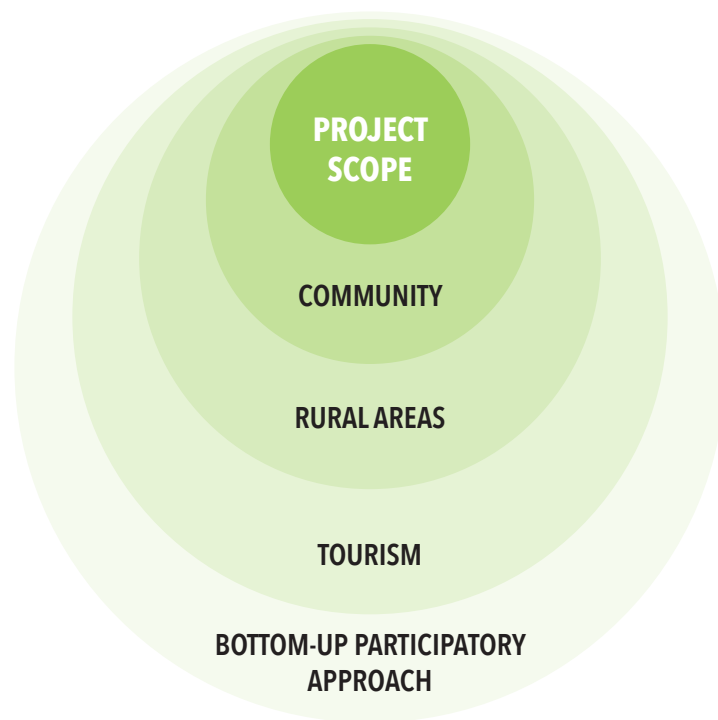


Fig. 5 - *Boundaries for the development of the strategic model*

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## 1.3 Approach

The project will use a lean design approach in the design of the strategic model, using influences from “The Lean Startup” by Eric Ries (2011). Lean design is an iterative approach which quickly recognizes faults and shortcomings in the design. A pilot research will take place in Ljusnarsberg Kommun and provides the strategic model with a context and place to test the model. For more details you can read “Appendix III - Project Approach & Pilot Research Area” on page 111.

Based on the previously discussed boundaries and the literature research in the next chapter (“2. Literature Research” on page 16), I started with some ideas that resulted in the first concept of the strategic model. An analysis of Ljusnarsberg allowed me to contextualize the strategic model into a minimum viable product. This process can be found in chapter “3. Context Analysis” on page 26). The strategic model could now be tested in the pilot research area to provide more insights (“4. Pilot Research” on page 44). After synthesizing the results I improved the strategic model one last time. These three lean iterations of the strategic model resulted in the final concept, presented in “5. Strategic Model” on page 56.



## **BOUNDARIES + LITERATURE RESEARCH**



## **CONTEXT ANALYSIS**



## **PILOT RESEARCH**



Fig. 6 - Iterative project design overview



# 2. Literature Research





Since the strategic model will mainly focus on the outcomes of tourism and community development, in this chapter I will look at literature on these topics. Also will I look at different tools and methods that can support sustainable community development. The evaluation of the existing theory on these topics can improve the initial design of the strategic model considerably.

The results of the literature research is the need to focus on ecotourism and the formation of a local organization to manage an bottom-up participatory approach in the development of tourism. The first concept of the strategic model explains this bottom-up participatory approach and makes use of sustainability indicators to develop the community.





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## 2.1 Tourism Development

### Ecotourism

Globally there is an increasing interest in so called ecotourism. Ecotourism is a sustainable form of tourism defined as “responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education” (TIES, 2015a) and fits well with tourism opportunities in rural areas. Ecotourism is often put together with nature, wildlife and adventure tourism. Whereas these forms of tourism are more associated with recreational activities of the tourist, ecotourism also concerns a set of principles that benefit natural and cultural conservation and the people of the host destination (Honey 2008). Though most forms of ecotourism are strongly associated with the modern, responsible tourists, ecotourism is still a development in progress. Orams (1995) says “it is desirable to implement management strategies which attempt to shift the ‘ecotourist experience’ from simple enjoyment and satisfaction through stages of greater understanding, attitude change and finally more environmentally responsible behavior”. The strategy Orams (1995) proposes aims to change the enjoyment and satisfaction aspect of the tourist into a behavior *lifestyle change*.

I will adopt ecotourism as the main form of tourism in this project, because of its growing interest and sustainable principles. The aim is to make the ecotourists that visit the destination community become more environmentally aware and learn about how to live a more sustainable lifestyle.

### Empowerment of local communities

Ecotourism is often strongly connected to the empowerment of local communities. This provides a strong basis for community development from the bottom-up. Empowered communities can strive for more equality and a better distribution of wealth. Scheyvens (1999) explains that:

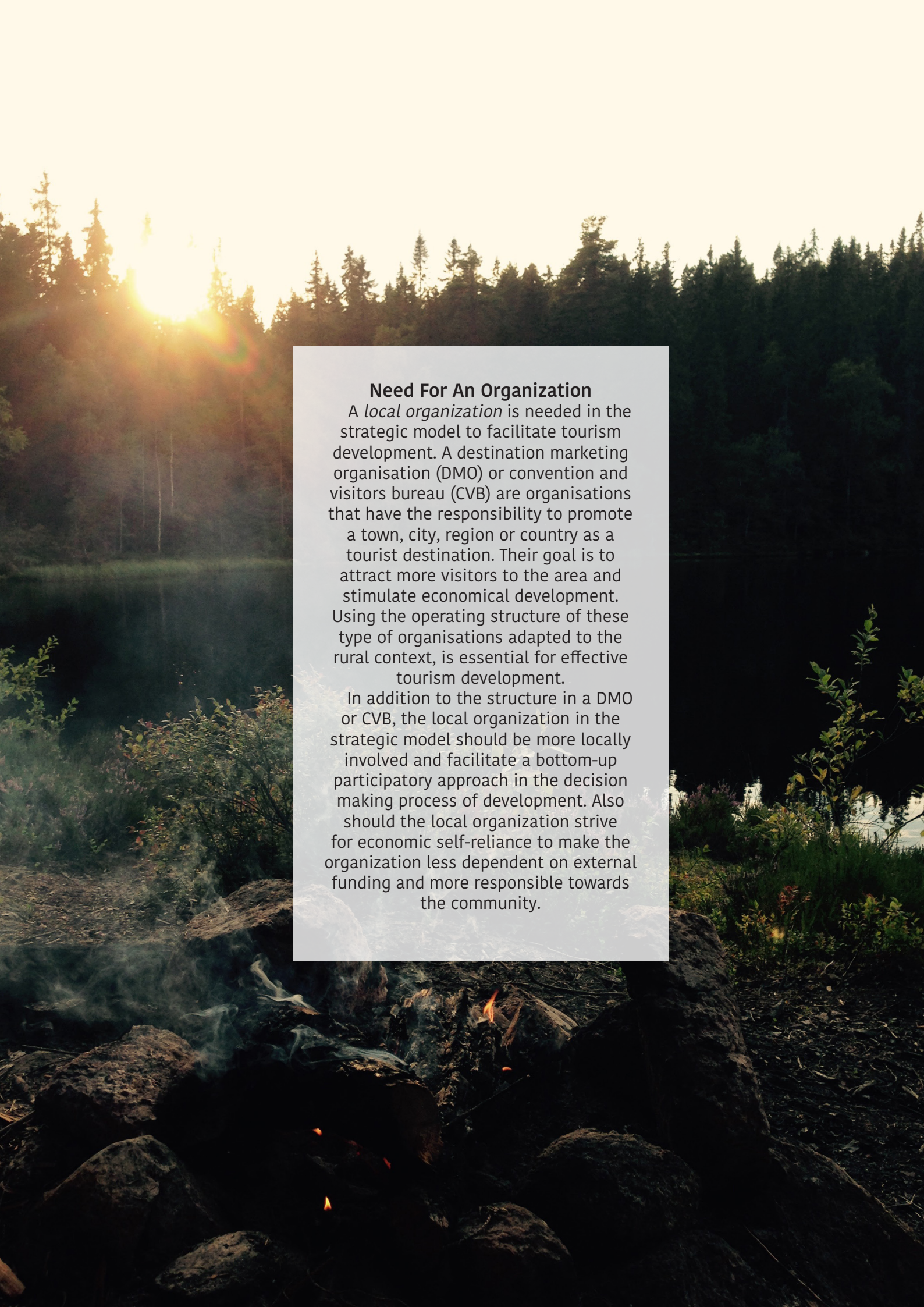
*“ecotourism ventures should only be considered ‘successful’ if local communities have some measure of control over them and if they share equitably in the benefits emerging from ecotourism activities”.*

This control puts the ownership and benefits of tourism development in the hands of the community; an empowering factor that allows communities to influence and guide the development. This is mostly beneficial for the community to avoid negative effects on the natural surroundings and cultural heritage of the community. Also does it avert potential harm to the social context of the community.

Ecotourism can be beneficial for communities in multiple ways. Besides the conservation of the natural and socio-cultural context, it creates economical opportunities and generates new and improved available services for tourists that can also be enjoyed by the local people, making the community a more attractive place to live. Empowerment in the strategic model will be achieved by facilitating a bottom-up participatory approach.

*For more on ecotourism and related sectors and market segments read the following appendices: “Appendix V - Ecotourism” on page 115 and “Appendix VI - Developing sectors and market segments related to ecotourism” on page 116*



The background image shows a serene outdoor scene at sunset. The sun is low on the horizon, partially obscured by a dense line of evergreen trees, creating a warm, golden glow. In the foreground, a campfire is burning brightly, with flames and smoke rising from a pile of logs. The fire is situated on a rocky bank next to a body of water, which reflects the light from the sun and the trees. The overall atmosphere is peaceful and natural.

### **Need For An Organization**

A *local organization* is needed in the strategic model to facilitate tourism development. A destination marketing organisation (DMO) or convention and visitors bureau (CVB) are organisations that have the responsibility to promote a town, city, region or country as a tourist destination. Their goal is to attract more visitors to the area and stimulate economical development. Using the operating structure of these type of organisations adapted to the rural context, is essential for effective tourism development.

In addition to the structure in a DMO or CVB, the local organization in the strategic model should be more locally involved and facilitate a bottom-up participatory approach in the decision making process of development. Also should the local organization strive for economic self-reliance to make the organization less dependent on external funding and more responsible towards the community.

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## **Technology and sharing economy**

Technology and the new sharing economy have a significant impact on the development of tourism. The sharing economy is “the rapid explosion in swapping, sharing, bartering, trading and renting being reinvented through the latest technologies and peer-to-peer market places in ways and on a scale never possible before.” (Trivett and Staff 2013). Technology is being employed as part of the travel experience by tourists.

Evolved tourists are using the web, apps and social media in their pre-trip planning, for communication, evaluation and post trip (Bricker 2012). It gives more possibilities for data collection and statistical analysis, which can be beneficial for the sustainable development of tourism. Tripadvisor, the largest travel site in the world, is having a big influence on the choices travelers make, based on information and reviews presented on their website and apps. Together with similar companies to Tripadvisor (such as Booking.com) it becomes possible for lesser-known, small communities to become visible in the tourism industry.

Airbnb is probably the most known example of a shared economy platform in tourism. From their website: Airbnb “is a trusted community marketplace for people to list, discover, and book unique accommodations around the world”. Airbnb makes it easier for people to host accommodation without having to make it a full-time business. It offers a lot more flexibility and connects you with a huge customer base, eliminating high marketing costs.

There are many more technological developments existing and coming that can be very useful, especially for smaller and lesser known destinations. It is very important to keep track of these developments as they provide many opportunities for small rural communities to participate in the global advancement of sustainable tourism.



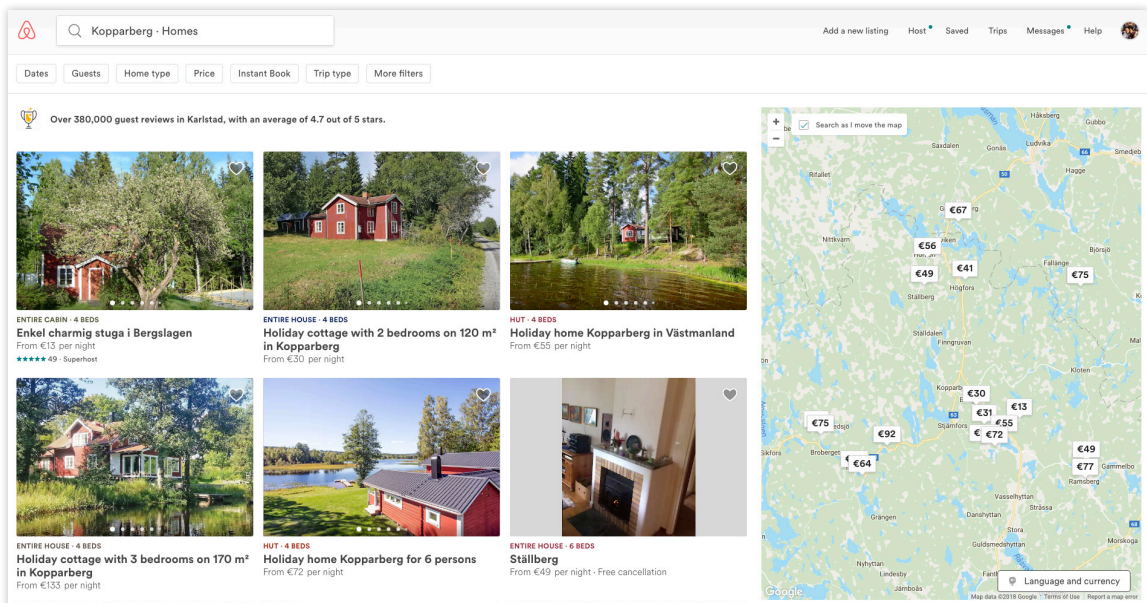
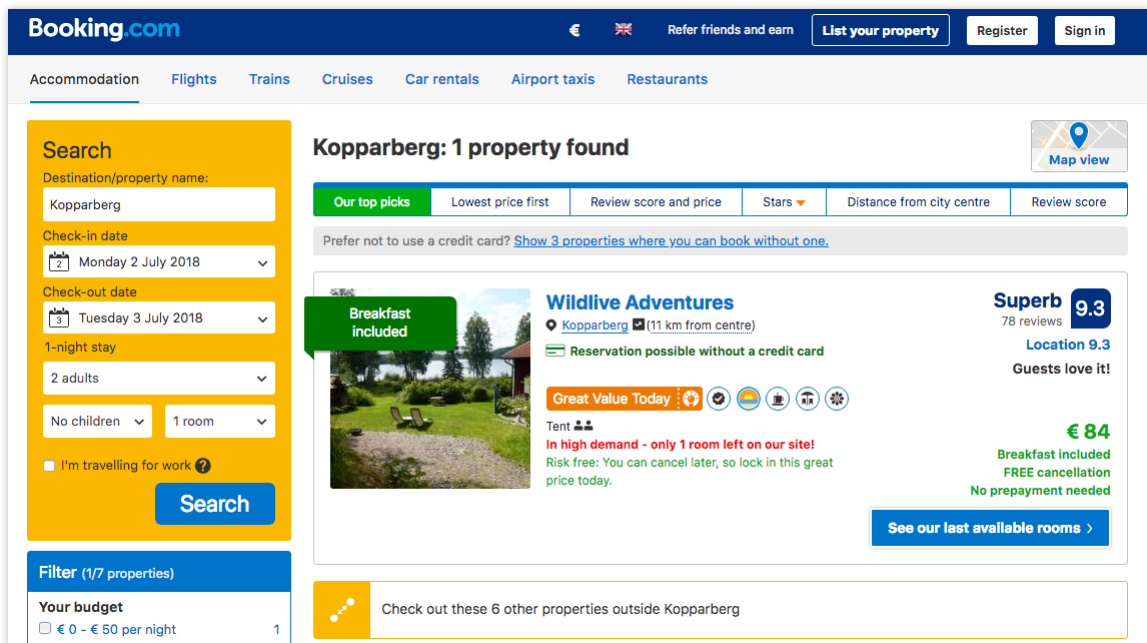
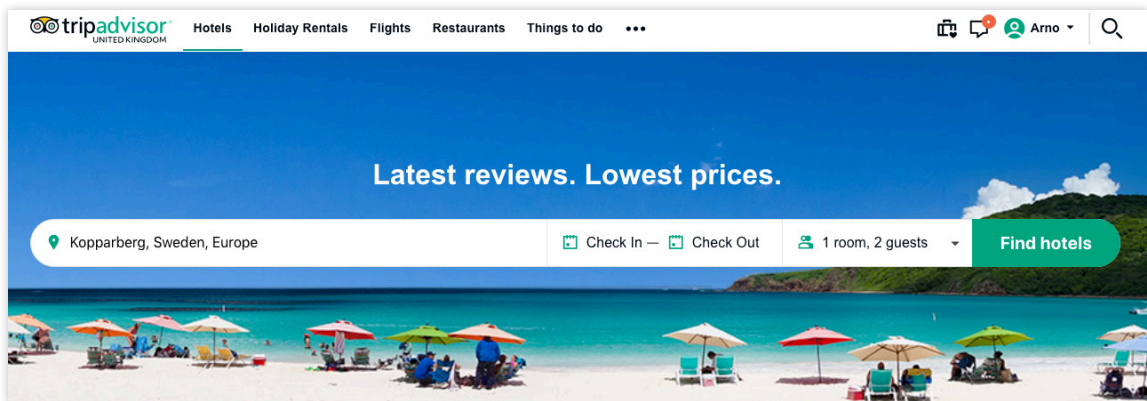


Fig. 7 - Examples in the sharing economy; Tripadvisor, Booking.com & Airbnb

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## 2.2 Community Development

### Regenerating Vulnerable Communities

Gilchrist and Taylor explain in their short guide to community development (2016) that community development has a central role to play in the regeneration of neighborhoods that have suffered from the collapse of traditional industry and the ever-present spatial concentration of poverty. As you will read in “3. Context Analysis” on page 26, Ljusnarsberg has achieved a vulnerable state mainly due to the collapse of the mining industry.

Since the beginning of the 1990’s, community and community participation have been more and more considered as solutions for societal issues and therefore many applications of community development have been practiced in the regeneration of communities. Current literature combines these practices of community development into three vital processes:

- informal education;
- collective action and;
- organisation development.

These processes are based on equality, empowerment, co-operation and learning together as core values.

Further insights from the work of Gilchrist and Taylor (2016) for effective community development explain the need for people to learn skills, build and share knowledge, and to become more confident in their capacity to run things for themselves or to push for improvements. This local knowledge should be properly managed and requires appropriate communication channels. Community development also involves nurturing connections and networks not only within the

community, but with groups and organizations outside the community as well. Lastly it is important for communities to learn how to acquire and manage funds and assets provided by e.g. private, regional, national or EU funding. All these elements will be integrated in the strategic model, mainly as the responsibilities of the local organization.

### Finding Middle-Ground

This project seeks to find a middle way between a top-down form of community development and the extreme representation of a bottom-up movement as presented by intentional communities. The reason why a middle-ground between these two approaches is chosen is described in “Appendix IV - Top-down versus Intentional Community Development” on page 113). Here you will come to understand that top-down community development has many limitations resulting in the current unsustainable society. On the other side are intentional communities who are living within a strongly sustainable paradigm. Unfortunately they live relatively disconnected from society, contributing very little to the sustainable development of society as a whole. The middle-ground can be found when adapting certain principles of the intentional communities on a community that lives amidst the workings of present society. It will still be a bottom-up approach, but brings it back to a more acceptable social norm that allows potential for structural change on a societal level.



## Sustainability Indicators

A case study for community development in a rural area is used to explore this 'middle-ground' approach. This study assesses community development of a deteriorating rural community in Valley County, Nebraska. The development approach in this case study was aimed at turning the downwards spiral of the community into a lasting upwards spiral. By using a framework focusing on community capitals, the development of the community could be analyzed and measured. This framework addresses *human, social, political, financial,*

*natural, cultural and built capital.*

The combination of reinvesting wealth into the community, focusing on young people, leadership, local economies, assessment of community strengths & opportunities and the community capitals are concluded to be the success factors of this case study. When integrated effectively, community capitals can be used as *sustainability indicators*. When observing these indicators closely, it allows for the sustainable development of a community with a vibrant local economy.





## 2.3 Strategic Model - First Concept

The results of the literature review allows for an initial design of the strategic model. It does this without isolating the community from society, but making it an integrated part of it. This makes it a more effective and durable alternative that allows for structural change in society.

An *active* mentality towards tourism development is needed to allow community development. Tourism developments should be facilitated by a local organization through a bottom-up participatory approach where the community is in control. By approaching the community as a tourism destination the organization can help connect the community with the *rest of the world* (mainly ecotourists).

As a result of tourism developing in the destination community, the community starts changing economically, socio-culturally and environmentally. By having a *reactive* attitude and making use of sustainability indicators to measure and control the development, a sustainable paradigm can be achieved. The reactive development of the community is the responsibility of the local organization. All these steps are presented in the first concept of the strategic model in Fig. 8. In the following chapters I'll define more clearly the concepts of community, organization and rest of the world, the main stakeholders in the model.

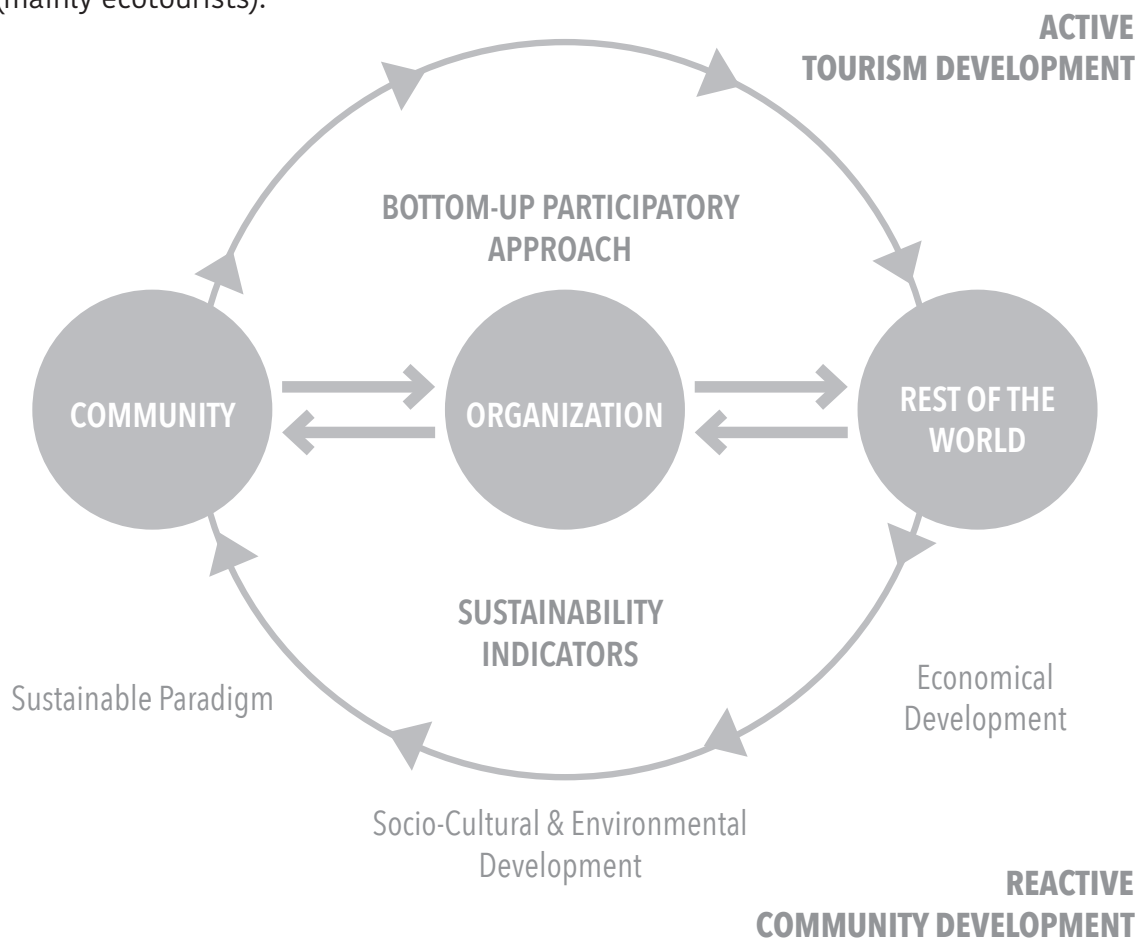


Fig. 8 - Strategic model - first concept overview




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# 3. Context Analysis

A black and white photograph of a woman standing in a forest, looking to the right. The text "3. Context Analysis" is overlaid in white at the top left. The woman is positioned in the middle ground, slightly to the right of the center. She has long hair and is wearing a dark jacket. The forest is dense with tall, thin trees and a thick undergrowth of ferns and other plants. The lighting is soft, creating a moody atmosphere. The text is in a clean, sans-serif font.





Ljusnarsberg is a rural community experiencing deterioration. The context analysis will determine where the problem areas and opportunities for Ljusnarsberg are and what the focus points of the strategic model should be. The context analysis is divided into the environmental, socio-cultural, economical and tourism situation. The results will be used to turn the first concept of the strategic model into a *minimum viable product* (MVP). This MVP can then be tested in a pilot research in Ljusnarsberg.



## 3.1 Overview of Ljusnarsberg

### General

The municipality of Ljusnarsberg is the smallest of twelve in Örebro County, Sweden. Ljusnarsberg is located in Bergslagen, a geographical location consisting of a total of four municipalities renowned for its mining history. The municipal seat is located in Kopparberg, the central town of the municipality. Graphs from the Swedish central bureau of statistics (Statistiska Centralbyrån) show that the population in Ljusnarsberg Kommun has dropped from 7433 people in 1970 to 4950 people

in 2017. From 2012 a slight increase in the population is noticeable, this can be attributed to the high refugee and immigrant intake in the area.

There is a lot of beautiful nature surrounding the villages in the municipality. There is a lot of historical sightseeing related to its mining history. Several mini-museums, cafés, restaurants and lodgings complement the nature activities and it's possible for tourists to park their camper or set up their tent almost everywhere for free.

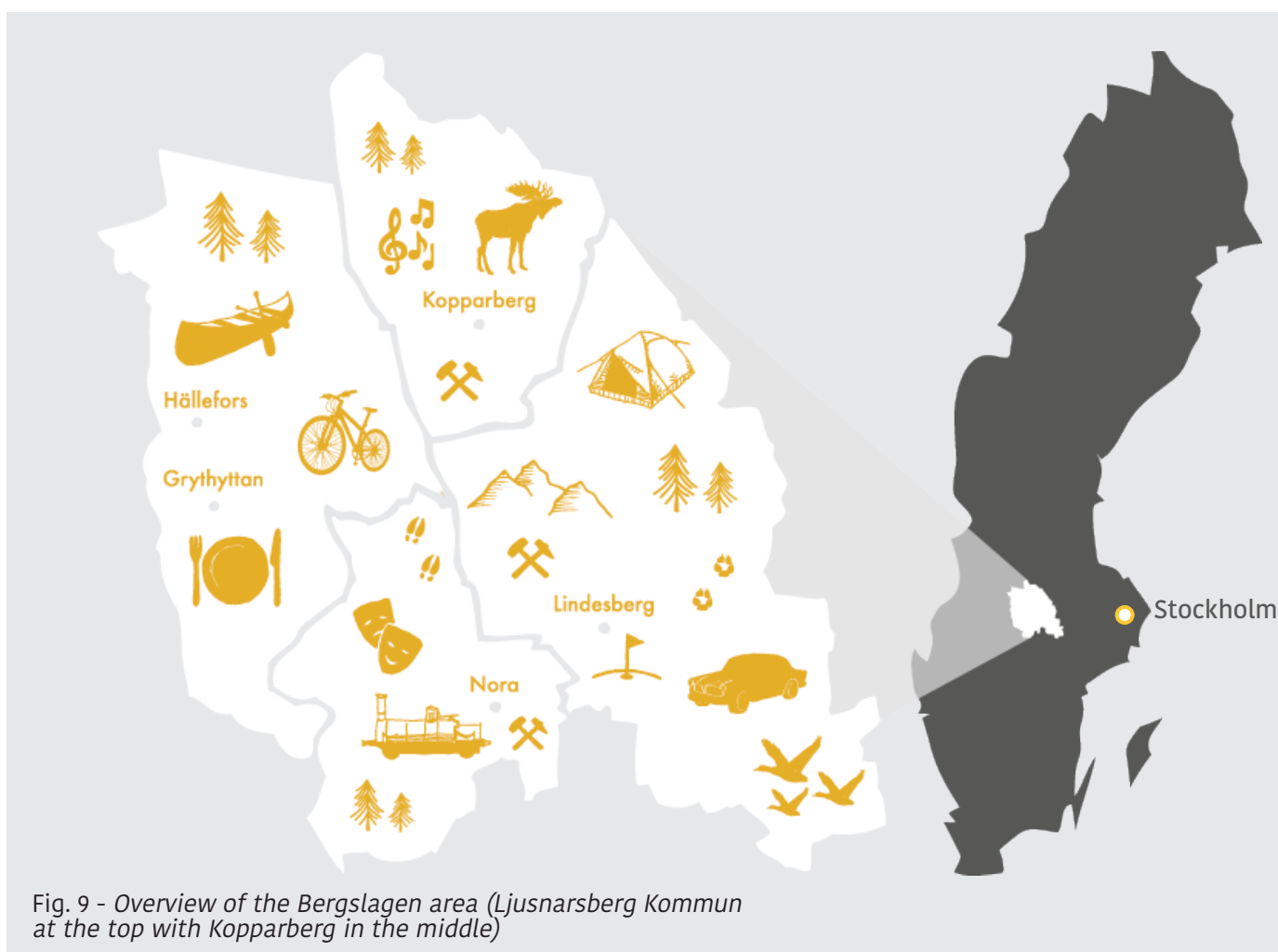


Fig. 9 - Overview of the Bergslagen area (Ljusnarsberg Kommun at the top with Kopparberg in the middle)



Fig. 10 - Center of Kopparberg on  
Midsummer Day, 2016



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## 3.2 Environmental Situation

For people who are used living in the city or come from a different country, the nature in Ljusnarsberg is extraordinary. Even for Swedish standards it is an incredible experience. There are many beautiful lakes, streams, forest paths, old ruins, traces of the mining history and an amazing flora and fauna throughout the seasons. Read “Appendix VII - Seasonal experience in Ljusnarsberg” on page 117 to get a feel for how nature transitions in Ljusnarsberg throughout the seasons.

The area of the municipality offers hiking, biking, canoeing and swimming in its surrounding forests, protected nature reserves, lakes and streams. In the winter people get the chance to go cross country skiing in nature or to ski and snowboard in the mountains. There are several hiking and biking maps you can find in the tourist office that show maintained routes with beautiful viewing points along the way.

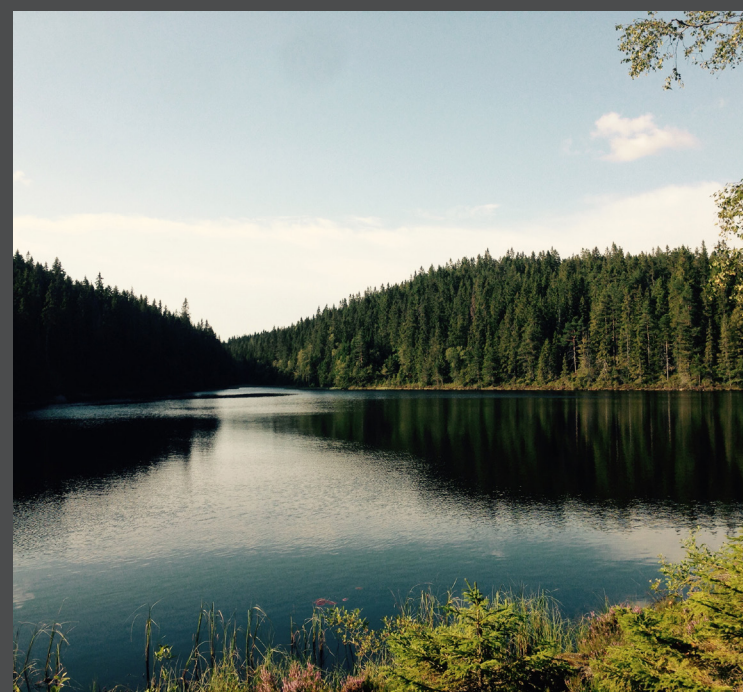
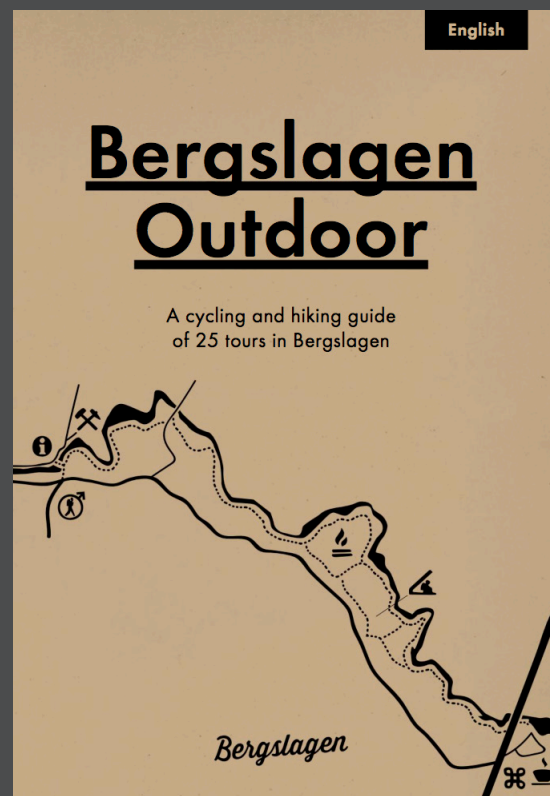
On top of everything, Sweden offers the benefits of allemansrätter: right of public access. From the website of the Swedish Environmental Protection Agency (Naturvårdsverket): “Sweden’s Right of Public Access is a unique institution. It gives us the freedom to roam just about anywhere in the countryside as long as we do not disturb or destroy. We owe to this right many of the opportunities for outdoor recreation that we enjoy in Sweden” (Wetterin 2013). In practice this means not only picking wild berries and mushrooms, but also making camp fires, staying overnight and swimming wherever you want in nature areas, within certain limits. The Swedish government also allows a large budget

to support this allemansrätter by keeping roads in the forest accessible, placing information signs along the different hiking tracks and nature reserves and installing camping areas along the different routes that range from simple huts to tiny wooden houses with solar panels. Most of these camping areas provide a grill place and a wood chopping station with several tools.





Fig. 11 - *Hiking in the forest, cycling and hiking guide and lake experiences in and around Ljusnarsberg.*





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## Problems

Although the national government has a budget in form of grants to keep the flora and fauna accessible to the public, part of the investments need to come from the municipality and the community. There are several wonderful hiking routes in Ljusnarsberg. Few of them have degraded over the past decades and are inaccessible for most part of the year. There seems to be no initiative from the municipality to do anything about this.

Another problem can be found in the canoeing experience in the Nittälven, a beautiful water stream/small river going through the area. The closest canoe rental service at the moment is a one hour drive away from Kopparberg. Canoeing the Nittälven is one of the most unique nature experiences Ljusnarsberg has to offer. Unfortunately it is only accessible in the early spring months when the water level is higher. In the summer many logs and tree rubbish prevent a canoe from floating down the river.

## Opportunities

The environmental situation provides several opportunities. All the forest trails, biking routes, lakes, variety in seasons and nature reserves provide self-guided tours for nature, wildlife and adventure tourism (subcategories of ecotourism). Think of activities such as multiple days hikes, fishing and picking berries.

## Solution

As for a solution towards tourism and community development, there are several options to consider. One of them is the natural conservation of the area, keeping the natural surroundings clean and maintained. Another is to provide clear information about activities and experiences along driving, hiking, biking and water routes to attract more visitors. A third possibility is to create more services for self-guided tours and even guided tours in nature. Ljusnarsberg could ideally function as the portal to the rural nature of Sweden.

## Limitations

Considering the route towards a sustainable paradigm, there are certain limitations put in place. Firstly, the organization will not focus on the development of activities regarding the use of motorbikes, quads and snow scooters. Secondly, to keep nature's peace and tranquility the organization's responsibility is to spread people over the natural areas and keep the amount of visitors moderate.





Fig. 12 - *Nittälven, historical water stream in Ljusnarsberg*



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## 3.3 Socio-cultural Situation

### Problems

Tillväxtverket is the Swedish agency for economic and regional growth. They make a ranking of vulnerable municipalities based on factors such as employment, existing and new businesses, commuting and business climate. According to a research looking at the consequences of mining on ecological and social systems in the Bergslagen area “the highest proportion of vulnerable municipalities in Sweden (70–80 %) was located in the counties of Västmanland and Örebro, both forming the core of the Bergslagen region” (Angelstam et al. 2013). In 2016’s ranking Ljusnarsberg was ranked 15th (out of 290) most vulnerable municipality in the country (Tillväxtverket, 2016). This vulnerability has been a recurring issue since the structural changes in the mining industry that began in the latter half of the 19th century as mining and iron production started to decline. Since then Ljusnarsberg has a decreasing population and an aging community. Many inhabitants that stem from the mining working class from the 70s and before are rather passive in the development of the community. Also has Ljusnarsberg experienced a problematic refugee situation in 2015–2016, eventually taking up a large group of immigrants in the community and the schools are ranked one of the lowest in the country.

### Opportunities

Ljusnarsberg has a rich history and many strong cultural traditions. Next to that does Ljusnarsberg possess a lively orange economy; the representation of the creative industry in Ljusnarsberg. These offer opportunities for the

organization in working with local stakeholders in the orange economy. These stakeholders include the local artists in the area, non-profit organizations, business owners and small scaled farmers.

Another opportunity can be found with the *innovators* of the community; people who came here no longer than 10 years ago. These people have a different mentality compared to the locals who were born in Ljusnarsberg and actually want to participate in developmental initiatives. The focus of the strategic model will therefore also include close collaboration between the organization and the community’s innovators.

### Solutions

One solution for the problems in the socio-cultural context of Ljusnarsberg is a focus on attracting young families. By providing tourism services in the community oriented towards families visiting the area, Ljusnarsberg can become more family friendly. This could attract more young families to come live in the municipality and increase its population. Together with the integration of the orange economy in tourism development, Ljusnarsberg can develop a *destination brand* providing *authentic* and *unique* experiences for the people visiting. Though the focus is on attracting families, this does not exclude the older generations and young travelers. These are large market segments in ecotourism.

### Limitations

The solution focus for now does not address the refugee and immigrant situation, nor does it influence the educational situation.

*For more details of the socio-cultural situation read “Appendix VIII - Socio-cultural situation in depth” on page 118.*



Fig. 13 - Top: Kulturglimtar 2015 - a local art event organized every year by the local art club

Fig. 14 - Down: Ställbergs gruva - an old mine where a group of artists organize activities every summer

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Sommaren 2009 startade Ljusnarsbergs Konstklubbs KULTURGLIMTAR, en kulturförmedlings- och utställningsarrangemang som du minst en gång under sommaren ska ha varit med om. Magiska utställningar och hälsobegagnade konstverk som du inte får missa!

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centralort Kopparberg

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• Från Oslo/Karlstad bältet kommer du till oss enklast på riksväg 63.  
• Kommer du från Stockholm bältet rekommenderar vi väg 255.  
Följ oss på Kulturglimtar

Skäret 0580 711 00  
[www.operaparket.se](http://www.operaparket.se)

23 Hanna Charlotta Fanzar Med kränk, kända och kraft femna material, silversmycken. Finsländsk Bygghögskola Södra Finfall 071 296 76 48  
24 Missionsvägen 1 0761 838 717

25 Bångbro ActjeGalleri Prova på akrytmålning. Utställning: Karin Dahl Hoeborg Akrytmålningar Dandgringen Backen 202 070 583 20 52

26 Form o Färg Ingrid Bengtsson Åsa Isaksson Prova på att löva med ull och måla med akvarell. Dandgringen Backen 202 070 583 20 52

27 Jonna Carlsson Måleri i olika tekniker, färd och vasa skulptur. Östans Östra Löa 137 070 949 42 11

28 Linn Asp-Larsson En blandning renhållande fotografier från några år tillbaka. Östans Östra Löa 137 070 949 42 11

29 Ellens Fagott3io spelar där det händer. Vi bjuder på Gochova vid nya affischerorna på lördag mitt i Kopparberg lördagen 30:e eller 41:e kl 11:00. Vi spelar sedan på ytterligare ett par publika platser: Ås Lofvåden och Brekknäst i Högsfors och Södra Björkberg. John Björkand 070 298 23 18

30 Fantasifigurerna i Rällsä Roland Lager och Lillemor "Lis" Irenstam: Keramik, smycken i bergslagens konst, djöd Rällsä 146 0580 300 22 [www.fantasifigurerna.se](http://www.fantasifigurerna.se)

31 Kerstin och Kimmo Kuusmin Tåk, textil, glasönska eller smycken och miljö. Rällsä 146 070 652 95 83

32 Solbackens Fotokostens Fotokostens, konstföreläsning eller bara konstigt! Med kamrater, danser och föreläsning. Björn Örnstadius Södra Finfall 201 070 302 24 10

33 Anna Nyvall Djur, natur, abstrakta & marmaladsmålingar i olja och akrylfärg. Breddålgår 070 868 80 72

34 Ewa Flodenberg Galleri & Actje Öjensmålingar "Tina bilder av en yngre verktyg". Kaffet Hammarbacken 150 070 922 50 22

35 Maria Carlsson visar "Och så skänker" på Ko-lugn Byråskjån 28 070 300 22

1 Fingårdens Rikensörp Finsmarken som du minst en gång under sommaren ska ha varit med om. Magiska utställningar och hälsobegagnade konstverk som du inte får missa! Rikensörp 1 070 277 06 64 [www.rikensörp.se](http://www.rikensörp.se)

2 Inga-Britt Lanzari Bildad hantverk, handgjord mat av ull. Ståldalen 115 076 109 88 93

3 Disponentparken 1800-talspark, 2000-tal. Västman, plast- & porslinsföreläsning, smidgar, Café, etc. Skoppeby 1, Grängsberg 0240 207 00 [www.disponentparken.com](http://www.disponentparken.com)

4 Ulf Olsson Omgivningar Utställningen öppen varje dag kl 11-17 t.o.m. 8 juli Östans Löa, Hörsen Krambocksvägen 22 0240 66 21 75

5 MariAnne Marttinsson Omgivningar Utställningen öppen varje dag kl 11-17 t.o.m. 8 juli Östans Löa, Hörsen Krambocksvägen 22 0240 66 21 75

6 Härkeby Smedja Prova på att "smida". Härkeby smedja i Hörsen Hörsen Folketsvägen 19 0240 66 22 83

7 Månsharen Film & TV AB Film och bilder kring en dokumentärfilm om Hörsen. Bis, föreläsning och kaffe-servering. Klämnaren Östra Kumlan 306 070 843 95 09 [www.filmab.se](http://www.filmab.se)

8 Anna Greta Aronsson Skakat och nytt: kastar, kvakastav, gult, textil, möbler, disktrasor mm Östra Kumlan 511 040 30 26 32 [www.filmab.se](http://www.filmab.se)

9 Gunnilla Nordh Kemradt Unika handgjorda väskor i blå, svart, rött, färg och svart. Östra Kumlan 511 040 30 26 32 [www.filmab.se](http://www.filmab.se)

10 Ålska att pårla Ålska och prova att pårla. Se Östern Veiga pårlatextil-utställning. Köp mönster. Östra Kumlan 511 070 287 31 95

11 Ingela Bomström Foto, ulltextil och andra konstnärigheter. Café, handgjorda chokladpraliner, nykter fisk. Lyckan Östra Kumlan 519 070 209 89 80 [www.ladertonmy.se](http://www.ladertonmy.se)

12 Läder-tonny Läderarbeten och broms-gjutningar med inspiration från vår värld. Lyckan Östra Kumlan 519 070 209 89 80 [www.ladertonmy.se](http://www.ladertonmy.se)

13 Ställbergs byalag Bildkonst, textil och broms-gjutningar med inspiration från vår värld. Ställbergs Folkets Hus Folketsvägen 17 070 289 01 32

14 Wiveca & Eskil Stopp Hobbymål, konstnärlig föreläsning av grönblå, handgjorda ägglagor, färdskåp och pryglar. Lilla Kumlan 106 0580 202 03

15 Åke Vogel Omgivningar, skulptur, ljusfotografier, steningar. Björkvägen 24 Ståldalen 0580 202 03

16 Högsfors Moss-gravens Byalag Museum, brosm, föreläsning. Modeller av Torg Högsfors. Kaffe- och smörgåsar. Högsfors Bruksmuseum 0580 220 23

17 Anki Undhagen Keramik i stengod, djögat och kavel i ansjög. Östans Byggnad, Ljusnarsberg Folketsvägen, Väg 3 070 484 62 33

18 Operettkoncert Wenzelstein tillsammans med Lise Karlsson och Tor Lindh. Konserter öppnades på Scen. Lördag kl 19:00, entré Skäret 0580 711 00 [www.operaparket.se](http://www.operaparket.se)

19 Ellens Fagott3io spelar där det händer. Vi bjuder på Gochova vid nya affischerorna på lördag mitt i Kopparberg lördagen 30:e eller 41:e kl 11:00. Vi spelar sedan på ytterligare ett par publika platser: Ås Lofvåden och Brekknäst i Högsfors och Södra Björkberg. John Björkand 070 298 23 18

20 Linn Asp-Larsson En blandning renhållande fotografier från några år tillbaka. Östans Östra Löa 137 070 949 42 11

21 Fantasifigurerna i Rällsä Roland Lager och Lillemor "Lis" Irenstam: Keramik, smycken i bergslagens konst, djöd Rällsä 146 0580 300 22 [www.fantasifigurerna.se](http://www.fantasifigurerna.se)

22 Kerstin och Kimmo Kuusmin Tåk, textil, glasönska eller smycken och miljö. Rällsä 146 070 652 95 83

23 Solbackens Fotokostens Fotokostens, konstföreläsning eller bara konstigt! Med kamrater, danser och föreläsning. Björn Örnstadius Södra Finfall 201 070 302 24 10

24 Anna Nyvall Djur, natur, abstrakta & marmaladsmålingar i olja och akrylfärg. Breddålgår 070 868 80 72

25 Ewa Flodenberg Galleri & Actje Öjensmålingar "Tina bilder av en yngre verktyg". Kaffet Hammarbacken 150 070 922 50 22

26 Maria Carlsson visar "Och så skänker" på Ko-lugn Byråskjån 28 070 300 22







Fig. 15 - Interview with Ewa-Leena Johansson; municipal president of Ljusnarsberg.



Fig. 16 - Kopparberg Brewery factory & bottle production.





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## 3.4 Economical Situation

### Problems

The vulnerable position of Ljusnarsberg is a combination of many factors. An interview with the municipal president (Ewa-Leena Johansson) presented the two largest challenges of the community: unemployment (one third of the people between 18 and 65 are unemployed according to Ewa-Leena Johansson) and population drop. The largest costs where the municipality is responsible for are:

1. the social benefits for the unemployed;
2. healthcare (especially the elderly home) and;
3. education (which consists of several daycares and kindergartens and one elementary school that has the lowest ranking in the county)

In the interview Ewa-Leena explained that these costs leaves little budget available for developmental projects. People that are trying to find work are leaving the area, which are usually young people or young families. This leaves the community with many elderly who all eventually end up in the costly care system.

Some bigger companies in the area provide most of the jobs in the community. They account for about 300 full time positions.

### Opportunities

There are several financial partnerships possible. One example is Kopparbergs Bryggeri, a brewery internationally known for its cider. The brewery has stake in providing an experience of their brand to their customers in Ljusnarsberg. This will provide more visitors to the area of

which the small business owners can benefit.

By creating more jobs in the municipality through tourism, the municipality will be able to invest money in developmental projects. Close collaboration with them can in the future help to develop the organization, who in turn can contribute to the economical development of Ljusnarsberg.

### Solutions

The solution to the economical situation is very simple: create more job opportunities and increase expenditure in the community. Attracting people from outside the community and providing services to them will do both.

To start the development cycle where the municipality will actually be able to invest a large part of their budget in community development, initial investment is needed. These can be found in regional investments plans funded by Sweden or the EU. This money can be used to develop *tourism offer innovations*.

### Limitations

The manner in which to improve the economical situation has to benefit everyone in the community. Therefor the focus is on equal wealth distribution, providing a low entry barrier into small business ownership in tourism. This means the organization has to put services in place for the community that help people start, manage and develop their business.

*For more details and specifics on the economical situation in Ljusnarsberg read "Appendix IX - Economical situation in depth" on page 120.*

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## 3.5 Tourism Situation

Besides all the self-guided nature activities and walks Ljusnarsberg offers, there are a few other things you can do. There are two small museums cared for by the local history organization (hembyggsföreningen) in the center of Kopparberg. One museum displays artifacts from the olden days, room by room the museum gives an impression of how life a century ago looked like in the area. The other museum is in an old post office that shows a collection of old cameras, the workplace of a shoemaker and metal craftsman from a long time ago and a room decorated as an old post office. The reason people would come to this museum is because the now most valuable postage stamp in history was discovered and canceled here; the “Treskilling Yellow”.

There are also several small shops, cafés, farms and second hand stores spread over the area. The best collection of things to do can be found on the website: <http://www.kopparberg-sweden.se> (made by a local member of the community). Lastly there are two main attractions in the municipality which attract most visitors: a yearly opera called *Opera På Skäret*, and a small ski-resort by the name *Klacken*.

The local tourist office and the regional tourism organization (Bergslagen) are the largest contributors to the development of tourism in Ljusnarsberg.





Fig. 17 - Hörnkrogen restaurant and bowling in Kopparberg.



Fig. 18 - Summer café in Kopparberg.



Fig. 19 - Below: Opera På Skåret and Klacken Ski-resort

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## Problems

The environmental, socio-cultural and economical context of Ljusnarsberg provide many opportunities, though there is a struggle to find traction in the development of tourism.

There are not many visitors that come to Ljusnarsberg. When they come it is during summer time, and most of them are passing through the area. Besides the self-guided activities Ljusnarsberg offers (which has no economical benefit to the community), there are little other tourism offers. The ones that do exist do not have a good market presence. The lack of collaboration in improving tourism makes it difficult for potential visitors to find anything about Ljusnarsberg as a destination. Also does the area not provide enough beds for visitors. Most accommodations cannot offer more than 10 beds, so hosting large groups is problematic.

Overall there is no vision or plan for tourism development and individual efforts have until now not allowed any kind of momentum to change this.

## Opportunities

There is opportunity in helping entrepreneurs provide more tourism offers and developing existing ones. These offers could be marketed through a local brand by the organization with a fitting market. Also extending tourism over all seasons would make having a business in tourism a more viable option for the community members.

Lastly, a large opportunity is the collaboration in tourism development. Providing a shared vision and a strategic execution of projects could make Ljusnarsberg an attractive destination. This includes the collaboration between small and larger business owners/tourism offer providers, the local tourist office, the regional tourism organization Bergslagen and the municipality.

## Solutions

The first step in improving tourism in Ljusnarsberg is to have a deep understanding of the area's context. After collecting all the relevant problems, opportunities, solutions and limitations, the strengths of the community can be translated into a authentic and unique brand. This brand can then be used to develop tourism offer innovations with the community.

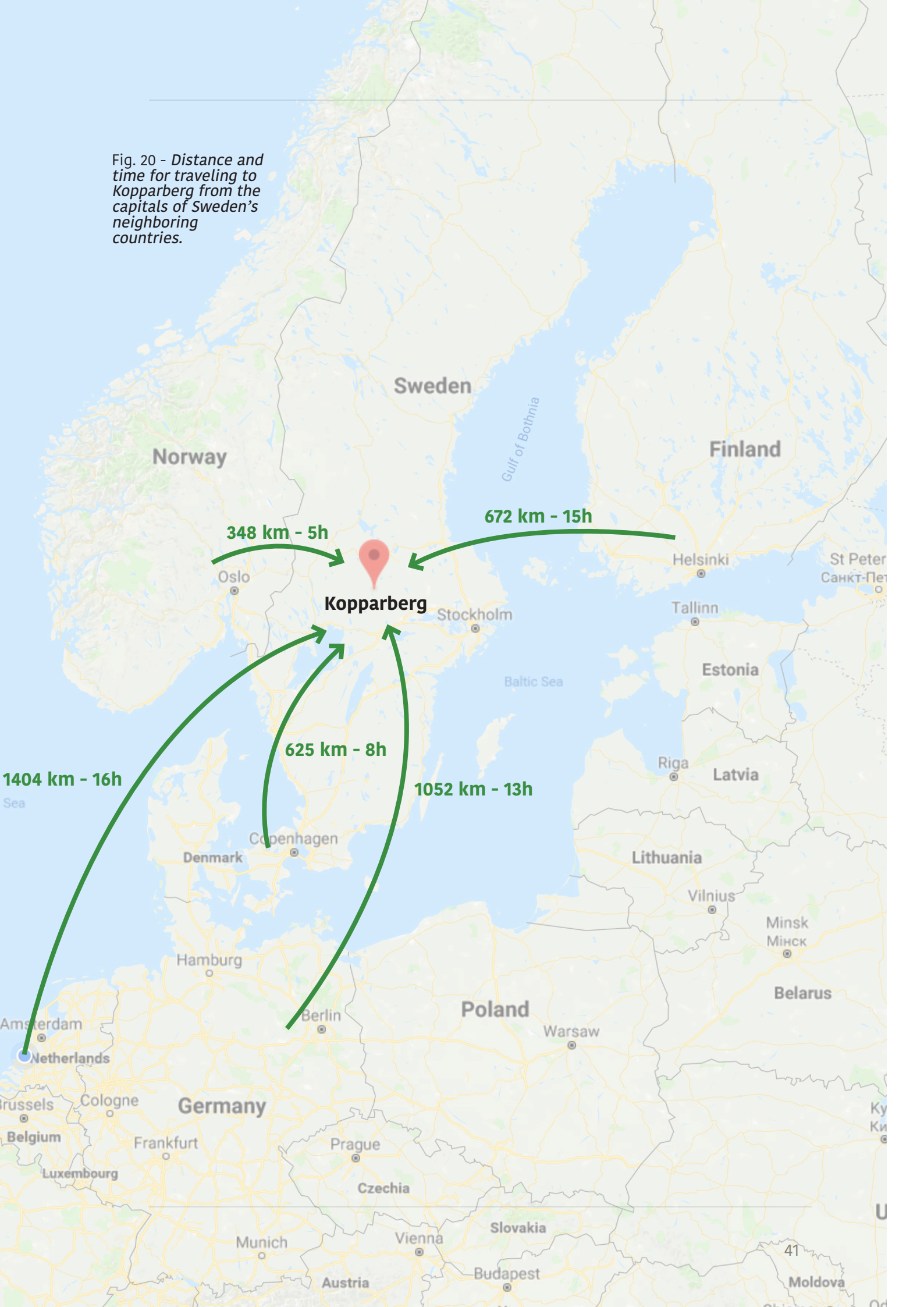
## Limitations

As mentioned before, the organization will focus on ecotourism to improve the tourism situation in Ljusnarsberg. Also will the organization focus on visitors that come with their own transport. People that travel with car instead of the airplane significantly reduce their environmental impact. This does mean that for now potential visitors are limited to Finland, Norway, Denmark, Netherlands and Germany.

*A more in depth look at tourism in Ljusnarsberg you can find in "Appendix X - Tourism situation in depth" on page 122.*



Fig. 20 - Distance and time for traveling to Kopparberg from the capitals of Sweden's neighboring countries.





### 3.6 Strategic Model - MVP

The context analysis has provided some practical opportunities and solutions to focus on within the community. For this reason the context analysis is also included in the strategic model as a critical first step to come up with a tangible starting point for both tourism and community development. The other two additions to the model are the development of a destination brand and a tourism offer innovation process. These steps are facilitated by the organization, but the community comes with the ideas and should make the final decisions.

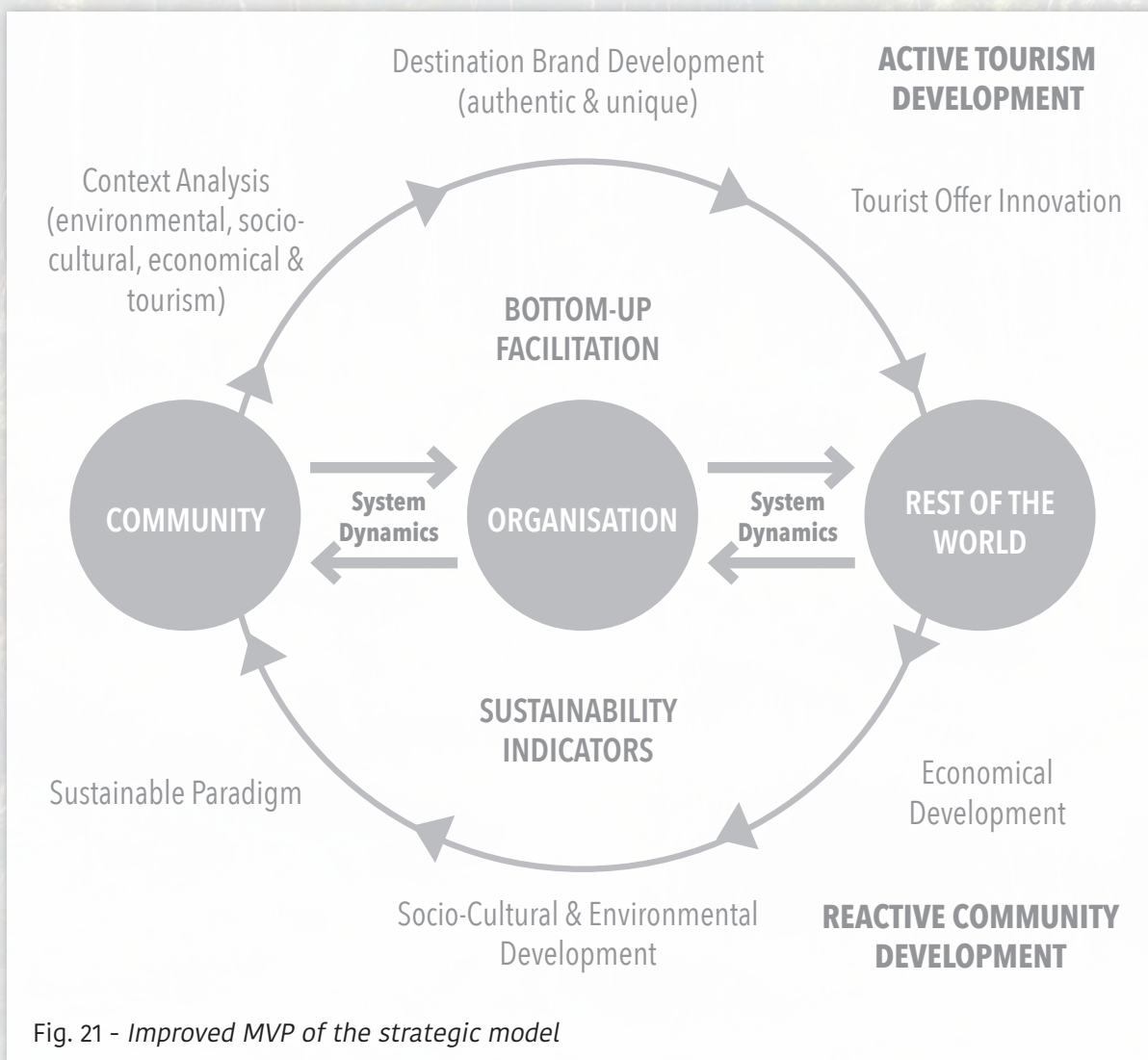


Fig. 21 - Improved MVP of the strategic model







# 4. Pilot Research







The goal of the pilot research is to test the strategic model MVP that resulted from the context analysis. The pilot research will mostly focus on the formation and development of a local organization and two steps of active tourism development; destination brand development and tourism offers innovation. Workshops are a good tool to support the bottom-up participatory approach. One workshop will be organized with the community to collaboratively develop the local brand, whereafter the organization translates it into a marketable destination brand. A second workshop will let the community start developing a tourism offer innovatoin. During this entire period the organization will play a big role in initiating everything.

After the pilot research a synthesis of the results will be made. These aim to specify the role of the organization and the system dynamics of the strategic model.



## 4.1 Forming An Organization

Discover Kopparberg was chosen as a name for the organization. Kopparberg is the municipal town of Ljusnarsberg, and was chosen over the name Ljusnarsberg as it is easier to remember and more appealing internationally. Five local volunteers fulfill the role of a steering committee for the organization.

Up until now I am not part of the steering committee, instead I play the role of a strategic advisor. For 2018 and onwards I will be hired as a consultant for the organization in form of a part-time paid position.

With this relatively simple setup I started designing workshops and discussing my plans with the steering committee every three weeks or so. We focused on attracting new members and connecting them in a Facebook Group (see total members in Fig. 22). A folder explaining who and what Discover Kopparberg is and what they want to do was made and spread in the community (see Fig. 23). The goal of the folder was to get more people involved as members of the organization and to invite them to the workshop for brand destination development.

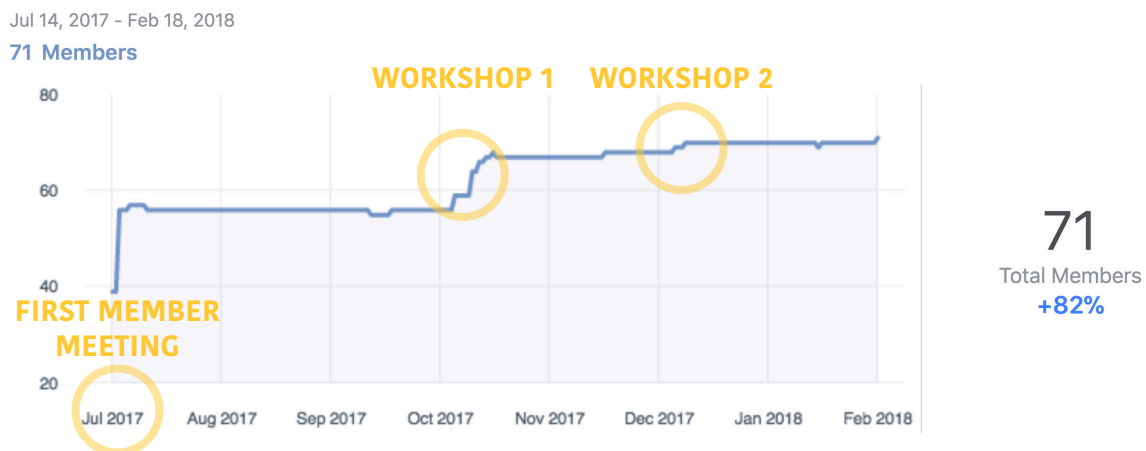


Fig. 22 - Total member growth Discover Kopparberg Facebook group



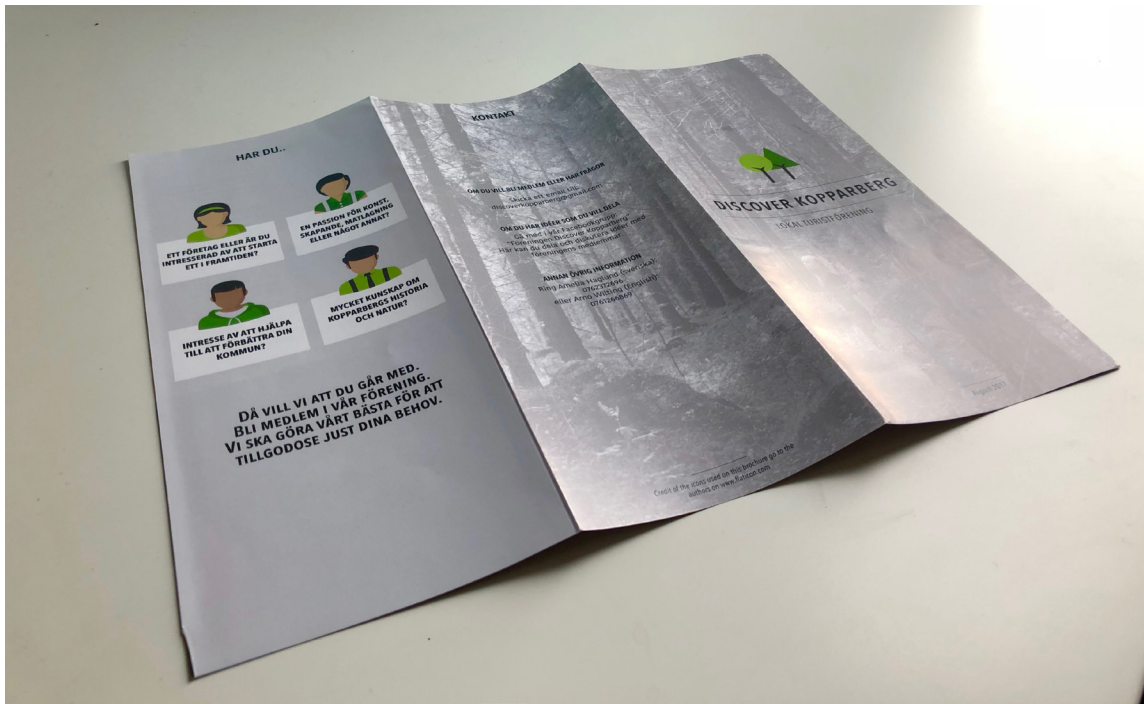


Fig. 23 - Discover Kopparberg brochure

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## 4.2 Workshop 1 - Destination Brand

### Workshop Overview

With 12 people divided into three groups the basis for a brand was designed. Through creative methods using post its and group discussion everyone started generating ideas. The workshop resulted in a brand vision of each group, three total. Translated from Swedish to English these are the results:

*“We want tourists to experience our **entrancing** personality and feel **rejuvenated**, so that we can **welcome them here again.**”*

*“We want tourists to experience our **down to earth (close to nature)** personality and feel **embraced by the nature, the society and the history**, so that we can **enrich the inhabitants and the visitors.**”*

*We want tourists to experience our **mystic, welcoming and new-thinking (modern)** personality and feel **that they want to come back**, so that we can serve them **even more experiences.**”*

At the end the participants were informed about what the organization would do with the results. The results were also shared in the Facebook Group for the people who could not attend the workshop. The input of the community as a result of the workshop is used to develop a destination brand.

### Discover Kopparberg

The name of the organization will be the same as the destination brand: Discover Kopparberg (chosen by the community). This name will be used

for marketing and branding purposes of Ljusnarsberg as a destination. The destination brand focuses on experiences that include nature, community, history and mindfulness aiming to make people visit more than once. These experiences have to be mystical, entrancing and rejuvenating and at the same time modern: a focus on anti-stress/mindful practices. As nature plays a big role in the destination brand, this can be combined with the ecological aspects of the business owners in Ljusnarsberg.

Together with the results of the context analysis the input of the workshop forms a good basis for the brand. Until this point in the project the brand is kept relatively broad until tourism offer projects start to develop.

The destination brand will focus on three themes synthesized from the results of the workshop:

- Living in Nature
- History & Culture
- Ecology & Mindfulness

These themes are tried to be kept modern and connected with ecotourism by making sure the offers are centered around sustainability, the local context and the local community. The choice of themes make the focus within ecotourism more defined. The themes allow marketing focus on nature, adventure and wildlife tourism, educational tourism, rural tourism and overall people who are interested in sustainable lifestyle or who are looking for anti-stress experiences.

The focus on ecology and mindfulness (practice of sustainability) differentiate Ljusnarsberg from its surrounding municipalities.



When talking with people from the community it was also noticed that the brand needed to be somewhat meaningful, both from the perspective of the community and the ecotourists. The context analysis and workshop presented a shared mentality among several business owners, organizations and individuals. This shared mentality is

translated into a brand purpose:

*“Discover Kopparberg, a community where we rethink our lifestyle and together work towards a sustainable future.”*

*For more detailed information about this workshop go to “Appendix XII - Workshop 1 in detail” on page 138.*

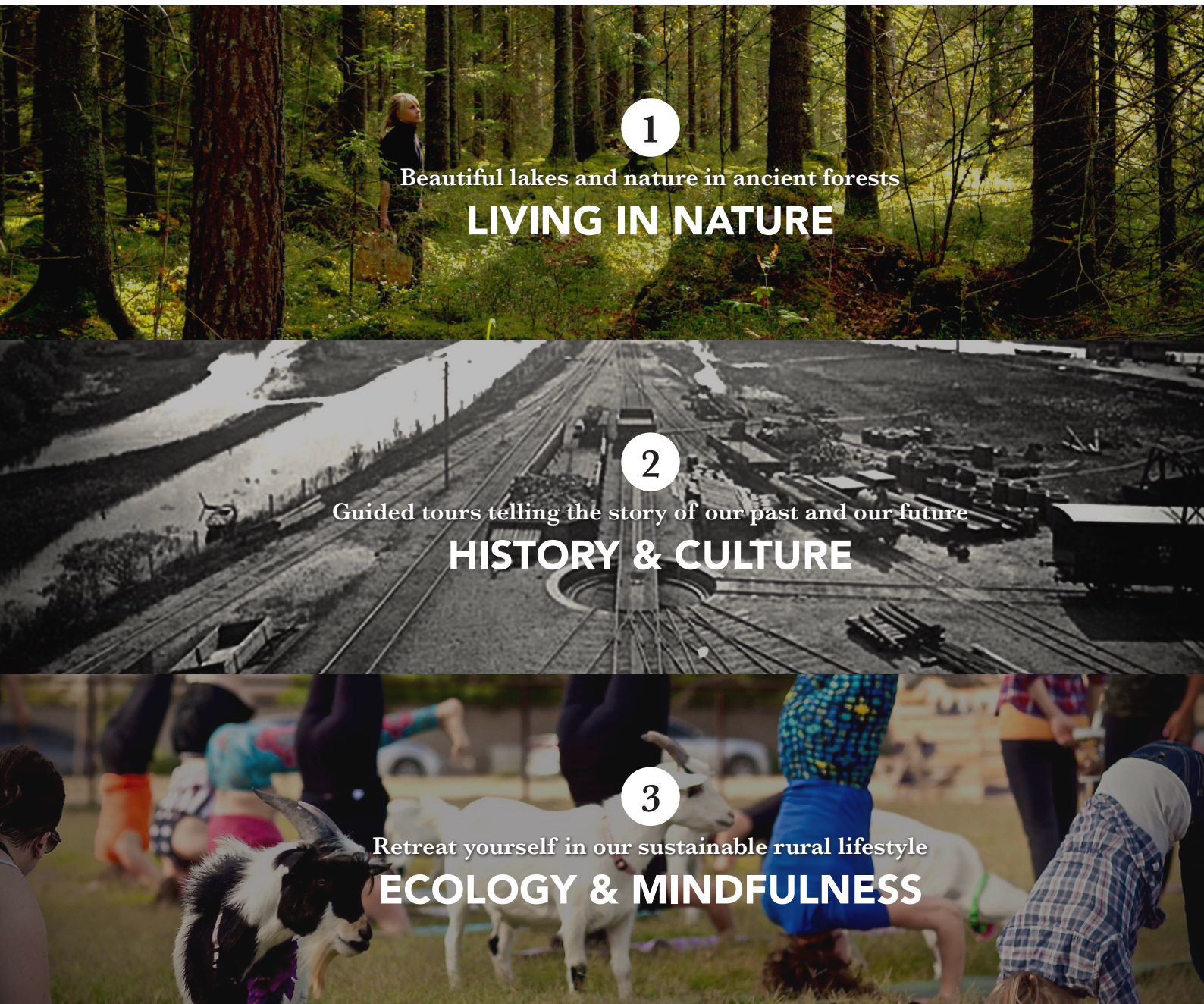


Fig. 24 - Overview of tourism themes for destination brand Ljusnarsberg



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## 4.3 Workshop 2 - Spring Tourism Offer

### Workshop Overview

17 people participated in the workshop. The main focus of this workshop was to set a positive tone for future collaboration by building relationships whilst creating innovative tourism offers. The tourism offers were chosen to only focus on the spring season for now. The participants were introduced to ecotourism and market segments before they started brainstorming.

Eventually the intended creative process turned into an open discussion with all participants. This prevented from any concrete ideas to be developed, but provided many other valuable insights. These insights could be used as the basis for continuing the development of tourism offers in the spring.

### Packages

The results of the second workshop could be used to plan the tourism offer innovation process. These tourism offers will continue to focus on packaged experiences ranging from one day to multiple day visits. As accommodation and transportation services are limited in Ljusnarsberg, the initial focus will be on visitors that come with their own car, caravan, camper or camping equipment (so no tour buses or visitors that come by plane or train). As mentioned before, the most interesting markets include Norway, Finland, Denmark, Germany and the Netherlands.

The basis for the tourism offers will start with the *key entrepreneurs* in the

community. These key entrepreneurs are established business owners who already have a large visitor count. Together with the organization I will use their strengths to create opportunities for small and starting entrepreneurs. Together they can create local experiences that reinforce each other. Keeping in mind the focus on ecotourism, these combined experiences will be translated into packages highlighting workshops and guided tours that are educational and oriented towards sustainability topics. As the contents of the packages have to be developed first, it will take at least a year before the first package is sold.

*For more background information regarding the second workshop see “Appendix XIII - Workshop 2 in detail” on page 143.*



Fig. 25 - Second workshop in Tingshuset (municipal building)



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## 4.4 Organizational Development

### Strategic Platforms

During the pilot research it became very clear that there was a need for platforms that stimulated members to participate, communicate and collaborate. This role was partially fulfilled by the workshops. But with workshops it is not always possible to attract all the people you want and you would exclude the people that either don't see the value of the workshops or that could not participate due to other reasons. For this reason I developed three platforms that cover the necessary aspects needed for bottom-up participatory tourism and community development: a communication platform, knowledge platform, and innovation platform.

The communication platform should make sure that information can be communicated as follows: among members, among the organization's steering committee and between these two. The knowledge platform ensures that the right information is shared within the organization and its members and between the organization and external sources or stakeholders. The innovation platform is where the organization can provide tools and methods to stimulate the creative process in the community.

### Community Observatory

The pilot research did not put much emphasis on the steps of community development. Though, one key insight was the idea of having the community involved in the development of the sustainability indicators. This will give the community ownership over how we measure development and which aspects are important to focus on. It will give the community the feeling that they are in control over how the future of the community will look like, hopefully making them more involved in the process. This resulted in the *Community Observatory* (further explained in "5.4 Community Observatory" on page 67).



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## 4.5 System Dynamics

The experiences from the organization and workshops provided insights regarding the interaction between the organization, community and rest of the world.

The organization required something to facilitate the bottom-up participatory approach in the community. The tool I developed is called building ships, which lets the organization focus on building relationships, leadership and partnerships in the community.

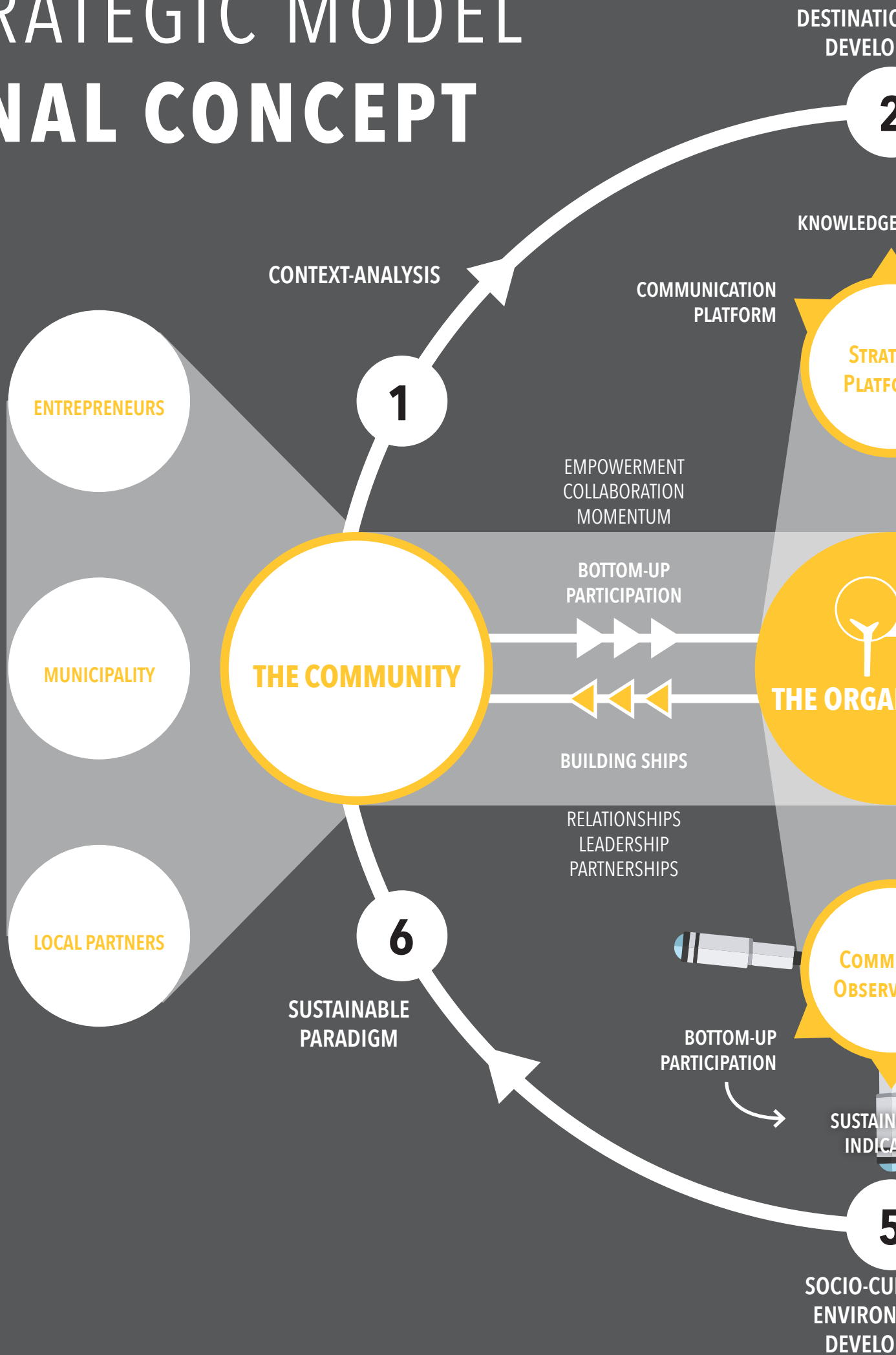
Building ships allows the community to 1) be empowered, 2) collaborate on projects and 3) build momentum for tourism development. These three combined form the *bottom-up participation* of the community. This will help the organization in facilitating active tourism development, resulting in tourism offer innovations. The tourism

offers are then fitted to the ecotourism market. This is part of the *destination development*, which includes the responsibility of the organization to market and brand Ljusnarsberg to the rest of the world. The ecotourists who come visit Ljusnarsberg, will help Discover Kopparberg to develop as a brand and organization. They can directly and indirectly provide the organization with (financial) resources, brand value and data collection. The pilot research also made the definition of the main stakeholders more clear. The following chapter explains the system interactions and details of the main stakeholders more elaborately.

*On the next page you will find the final concept of the strategic model.*



# STRATEGIC MODEL FINAL CONCEPT





# TOURISM DEVELOPMENT ACTIVE

ON BRAND  
PMENT

E PLATFORM

EGIC  
DRMS

INNOVATION  
PLATFORM

TOURISM OFFER  
INNOVATION

3

ECOTOURISTS

MARKET FIT  
MARKET PRESENCE  
MARKETING & BRANDING

DESTINATION  
DEVELOPMENT

INIZATION

THE REST OF  
THE WORLD

SUPPORTERS

ORGANIZATIONAL  
DEVELOPMENT

RESOURCES  
BRAND VALUE  
DATA COLLECTION

4

EXTERNAL  
PARTNERS

UNITY  
ATORY

COMMUNITY  
CAPITALS

ECONOMICAL  
DEVELOPMENT

ABILITY  
ATORS

5

CULTURAL &  
MENTAL  
PMENT

# REACTIVE COMMUNITY DEVELOPMENT

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# 5. Strategic Model

## 5.1 Overview of the Strategic Model

The final concept of the strategic model combines the findings of the literature research, context analysis and pilot research into one system that evolves around an organization. This organization uses strategic platforms to support *the community* in connecting with *the rest of the world* through tourism. The organization then makes use of the community observatory to generate sustainability indicators which guide community development. So by developing tourism, the organization can steer community development towards a sustainable paradigm.

### Active Tourism Development

Active tourism development is achieved by performing a context analysis, developing the destination brand and innovation in the tourism offers (step 1, 2 and 3 in Fig. 26). In this process it is essential for the organization to implement a bottom-up participatory approach in the community where local entrepreneurs, the municipality and local partners can work together efficiently.

Another responsibility of the organization in tourism development is the management of the strategic platforms and facilitating the community in achieving step 1, 2 and 3. By doing this the organization can direct the development of a destination and offer valuable experiences for ecotourists. The organization makes

sure that the community destination has a strong market presence and is actively marketed and branded to the rest of the world. The rest of the world in this scenario consists out of ecotourists that find interest in visiting the community, supporters that support the community without visiting and external partners who see value in collaborating with the community.

This summarizes the active intervention of the organization in tourism development. The next part explains step 4, 5 and 6 of community development, which require a reactive attitude from the organization.

Required readings: *Beeton, Sue. 2006. Community Development Through Tourism. Landlinks Press.*

This book presents insights, methods and policies for developing a community through tourism. It focuses on community, business and tourism planning by looking at research-based case studies.



# ACTIVE TOURISM DEVELOPMENT

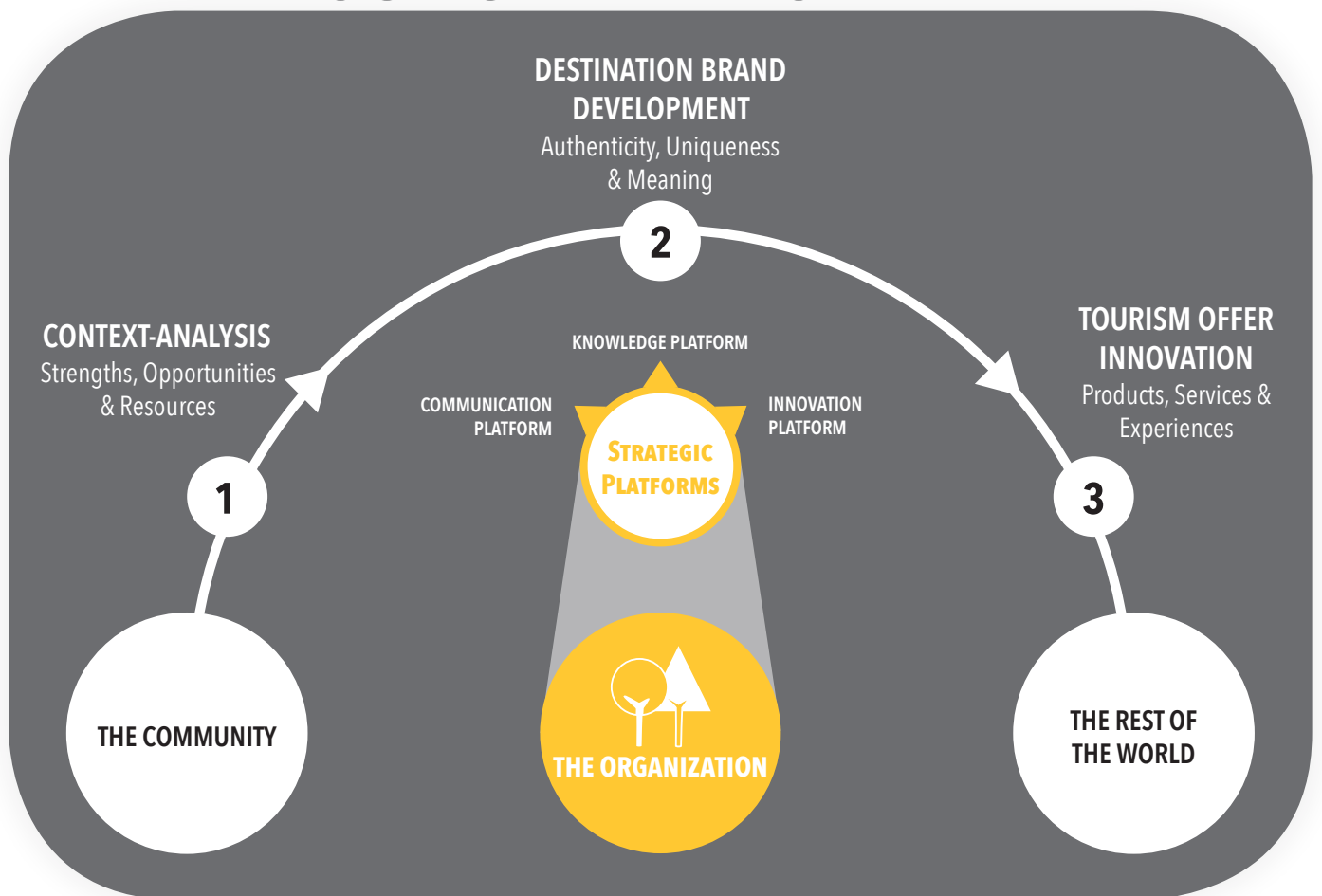


Fig. 26 - Active tourism development - strategic overview

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## Reactive Community Development

The main goal of reactive community development is to guide the tourism development towards step 6; a sustainable paradigm where all development of the community takes place within planetary boundaries. The aim of a sustainable paradigm is to realize the lowest amount of carbon footprint in all activities in the community whilst aiming for the highest social standard possible. On top of that does the sustainable paradigm aim to reach beyond its own community and have a positive effect on the people that come in touch with the community.

The first result the strategic model focuses on is step 4; the economical development of the community. The task of the organization is to see how the economic growth affects employment, entrepreneurial opportunities and the development of new community services. Economical development will make the community a more viable place to live and ideally attract more young people and families to live in the community.

It is important to make sure that everyone can benefit from the economical development (fair distribution of wealth) and to focus on social development and the conservation of the natural and cultural context. Also will the effects of development on the environment be checked to make sure it operates within planetary boundaries.

In order to manage and guide all development towards a sustainable paradigm, the organization makes use of the community observatory. These include community capitals, a categorization of development in to a community's natural, cultural,

human, social, political, financial and built capitals. Next to that will the observatory follow how development affects the community based on sustainability indicators chosen by the community.

In order to facilitate community development more, the organization is also responsible for building ships within the community. These consists of improving relationships in the community, integrating leadership within the organization and developing partnerships with stakeholders in the development of tourism and community in Ljusnarsberg.

Required readings: *Gilchrist, Alison, and Marilyn Taylor. 2016. The Short Guide to Community Development 2e. REV - Revised, 2. Policy Press at the University of Bristol.*

This book provides an overview of the concept, context, theory, planning, execution, challenges and insights of community development. It captures the substantial changes in contemporary community development and both explain the appeal and the difficulty of the topic.

## A Circular Model

With each new tourism offer innovation, its effect on the community can be measured after implementation. These measurements are the basis for evaluation and improvement of the community context.

Each iteration of the strategic model provides a reevaluation of the tourism offer and if it is contributing to a sustainable paradigm. Making sure to do this every few years can help decide whether to continue, discontinue or develop a tourism offer.



# REACTIVE COMMUNITY DEVELOPMENT

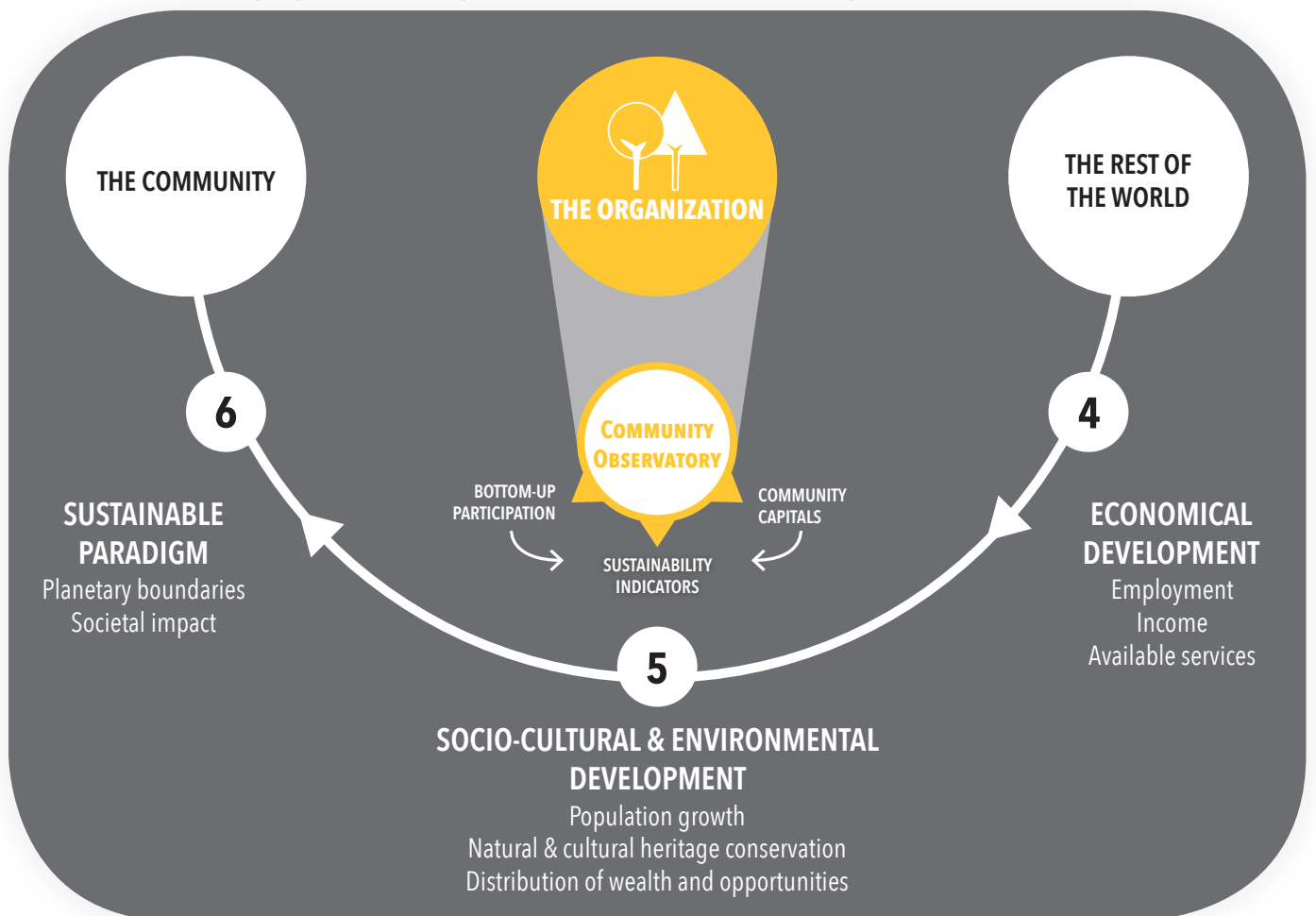


Fig. 27 - Reactive community development - strategic overview

## 5.2 Main Stakeholders

The three main stakeholders can be divided into the *community*, the *rest of the world* and the *organization*. These stakeholders form the foundation for all interactions in the system dynamics (see “5.5 System Dynamics” on page 68).

### The Community

The community in this strategic model regards the people inside the community most closely connected to the organization. These are the *municipality*, *local entrepreneurs* and *local partners*.

**Local Entrepreneurs:** the local entrepreneurs or business owners in the community are like the fuel of the strategic model. It is their input and opinion the organization builds on to innovate. These can be entrepreneurs with a lot of experience, that just have started or that are just thinking about starting something. They are categorized as follows: *starting*

*entrepreneurs*, *key entrepreneurs* (attracting and services the majority of visitors) and *micro entrepreneurs* (small business owners supporting the key entrepreneurs).

**Municipality:** the municipality consists out of the policymakers that lead the community, the local services it provides and the members of the community. The municipality can provide information about policy changes on both national and regional level. They organize development projects and activities, can provide funding and support local initiatives that are good for development.

**Local Partners:** the local partners are mostly organizations that do not fit the description of the community entrepreneurs. Either these are larger (industrial) companies and businesses with many employees, local non-profit organizations, or businesses not directly related to tourism. These local partners can provide many collaborative opportunities with the local entrepreneurs in the community. The organization plays a big role in facilitating these collaborations.



Fig. 28 - The community overview - main stakeholders



## The Rest of the World

The rest of the world is anything that happens outside the community that is relevant for the development of the community. These are divided in *external partners*, *ecotourism* and *supporters*.

**Ecotourism:** the arrival of ecotourists allows the community to focus on tourism offer innovations regarding the following categories: agricultural (food), anti-stress and mindful experiences, cultural/historical/educational experiences and nature/adventure/wildlife experiences. Ecotourism can be categorized in three main target segments, mainly aiming to attract families, but also older generations and young travelers.

**Supporters:** supporters can be anyone from a person who just heard or read something about Discover Kopparberg to people who are voluntarily supporting and marketing Ljusnarsberg. Some people might have already visited the destination community and want to support a good cause, others might

just have interest in visiting in the future or support in other ways. This support can benefit the community by anything from a e-commerce shop that sells local products to followers on the social media of Discover Kopparberg. The overall benefit of having supporters is gaining brand interest and spreading brand value, which indirectly can lead to future sales.

**External Partners:** external partners are similar to the local partners, but function outside the community. Their collaboration can be valuable in terms of financing, project development or marketing. Examples of this are regional, national or EU funding for rural development initiatives, consultancy from experts in community development and touring operators or bureaus that sell packages for the community. As for now the organization has collected and documented all external partner opportunities in a shared Google Drive Folder accessible to the steering committee of Discover Kopparberg.



Fig. 29 - The rest of the world overview - main stakeholders

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## The Organization

The organization can be seen as a catalyst that improves the relationship between the community and the rest of the world. The organization has many responsibilities and tasks and therefore needs a clear long-term goal and strategy in its approach. The main tools for Discover Koppaberg are the strategic platforms and the community observatory. To be able to use these tools effectively, the organization needs a *mission & vision, values & policies, organizational structure* and a *sustainable business model*.

**Mission & Vision:** the mission and vision present the ‘bigger picture’. By clearly defining why Discover Koppaberg exists and how they anticipate the future, it gives the organization overview and allows them to guide activities in the right direction. When the organization gets lost in the complexity of their conduct, they can fall back on the following two sentences to help in the decision making process:

Mission (why do we exist?):

*We exist because we want to develop our community within planetary boundaries towards a strongly sustainable paradigm*

Vision (how do we see our future?)

*In the future we see ourselves facilitate a bottom-up participatory approach where we guide ecotourism development towards the sustainable development of our community.*

**Values & Policies:** in order to avoid conflicts and mistakes in the organization certain values and policies have to be put in place. These should be created, discussed and evaluated amongst the members of the steering

committee. An example could be to direct values towards *honesty, trustworthiness* and *respect*. The values can be exemplified by specific quotes, such as:

- Honesty is the fastest way to prevent a mistake from turning into a failure.
- Coming together is a beginning; keeping together is progress; working together is success.
- Every idea is a good idea.

Policies will be developed over time as practice will teach how and where to systematize procedures. Keep in mind that policies should work liberating rather than limiting. Thus it is important to evaluate and iterate on the practice of these policies and use them in agreement with the community.

**Organizational Structure:** the organizational structure starts simple, but gets more complex as the organization grows in responsibilities and tasks. The basic functions of the steering committee roles can eventually turn into small departments in the organization. When money becomes available, people can be hired to work within the organization to work more effectively towards goals.

**Sustainable Business Model:** in the strategic model the organization adapts a sustainable business model that is aimed at being financially independent. It wants to integrate an income model that pays for the organization’s financial needs. These needs will mainly consist out of payroll costs as the organization cannot rely on solely volunteering positions. Other costs include creative working space and supplies, internal development investments, marketing and branding etc. Eventually the goal is for the organization to have enough money to invest in new developmental projects.



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*The organization holds ownership and responsibility over the use of the strategic model, its spins and the successful development towards a strongly sustainable paradigm.*



Fig. 30 - *The organization overview - main stakeholders*

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## 5.3 Strategic Platforms

The strategic platforms are tools for the organization to facilitate mainly tourism, but also community development. Through a *communication, knowledge* and *innovation* platform, the community can work together on ideas and projects that result in tourism offer innovations.

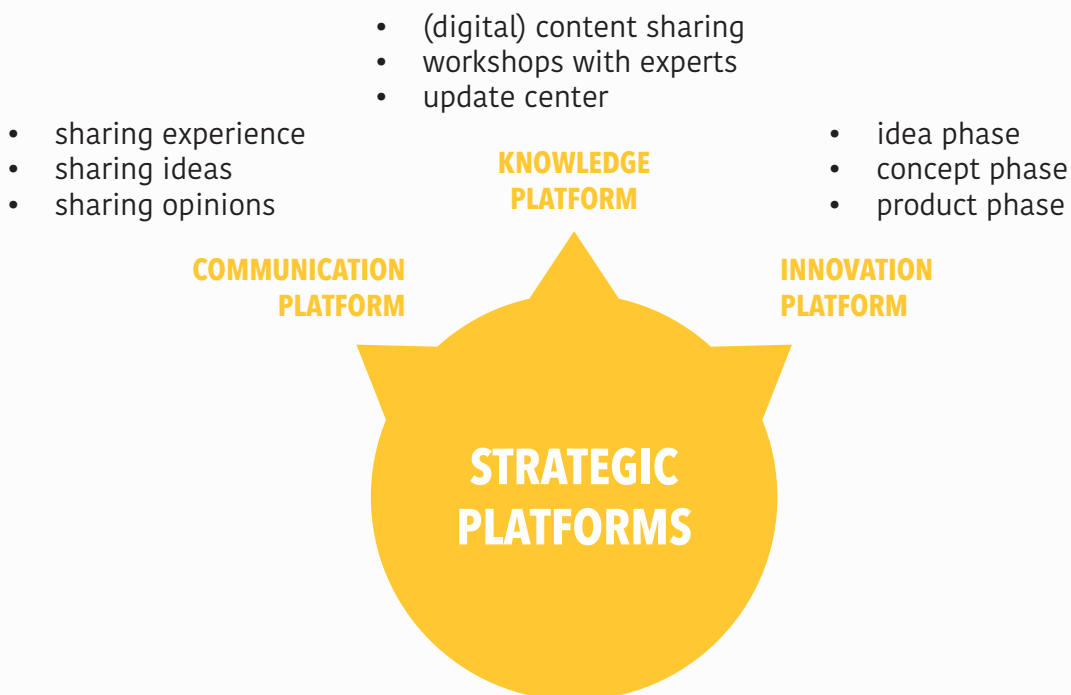


Fig. 31 - The organization overview - main stakeholders



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### **Communication Platform**

The goal of this platform is to avoid conflicts that often result from miscommunication, to allow sharing *experience, ideas and opinions* to stimulate ideation for development. Facebook Groups are an appropriate tool for the communication platform as they provide a forum-like construction where people can start discussions, polls and share external content. Also do most people own a Facebook account and regularly check it.

### **Knowledge Platform**

The main focus of the knowledge platform is to exploit opportunities. The knowledge platform should provide the community with *digital content sharing, expert workshops* and an *update center* to support the tourism offer innovation process.

**Digital Content Sharing:** content sharing stands for acquiring knowledge through reading scientific publications, books, educational videos or exploring the world wide web. Any good content that relates to the topics of sustainable tourism (and community) development should be shared digitally. The same Facebook Group as in the communication platform can be used for this. A group administrator from the organization can ensure the right content is displayed

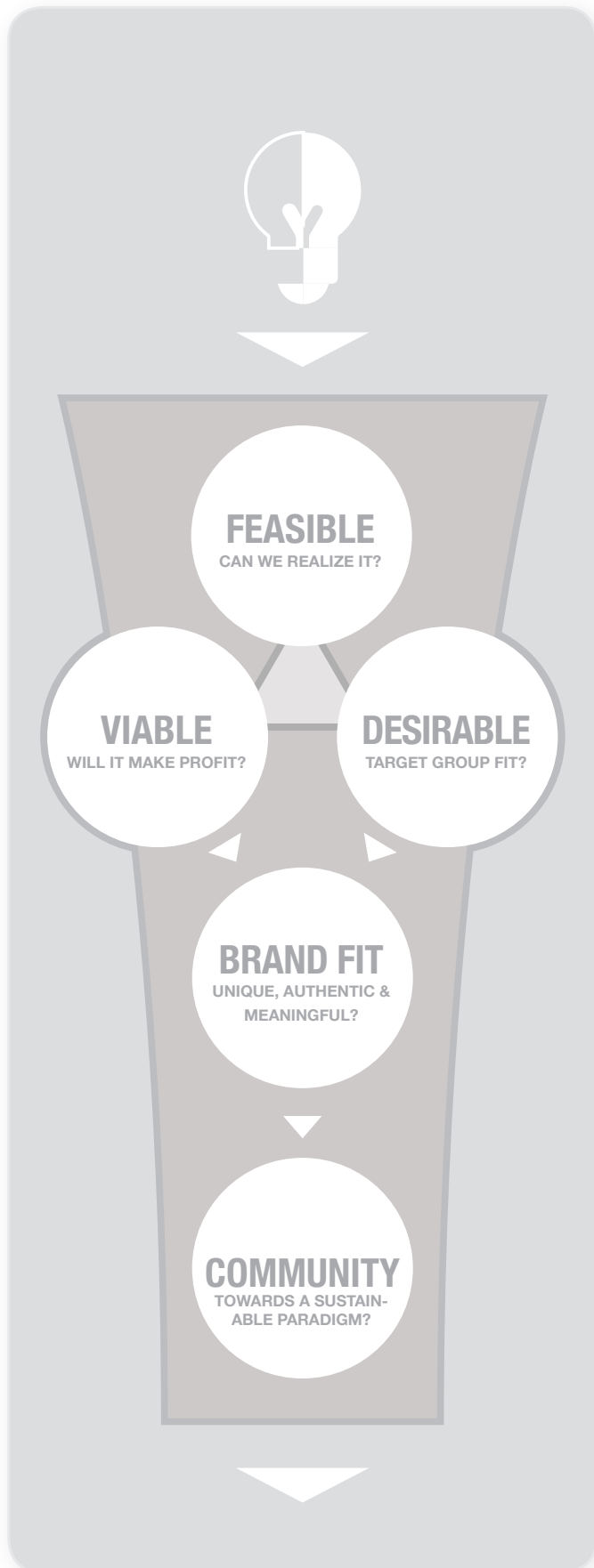
and that discussions stay on topic. Administrators can also help to actively keep the discussion going.

**Expertise:** expertise can be achieved by inviting experts to talk in the community or by attending meetings, fairs or workshops. Experts should be found in the field of tourism development: e.g. hospitality industry, tourist packaging, customer service, creative business development, social media, e-marketing etc.

**Update Center:** the update center can be seen as the information point for actualities. Anything that is happening on a political, business or organizational level has to be communicated quickly to the relevant people in the community.

### **Innovation Platform**

The innovation platform is mostly focused on the tourism offers innovation process. The innovation process assumes the shape of a fishing funnel, based on the fish trap model by Muller (2001). You can find a visual of this model in “Appendix XV - Innovation Funnel Visual” on page 154. The innovation funnel goes through an idea, concept and product phase. The organization facilitates these phases by stimulating idea generation. In the idea phase every idea is measured against



the context analysis and destination brand. After this it goes through the *idea filter* shown in Fig. 32. I designed this filter so people with ideas can together with the organization assess the idea and develop it towards a concept.

First is determined to which extent the idea is *feasible*, *viable* and *desirable*. For example;

- feasible: do we have enough financial resources and people to realize this idea?
- viable: when this idea is implemented, how long will it take to make profit? And how much will this profit be?
- desirable: does this fit with the description of ecotourists in the current and future context?

After this the *brand fit* is measured: is it unique, authentic and meaningful? This is to make sure the idea is regionally competitive and contributing to the value of the destination brand.

Lastly a sustainability check is performed regarding the *community*. It evaluates the steps of development in economical, socio-cultural and environmental terms by using the sustainability indicators mentioned further on in “5.4 Community Observatory” on page 67.

Whether using this filter extensively or when just quickly talking through the steps, it provides an effective discussion about the idea.

Finally the idea is ready to be introduced to the rest of the community, who can then provide feedback or collaborate on the idea. If enough people are interested the idea can be turned into a innovation project which conceptualizes the idea.

Lastly, after a final concept is developed, it enters the product phase where the concept is implemented as a tourism offer in the destination community.

Fig. 32 - Idea Filter: strategic idea selection tool by Arno Wilting.



## 5.4 Community Observatory

The *community observatory* is facilitated by the organization and combines *community capitals* and a *bottom-up participatory approach*.

In the bottom-up participatory approach a list of sustainability indicators is drafted in collaboration with the community. These indicators consider all the factors the community deems important for

sustainable development. Together with the community capitals this provides the organization a way to measure development and guide it in the right direction. The community observatory supports reactive community development and looks at the economical, socio-cultural and environmental changes towards a sustainable paradigm.

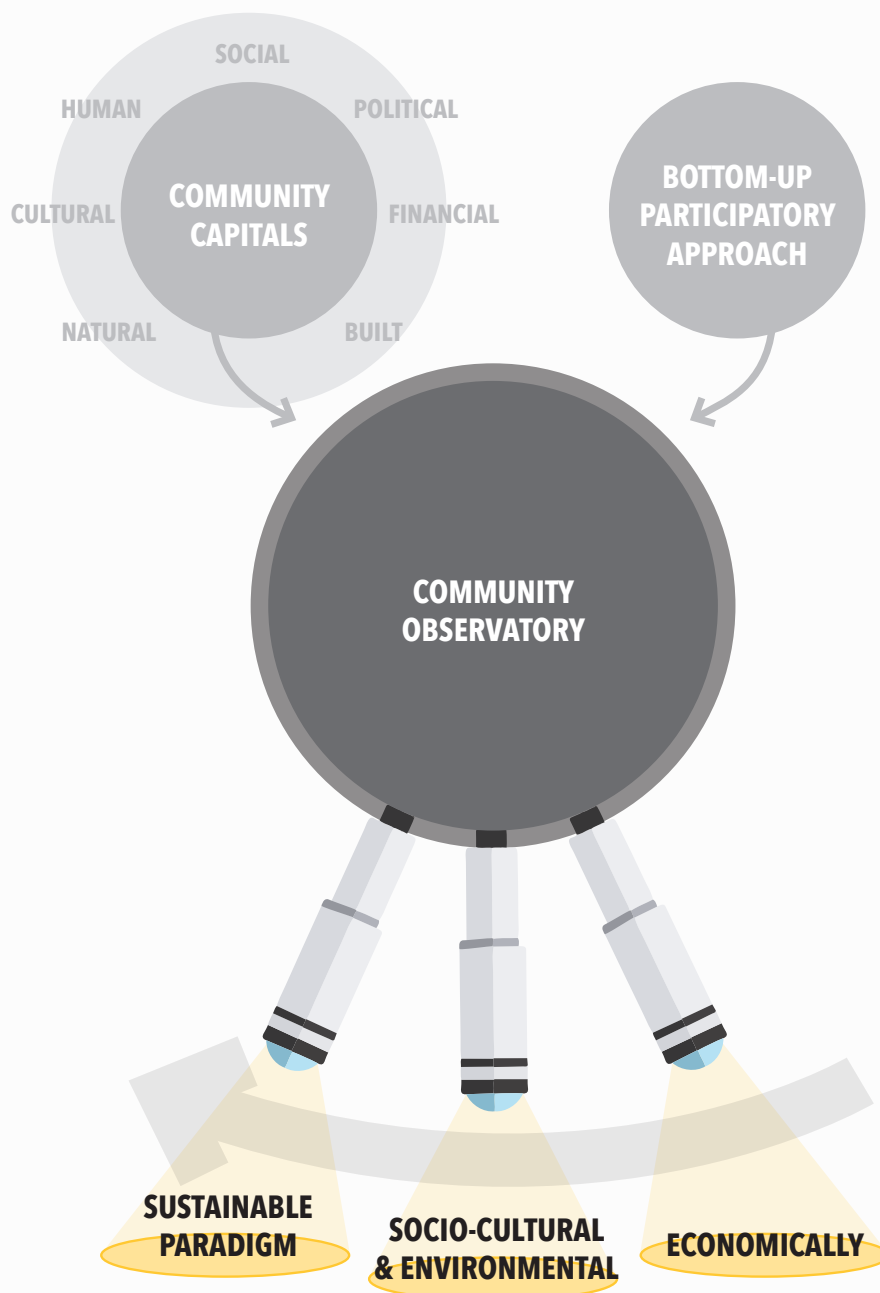


Fig. 33 - "Community Observatory" explanation.

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## 5.5 System Dynamics

The *system dynamics* of the strategic model are the interactions between the community, organization and rest of the world. The organization has the responsibility towards the community to *build ships*. In return the organization expects *bottom-up participation* of the community towards tourism offer innovations. The organization can then *develop* the community as a *destination* for the rest of the world to experience. The rest of the world will play a key role in *organizational development*.

### **Building Ships**

Community empowerment is the first step towards community development. By giving the community the tools to empower themselves, they will understand that positive change does not come from pointing fingers and being passive. It comes from working together, believing in a shared cause and accumulating the appropriate resources. This project proposes that community empowerment can be achieved through facilitating relationships, leadership and partnerships.

### **Bottom-up Participation**

Through bottom-up participation empowerment, collaboration and momentum can be achieved. When the community is informed and knowledgeable on the necessary topics, works together effectively and is driven to make something happen, the built momentum can set a need for positive change in motion. The main tools for bottom-up participation in the strategic model are workshops and design methodology oriented towards tourism offer innovations. To facilitate valuable workshops I refer to the following literature;

*Reimagining Group Work: A Guide To Creative Facilitation (2012)* by Bill Crooks & Jackie Mouradian, or;  
*Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers (2010)* by Gray, Brown & Macanufo.

For creative design methods visit: [www.servicedesigntools.org](http://www.servicedesigntools.org), or read: *101 Design Methods: A Structured Approach for Driving Innovation in Your Organization (2012)* by Vijay Kumar.

### **Destination Development**

Destination development allows the organization to actually attract visitors. By fitting the tourism offer innovations to the right market, the organization can start marketing and branding the destination community. The organization can actively develop their market presence with a website and through social media to grow interest of potential visitors.

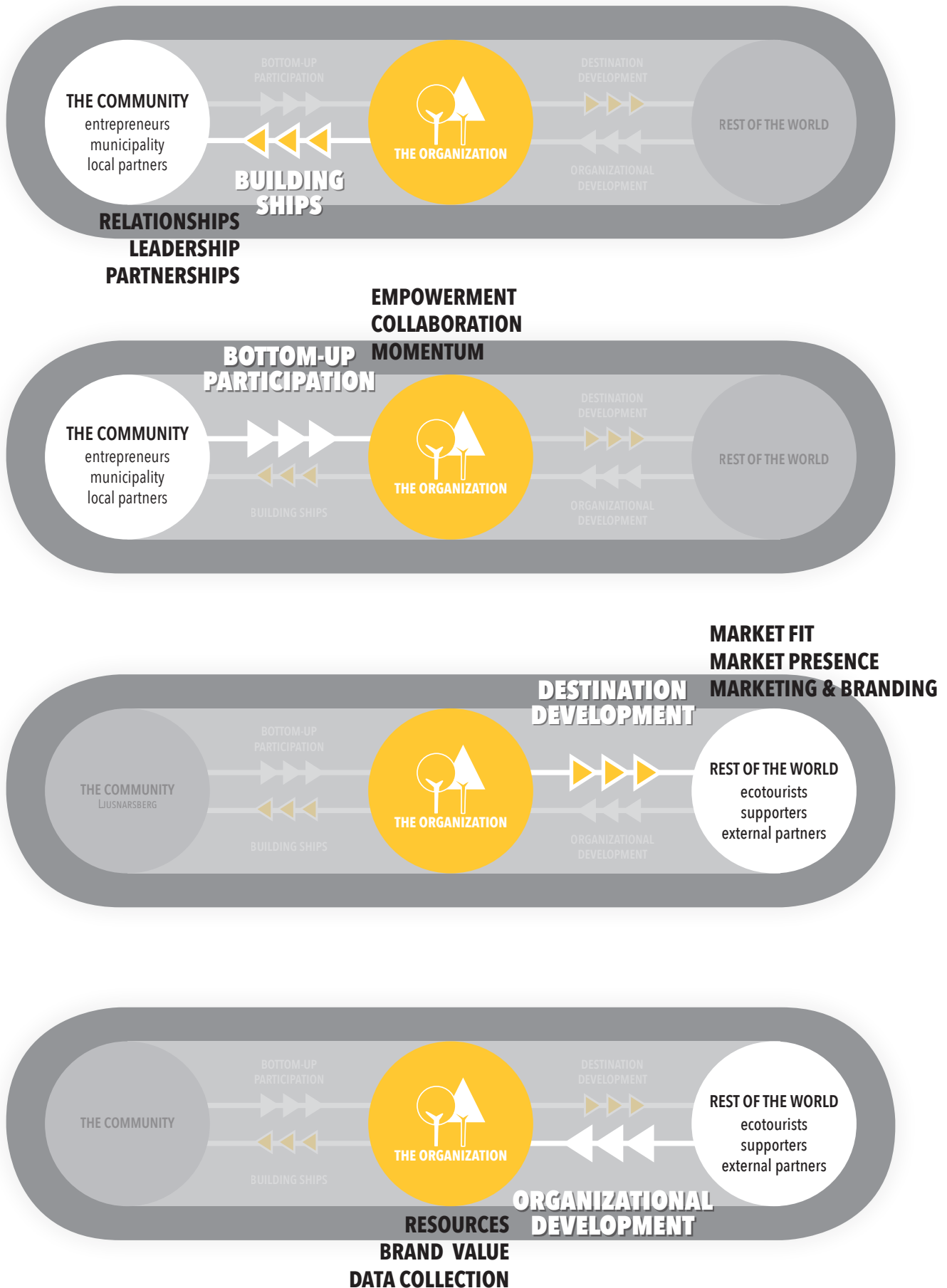
### **Organizational Development**

Organizational development is necessary for the organization to be able to improve their facilitation and assessment capabilities. The rest of the world can provide the organization with resources, brand value, and data, which can be used for internal development. By investing in the right competences, the organization's efforts can keep improving.

*For a detailed description of all the system interactions please read "Appendix XVII - System interactions in more detail" on page 159.*



Fig. 34 - Overview of system interactions



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## 5.6 Recommendations for the Strategic Model

The initial recommendations consider a focus on building ships, iteration of the strategic model and assessing the interactions between its individual parts.

Building ships is the red thread throughout the strategic model. For now it is still a rather abstract concept, but arguably present the most value for the long term development of a community. At the moment there is no measurement system for building ships yet. The main recommendation would be to assess the implementation and effects of building ships and how to develop them effectively in the community. I would focus on substantiating it with academic literature whilst test it in the community. The rest of the model needs many more iterations. By continuously developing new tourism offer innovations, a careful assessment of that process and its separate parts should be used to improve the strategic model. These many different parts of the strategic model are all connected and influence each other. The balance between the interactions have to be investigated constantly.

In the further development of the strategic model after this graduation project, I will focus on these three recommendations.







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## 5.7 Conclusion

From chapter “1.2 Project Scope” on page 12:

*The aim of this project is to design a strategic model that facilitates the sustainable development of communities in deteriorating rural areas through tourism whilst using a bottom-up participatory approach.*

After writing this report, the strategic model will continue its development in Ljusnarsberg Kommun. Many aspects require further testing and improvement. When the strategic model is further developed, I want to try to implement it in other deteriorating rural areas in Sweden. The successful implementation of the strategic model could make these rural areas attractive to live. Besides providing a sustainable conduct within the community, the people that visit these rural areas will also be affected by the sustainable paradigm present in the community. This can support the adaptation of sustainable practices in urban lifestyle. The strategic model will facilitate rural development towards a sustainable paradigm and indirectly combat urbanization.

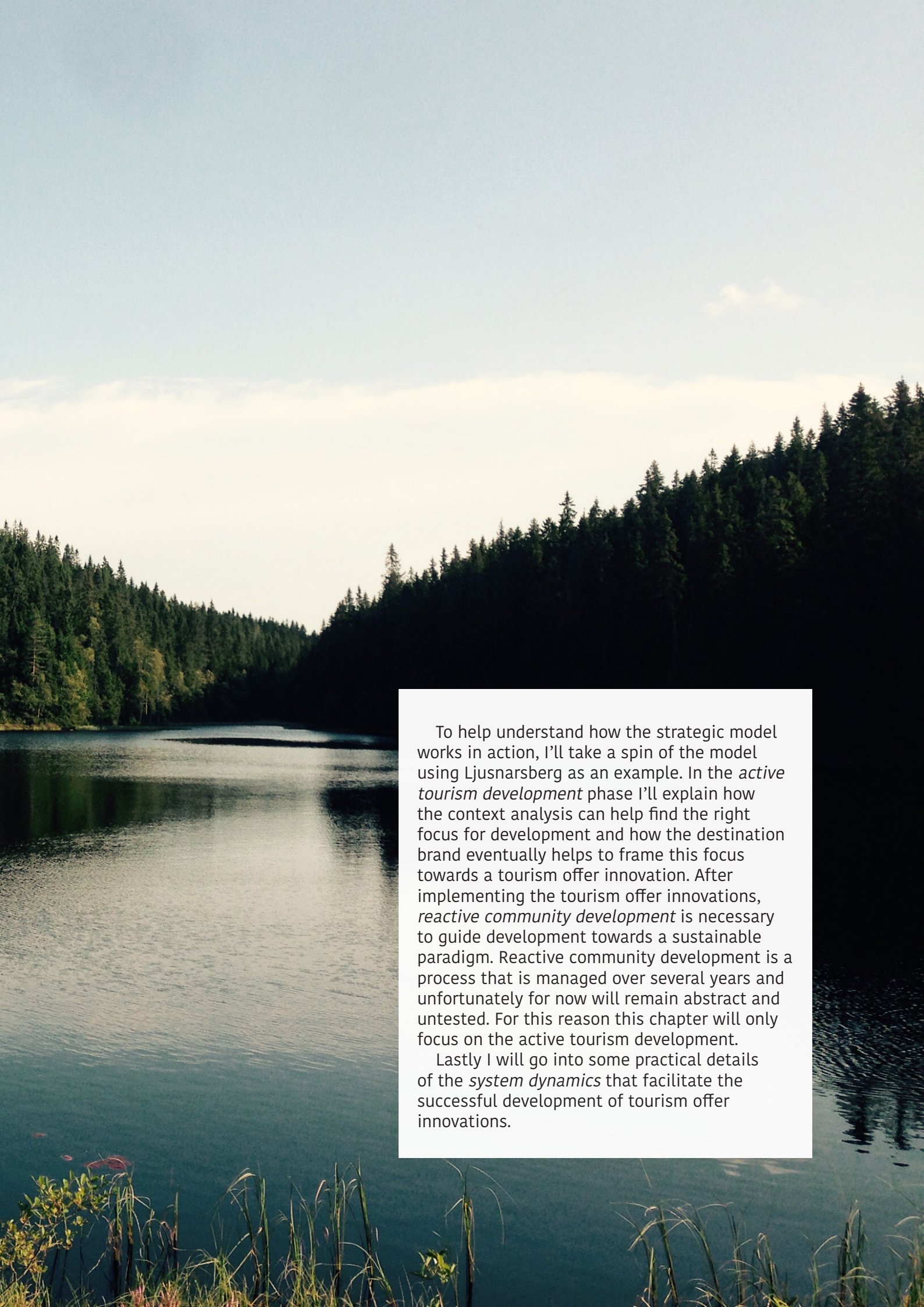
I'll give a quick illustration of how the strategic model could impact Sweden over several decades. Let's assume that the population of the of the 15 most vulnerable rural municipalities in Sweden double in size in the next 20 years. This means that almost 200.000 more people would live in rural areas instead of urbanized areas; 2% of the national population. Having this many people living within planetary boundaries can have a significant effect on the ecological footprint of the country.



# 6. Taking a Spin

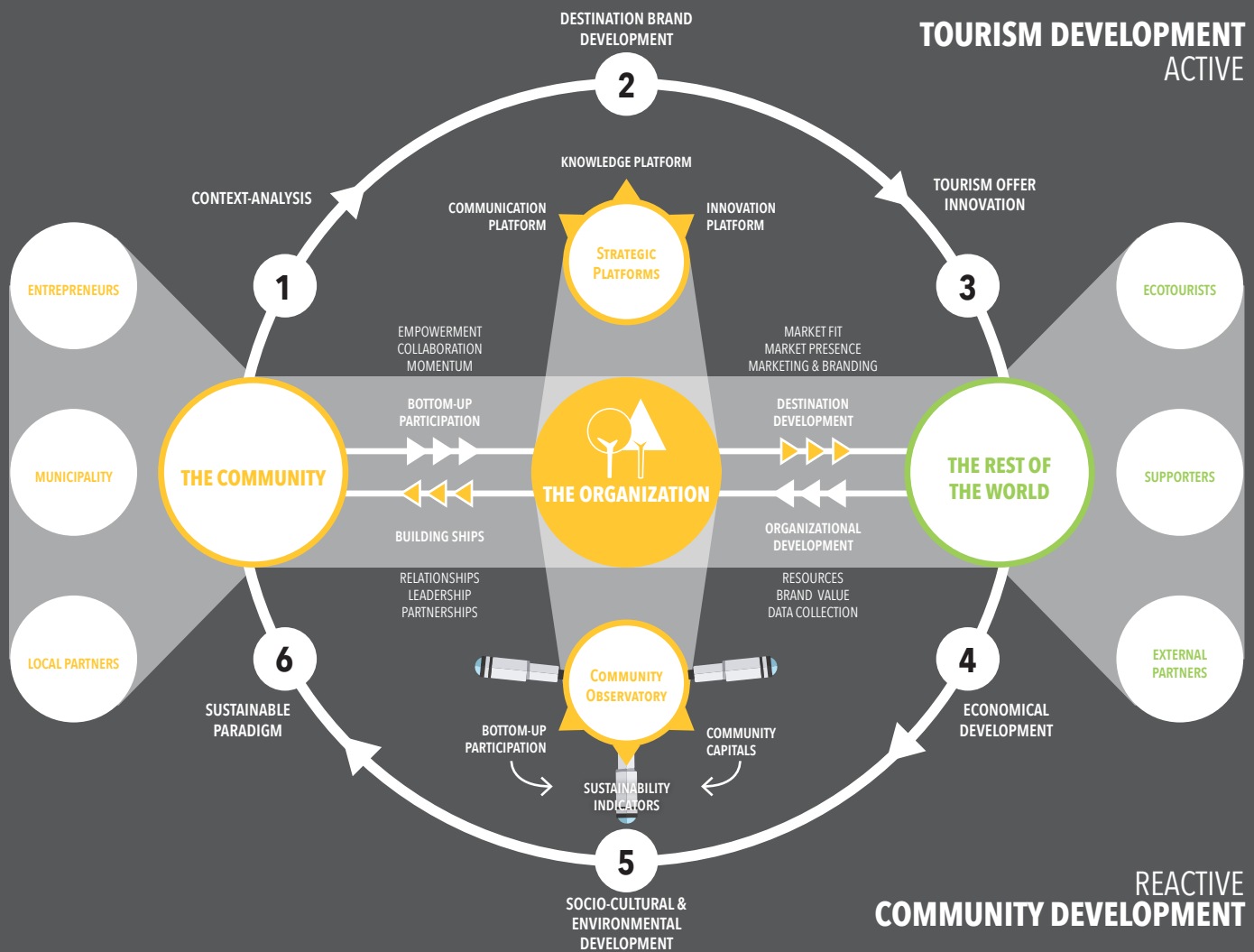






To help understand how the strategic model works in action, I'll take a spin of the model using Ljusnarsberg as an example. In the *active tourism development* phase I'll explain how the context analysis can help find the right focus for development and how the destination brand eventually helps to frame this focus towards a tourism offer innovation. After implementing the tourism offer innovations, *reactive community development* is necessary to guide development towards a sustainable paradigm. Reactive community development is a process that is managed over several years and unfortunately for now will remain abstract and untested. For this reason this chapter will only focus on the active tourism development.

Lastly I will go into some practical details of the *system dynamics* that facilitate the successful development of tourism offer innovations.



## 6.1 Active Tourism Development

### Context Analysis

Taking a spin of the strategic model starts with finding a direction for development based on the *strengths*, *opportunities* and *resources* within the community.

### Strengths

In Ljusnarsberg the strengths from the environmental context are its natural surroundings and seasonality. From the socio-cultural context Ljusnarsberg's strengths are its history, orange economy, cultural traditions and people's close relationship with nature and mindset towards sustainability.

Lastly from the economical context key entrepreneurs that already provide well-established services in tourism are included as a strength in the community. These include farms, lodgings, cafés, shops and musea among other things. They are well spread geographically, always near a place that offers nature activities.

### Opportunities

The opportunity for Ljusnarsberg can be found in developing small entrepreneurship and connecting this with the strengths of the community. If facilitated well, small entrepreneurship



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can provide income possibilities to the vulnerable people in the community: people without a job, poor elderly, struggling small business owners, diminishing local organizations and immigrants. The businesses that come into existence in response to entrepreneurial development can offer products and services oriented towards the existing strengths in the environmental and socio-cultural context. The key entrepreneurs can support this development by sharing their knowledge, capabilities and existing customer base with the new entrepreneurs.

### **Resources**

In terms of resources there are possibilities for collaboration with the municipality, local partnerships and external partnerships. The municipality can help with issues regarding law and regulations in e.g. setting up a business and running it legally. Local partnerships include the local tourist office and the Bergslagen Tourism organization. They can contribute little financially, but can more importantly provide knowledge, information and marketing for local entrepreneurs. External partnerships regard (financial) support from the regional development institute and private investors to help entrepreneurs kick-off or develop their business and to help the development of Discover Kopparberg. Currently there are talks about financial support with Region Örebro län (the county) and Coompanion (regionally owned and controlled cooperative focused on local development, collaboration and innovation).

### **Destination Brand**

The opportunity that results from the context analysis needs to be framed by the destination brand. Small entrepreneurship has to be translated

into tourism offer innovations (products, services and experiences) that not only fit the destination brand, but desirably also strengthens its position. This can be achieved by ensuring the tourism offer innovations are authentic, unique and meaningful; the three factors the current destination brand is based on.

To ensure the tourism offer innovations are *authentic*, small entrepreneurship needs to integrate at least the local history, natural surroundings, orange economy or cultural traditions of Ljusnarsberg. It is also desired that these offers allow close interaction with the local community.

*Uniqueness* can be achieved by looking at existing tourism offers in Bergslagen and its surroundings, aiming to differentiate from this. The current focus predominantly aims at attracting people interested in self-guided activities in the area regarding history, culture and nature; something to avoid when translating small entrepreneurship into tourism offer innovations.

The last addition is making the tourism offer innovations *meaningful*. Naturally it would be meaningful for customers to buy products and services from the small local entrepreneurs, as they would be investing in the local development of a rural deteriorating community (especially when these entrepreneurs are vulnerable members of the community). By also having the tourism offer innovations put a strong focus on environmental sustainability, the destination brand can become even more meaningful for both visitor and the community. This focus is backed by the apparent sustainable lifestyle orientation many people in the community hold, including the key entrepreneurs. Also does it fit well with the interests in ecotourism, the main target market of the destination brand.

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## Tourism Offer Innovation

Based on the results of the context analysis and the destination brand development, ideas can be generated towards tourism offer innovations. The following three ideas are chosen as they work from the strengths, opportunities and resources the community presents. Also do they contribute to the authenticity, uniqueness and meaning of the destination brand:

- *Workshops* - hands on activities that teach about topics regarding sustainable lifestyle
- *Guided tours* - local guides providing educational experiences in nature or historical areas
- *Local crafts* - e-commerce shop selling locally crafted products

To develop these ideas into more detailed concepts, the idea filter in Fig. 32 on page 66 is used. Each idea is thrown into the idea filter resulting in the overview in “Tourism offer innovation requirements” on page 78. This overview provides certain requirements and limitations to the ideas to ensure the right fit with ecotourism as well as the developmental goals of the community. It also helps turn the ideas into more realistic concepts that have a higher chance of succeeding.

In collaboration with several key entrepreneurs and other members of the community several tourism offer innovations are in development. See some of the examples in Fig. 35.

## Strategic Platforms

The active development of tourism is supported by the strategic platforms. The Facebook group of the organization is used as the communication platform where the members are informed about the focus of the brand and tourism offer innovations.

To develop new activities an open meeting with the members of Discover Kopparberg will be organized as a part of the innovation platform. Here all the relevant information regarding current tourism offer innovation will be provided after which each person can apply for the development of an activity. They apply through a form (see appendix #) where they can detail their workshop or guided tour idea after which the organization will help them develop it into a realistic concept that can be tested with real customers. This form with explanation will also be distributed internally in the community through email and Facebook.





### Spring Flower Workshop

3 hr | €50.00

*Together with a guide you will walk through the forest and learn about all the flowers in this area. With a basket in your hand you can start picking the flowers you like. After you will arrive at our local flower garden where we grow a variety of local flowers. You can pick some flowers you like and come to the workshop table. Here we will teach you traditional flower arrangements in preparation of the nationally wide celebrated Midsommar.*



### Goat Cheese Workshop

3 hr | €75.00

*Arriving at Jan Ols Gården you will get a short tour of an organic goat and horse farm. After you will arrive at the milking station of the goats. Here you will collect enough milk to make cheese. At the workshop station, you will learn how to make your own Chèvre, Feta, Halloumi and Rigotte. Off course you can take home your self-made cheese!*



### Organic Body Care

3 hr | €50.00

*At Rosagården you will learn how to use organic ingredients to make your own body care products. A well guided workshop will result in a lifetime of knowledge on how to make your own organic soap, creams and lotions.*



### Permaculture For Beginners

3 hr | €50.00

*At Rikkenstorp you will find an old farm next to the lake. A family who has run the place for decades are providing local organic food to the community through permaculture. Experience this historical farm and learn about growing healthy food for you and your family.*



### Guided Berry Tour

2 hr | €25.00

*Go out in the forest with basket and berry picker. Learn about the different fruits that grow in the forest and how the traditional Swede turns them into tasty dishes. Naturally you will be able to pick as many berries as you want bring them home with you!*



### Yoga Barn

1 hr 30 min | €10.00

*Take a moment of your day to connect with yourself. Feel your body and mind become balanced in our yoga and meditation classes. These will guided by Amelia Haglund at Lundgården Homestead, together with her goats and chickens.*

Fig. 35 - Tourism offer innovation examples

	<b>Feasible</b> Can we realize it?	<b>Viable</b> Will it make profit?
<b>Activities: Workshops &amp; Guided Tours</b>	<ul style="list-style-type: none"> <li>- flexible times for when to offer the activities so it fits the existing schedule of the activity hosts</li> <li>- activities that require little initial investments in terms of necessary equipment</li> <li>- regional funding could accelerate the development of activities that would require initial investment costs</li> <li>- make it an attractive option for potential activity hosts by providing the right information, support and guidance from the organization</li> </ul>	<p>Simple calculations show that a minimum of 5 participants per activity with a duration of 3 hours at €50 p.p. provides an hourly rate of €31,25 for the activity host. This includes 25% VAT and 50% tax deduction. It is assumed that in a best case scenario visitors would be willing to pay up to €100 for a high quality, unique and educational activity experience, resulting in a possible €550+ net profit for an activity that hosts 15 people.</p>
<b>E-commerce Shop</b>	<ul style="list-style-type: none"> <li>- use of easy to manage e-commerce services and web hosting (a service called WIX is used for the development of the destination Discover Kopparberg website)</li> <li>- use of social media (facebook &amp; instagram) to market products and website</li> <li>- use existing skills available in the community and develop where necessary</li> </ul>	<ul style="list-style-type: none"> <li>- be selective and aware with the development of a product portfolio, ensuring to focus on products that are popular and have a good profit margin.</li> <li>- most of the people crafting the products are elderly with a lot of free time on their hands. They don't require a high hourly rate and any profit they make is welcome. Hence in a worst case scenario a low profit margin would still make it viable</li> </ul>

Fig. 36 - Tourism offer innovation requirements



Desirable Target group fit?	Brand Fit Authentic, unique & meaningful?	Community Towards a sustainable paradigm?
<p>The activities need to be designed in a way that they accommodate the needs of the main target groups of interest in ecotourism:</p> <ul style="list-style-type: none"> <li>- older generation (higher quality standard, softer activities)</li> <li>- families with children (safety is important, activities for both parents and children, children engage in local culture)</li> <li>- young professionals (comfort is important, unusual 'once in a lifetime' experiences, fast paced)</li> </ul> <p>These target groups are usually well-educated, have a relatively high income and are relatively experienced travelers.</p>	<ul style="list-style-type: none"> <li>- focus on topics regarding the local natural and socio-cultural context.</li> <li>- focus on integrating sustainability themes.</li> <li>- focus on providing a local experience</li> <li>- focus on communicating the visitor's responsible investment in local community development</li> <li>- integrate the workshop in one of the following themes of the destination brand: Living in Nature, History &amp; Culture or Ecology &amp; Mindfulness</li> <li>- activities should somehow be connected with the brand motto: "Discover Kopparberg, a community where we rethink our lifestyle and together work towards a sustainable future."</li> </ul>	<ul style="list-style-type: none"> <li>- the activity should support economical development in the community (job creation, equal economic opportunities and profits stay with the owner of the activity)</li> <li>- the activity should contribute to the socio-cultural situation of the community (e.g. discounts for local visitors &amp; children, conservation of cultural heritage &amp; traditions and consideration for the physically/mentally impaired)</li> <li>- the activity should not have a negative effect on the environment (conservation of natural surroundings and minimized ecological footprint)</li> </ul>
<ul style="list-style-type: none"> <li>- products have to be durable and qualitative</li> <li>- products have to follow modern market trends (Pinterest can be used for trending design inspiration)</li> <li>- products have to be ecological and preferably contribute to a sustainable lifestyle</li> <li>- products should preferably be made from natural materials</li> </ul>	<ul style="list-style-type: none"> <li>- products should be crafted and preferably also sourced locally</li> <li>- products should integrate themes of sustainability</li> <li>- products should carry a local brand name and logo (or some kind of reference to the community)</li> <li>- focus on communicating the customer's responsible investment in local community development</li> <li>- products should somehow be connected with the brand motto: "Discover Kopparberg, a community where we rethink our lifestyle and together work towards a sustainable future."</li> </ul>	<ul style="list-style-type: none"> <li>- the products should support economical development in the community (job creation, equal economic opportunities and profits stay with the owner of the product)</li> <li>- the products should contribute to the socio-cultural situation of the community (e.g. discounts for local buyers &amp; children, conservation of cultural heritage &amp; traditions and consideration for the physically/mentally impaired)</li> <li>- the products should not have a negative effect on the environment (conservation of natural surroundings and minimized ecological footprint)</li> </ul>

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## 6.2 System Dynamics

The system dynamics provide a better understanding about the role the organization Discover Kopparberg plays in the development of Ljusnarsberg. These interactions form the basis for the effective use of the strategic platforms in active tourism development. Also do the system dynamics help determine in more detail how the organization can connect the tourism offer innovations with a market and how the organization can keep developing.

### Building Ships

In order to support the development of the tourism offer innovations, the organization focuses on building ships in the community. Building relationships is achieved by keeping good personal contact with the local entrepreneurs, the municipality and local partners. I often drive across Ljusnarsberg to meet with them and talk about new ideas. By providing leadership I facilitate the community in their efforts, but make sure these are directed towards a common goal and vision. I provide tools such as the strategic platforms to create an effective working environment that aims to maximize the possibilities of new ideas. Regarding partnerships I am following several leads that resulted from talks with the municipality and attending conferences and workshops about tourism. For the moment the most promising leads are talks with Coompanion (regionally owned business consultant) and Region Örebro län (regional governing entity). Both of them are helping with the project for tourism development in Ljusnarsberg and have the ability to provide financial resources. Also am I having talks with the local tourism office to improve

relations with Destination Bergslagen, who can help with our marketing efforts. Lastly, when a certain quality standard is achieved in providing tourism offer innovations, mutual beneficial collaboration with Opera På Skäret, Klacken and Kopparbergs Brewery will be initiated (presumably from 2019 onwards).

### Bottom-up participation

The organization desires the empowerment, collaboration and creation of momentum from the community. In the strategic model this is assumed to be a natural occurrence as a result from building ships. Through use of the knowledge platform I aim to consistently channel all the knowledge I collect (from networking, attending conferences and meetings etc.) towards the community through internal workshops that provide practical value.

From my personal perspective it seems that a certain momentum is being created. Many people I talked with show high interest and enthusiasm regarding the plans for tourism offer innovations.

### Destination Development

The organization will make sure that Ljusnarsberg is developed as a destination by developing a website and social media presence (see Fig. 37, Fig. 38, Fig. 39 and Fig. 40 for an impression of the website that is currently under construction: [www.discoverkopparberg.com](http://www.discoverkopparberg.com)) and the social media accounts. The website will mainly focus on promoting activities (workshops and guided tours) and integrate an e-commerce shop selling local crafts. The website will be supported by providing information regarding self-guided experiences. This information will be presented in the form of hiking, biking and fishing possibilities, up to date info about coming events, shops,



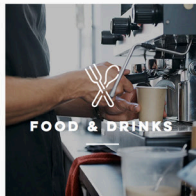
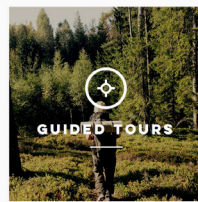
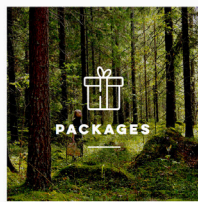


WELCOME TO THE NEW RURAL SWEDEN

Longing to get away from your daily struggles? Looking for a place to unwind yourself in the serenity of nature? Or do you want to learn more about living a sustainable lifestyle?

Don't look any further.

Highlighted



Interests

LIVING WITH NATURE



Explore the many activities we have to offer in our nature reserves and lakes.

Read More >

STORIES OF THE PAST



Learn about the rich mining history and experience traditional Swedish culture.

Read More >

ECOLOGY & MINDFULNESS



In our community we rethink our lifestyle and together work towards a sustainable future.

Read More >

Popular Activities



Goat Cheese Workshop

3 hr | €75.00

Thursday

Book It

Fig. 37 - Homepage of the Discover Kopparberg website

musea, cafés, restaurants and other local businesses and a map of the area.

Mainly through Facebook and Instagram posts about happenings and sights in Ljusnarsberg will people be guided to the website. By using Facebook Business, it is possible to advertise the activities and products to selected target audiences and reach a lot of people for relatively low costs. These will be the main tools for developing the market presence of Discover Kopparberg and sell its tourism offer innovations.

### Organizational Development

The first thing the organization will need to do in terms of internal development is allocate financial resources. The money is necessary to provide paid positions in the organization to continue the work that until now has been done voluntarily. Also will part of the money be necessary for advertising on social

media.

As it is not yet possible to rely on external funding to continue the efforts of the organization, a sustainable business model has been developed. It is a simple profit model that will take a percentage of each tourism offer innovation sold on the Discover Kopparberg website. For now a 10% margin is assumed, which has been confirmed by several entrepreneurs to be more than acceptable.

When the organization is able to have paid positions and finance the marketing, surpluses can be used to invest in improving the sustainable business model. The organization can for example think of investments in rental services. Rental services could include tents, fishing rods, canoes, kayaks, rowboats, (electrical) bicycles and mountain bikes. In winter these could be expanded with ice skates, snowshoes, and cross-country skiing equipment.

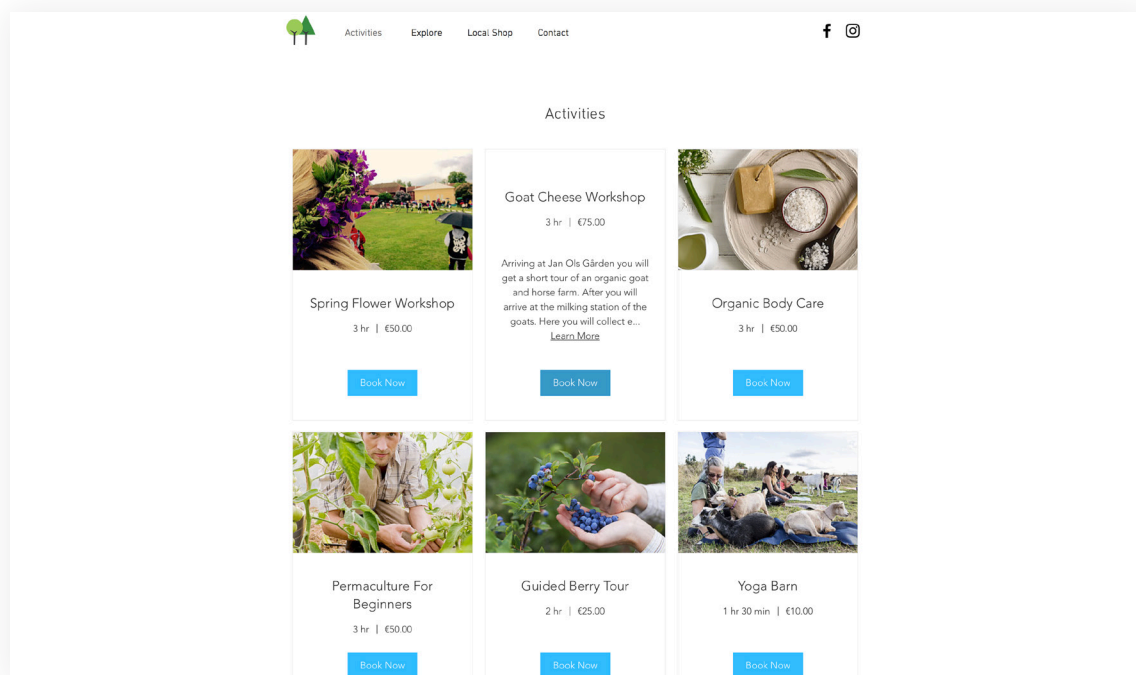


Fig. 38 - Activity page of the Discover Kopparberg website



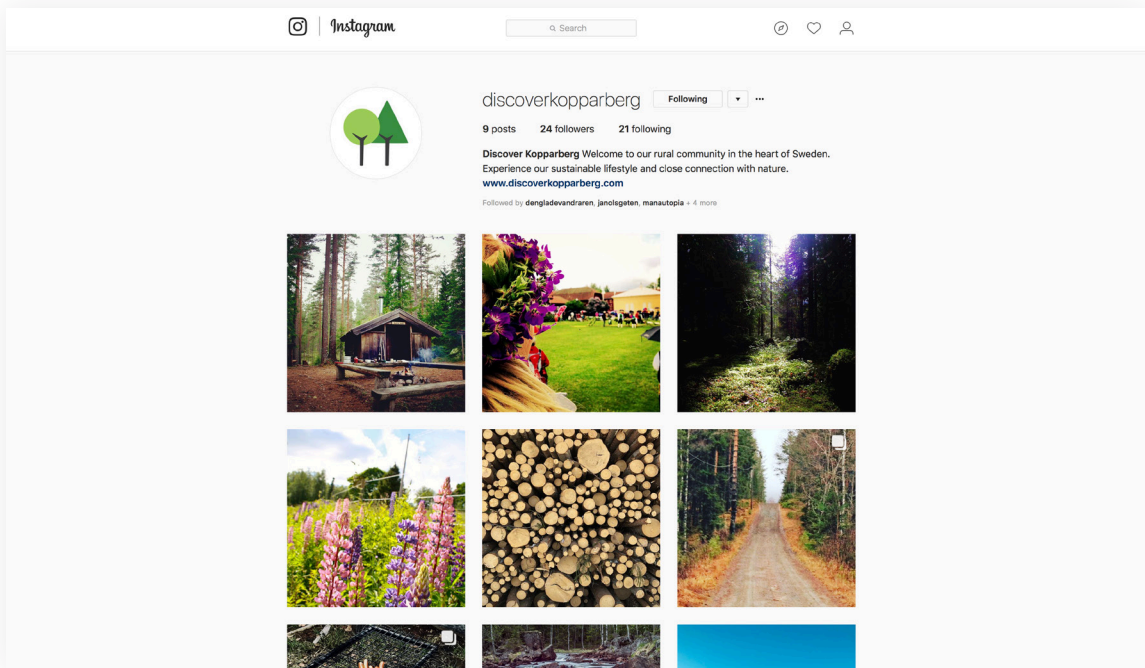


Fig. 39 - Instagram page of Discover Kopparberg

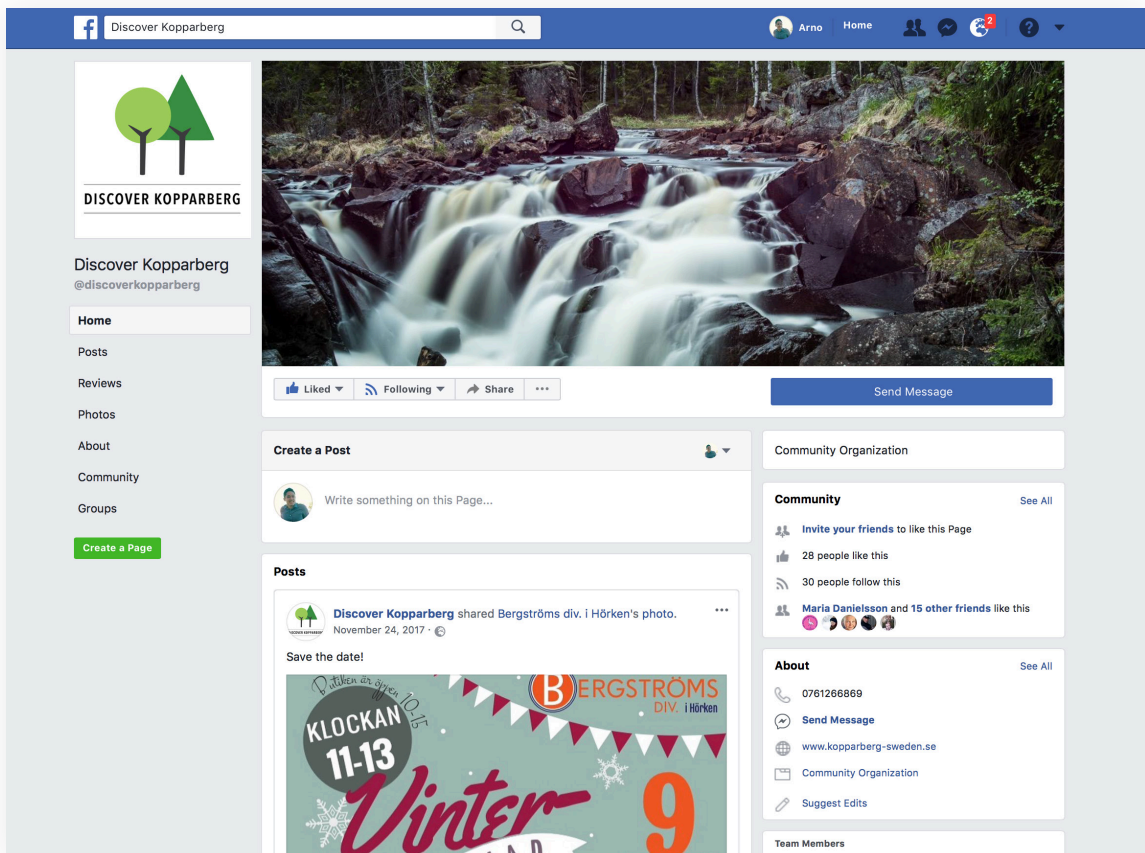


Fig. 40 - Facebook page of Discover Kopparberg

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## 6.3 Roadmap for Ljusnarsberg

For now the main focus of the organization will be developing ideas for activities and local crafts into realizable concepts. Eventually, in the implementation phase through practice, evaluation and iteration the concepts can be transformed into tourism offer innovations with a high quality standard. They can later be combined into multiple day packages that allow a higher expenditure per visitor and is especially interesting for visitors that come from outside the region and other countries. “Appendix XVIII - Example of a spring package” on page 166 provides an example of how one of these packages could look like. The roadmap in Fig. 41 on page 86 shows a more detailed overview of the planned developments and set goals for 2018. Fig. 42 on page 88 is a highly hypothetical roadmap for 2019 and onwards. It is aimed to give an impression of the direction of tourism development for Ljusnarsberg. The goals are very ambitious, and they can arguably be achieved based on the following reasoning:

- focus on modern marketing methods: Facebook ads and social media followers
- each separate activity or product can be directly marketed to a specific market based on the characteristics of the activity or product
- focus on increasing expenditure per person by developing value packages of multiple days and attracting people internationally
- focus on activities that extend the tourism season
- focus on improving and adding new activities and products every year by

## 6.4 Conclusion

As you can see in this chapter the use of the strategic model provides an extensive overview of factors to consider in the development of tourism. It allows the assessment of a wide range of factors on different levels of the process to increase the chances of successful implementation of tourism offer innovations.

The steps of reactive community development have not been discussed, but should allow the development of tourism to contribute to the overall sustainable development of the community. Together with the community through a bottom-up participatory approach, a workshop will be organised in the near future which will decide the sustainability indicators that will be used in the community observatory.

At this point it is still unclear what will happen regarding financial support in terms of funding. Fortunately the chosen approach is not dependent on this support. The only difference it'll make is the speed of the development. Without any initial investments the development of tourism will just take more time.

Overall the use of the strategic model has been very helpful to work from existing strengths and resources in the community. It helped guide opportunities in a way that it benefits economically vulnerable people in the community and presents it to a profitable market under a unified brand focused on sustainability. This focus makes it easier for the organization to effectively communicate its brand to the rest of the world, tapping into the conscious and responsible behavior of visitors the destination community wants to attract.



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Fig. 41 - Roadmap planning 2018



social media					
ing opportunities	Employ strategic designer			Community workshop: sustainability indicators	
Design of local crafts	Production of local crafts		National marketing and selling of local crafts		
Local marketing of guided tours	Implementation of guided tours			Evaluation & improvement of guided tours	
Implementation of workshops				Evaluation & improvement of workshops	

JUL	AUG	SEP	OCT	NOV	DEC
					

## GOALS

Tourism season: **4 months**

Visitor/year<sup>1</sup>: **100**

Avg spending/visitor: **SEK 500**

Small entrepreneurs: **5-10**

Local crafts turnover: **SEK 1.000+**

Turnover/entrepreneur: **SEK 45.000+**

Turnover organization<sup>2</sup>: **SEK 45.000+**

Employment: -

Population increase: -

<sup>1</sup> visitors per year accounted for by the efforts of the organization

<sup>2</sup> based on a 10% margin of each product or service sold by entrepreneurs

*Divide the Swedish Krona (SEK) by 10 to get the estimated number in Euros.*

# 2019

Collaboration with  
Opera På Skäret and Klacken

Develop and expand local craft brand

Develop and implement accommodation  
strategy: beds for visitors provided by  
elderly with large homes

Develop and implement multiple day  
packages

Regional marketing of workshops and  
guided tours

Develop elbow seasons (spring and  
autumn)

## GOALS

Tourism season: **6 months**

Visitor/year<sup>1</sup>: **300**

Avg spending/visitor: **SEK 1.000**

Small entrepreneurs: **10-15**

Local crafts turnover: **SEK 10.000+**

Turnover/entrepreneur: **SEK 30.000+**

Turnover organization<sup>2</sup>: **SEK 30.000+**

Employment: -

Population increase: -

<sup>1</sup> visitors per year accounted for by the efforts  
of the organization

<sup>2</sup> based on a 10% margin of each product or  
service sold by entrepreneurs

# 2020

Collaboration with  
Kopparbergs Brewery

Develop and implement local transport  
strategy that attracts potential markets  
that arrive by public transport

Provide rental services

Employ more people in the organization

International marketing of workshops  
and guided tours

Develop winter tourism

## GOALS

Tourism season: **8 months**

Visitor/year<sup>1</sup>: **1000**

Avg spending/visitor: **SEK 2.000**

Small entrepreneurs: **15-25**

Local crafts turnover: **SEK 25.000+**

Turnover/entrepreneur: **SEK 130.000+**

Turnover organization<sup>2</sup>: **SEK 200.000+**

Employment: **15-25**

Population increase: -

<sup>1</sup> visitors per year accounted for by the efforts  
of the organization

<sup>2</sup> based on a 10% margin of each product or  
service sold by entrepreneurs

Fig. 42 - Roadmap planning 2019 onwards



# 2021

Collaborate more on a regional level

Develop volunteer strategy:  
make volunteering experiences in  
Ljusnarsberg popular internationally

Develop and implement accommodation  
strategy to accommodate at least 50  
people in one and the same location

Develop (information) experiences for  
self-guided tours in the area

Develop tourism/souvenir shop selling  
local crafts and rental services

# 2022 >

Repair and improve trails and hiking/  
biking routes

Young local entrepreneur  
education strategy

Leadership education strategy

Complete self-sufficient organization  
with large local investment capacity

More involvement in local and regional  
decision making in the government

## GOALS

Tourism season: **10 months**

Visitor/year<sup>1</sup>: **3000**

Avg spending/visitor: **SEK 2.500**

Small entrepreneurs: **25-50**

Local crafts turnover: **SEK 50.000+**

Turnover/entrepreneur: **SEK 300.000+**

Turnover organization<sup>2</sup>: **SEK 750.000+**

Employment: **50-100**

Population increase: -

<sup>1</sup> visitors per year accounted for by the efforts  
of the organization

<sup>2</sup> based on a 10% margin of each product or  
service sold by entrepreneurs

## GOALS

Tourism season: **12 months**

Visitor/year<sup>1</sup>: **10.000**

Avg spending/visitor: **SEK 3.000+**

Small entrepreneurs: **50+**

Local crafts turnover: **SEK 100.000+**

Turnover/entrepreneur: **SEK 600.000+**

Turnover organization<sup>2</sup>: **SEK 3mil+**

Employment: **250+**

Population increase: **3% per year**  
**(population doubles in approx. 23 years)**

<sup>1</sup> visitors per year accounted for by the efforts  
of the organization

<sup>2</sup> based on a 10% margin of each product or  
service sold by entrepreneurs



# 7. Evaluation









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## 7.1 Project Evaluation

### Planning & Process

One of the main challenges in planning the project was dealing with unpredictabilities. Rural life has a different pace and it was difficult to arrange a group of people to come together on the same day. All together the unpredictable forces extended the project with over 4 months.

Part of this has to do with the size of the project. With all my efforts to downsize parts to a manageable project structure, the scope was broader than expected. It became a laborious process as there were many inputs that needed to be synthesized into a logical whole. In the end the resulting process looks little like the planning made at the beginning of the project. This is not necessarily a bad thing, as along the way many insights required a revision of the project plan. The process was kept flexible and adaptable to changes.

### Results

The results of the project will be used as a continuation for sustainable development of Ljusnarsberg. The main focus will be on extending the season by offering spring experiences (and later autumn and winter). Working closely together with the local entrepreneurs and partners, by spring 2019 we hope to have spring packages ready to market and sell. There are still many other projects that need to be implemented, but time will decide which to prioritize and when to implement. With each new project the strategic model goes through an iterative cycle. The results will be used to guide development on the one hand, and improve the strategic model on the other. Eventually the three other municipalities in Bergslagen are expected to be part of the strategic model. The results can also be used to

generalize the strategic model to test the strategic model. This has to be done within certain limits as the location, size and context of each community can differ. This means that certain aspects in the model might not apply in particular situation and have to be accounted for.

All the results and insights of this project will be made public to anyone who has interest.

### Strategic Designer's Role

My role as a strategic designer has been twofold in this project. On the one hand the I immersed myself into the community of Ljusnarsberg, facilitating sustainable tourism development by being actively involved in its execution. On the other hand, my role was to design a strategic model that explains how community development through tourism can be facilitated.

After this graduation project my role as a strategic designer will remain twofold. As I live in Ljusnarsberg, it is my personal aspiration to continue the community's development towards a strongly sustainable paradigm. This will also benefit me as I have an ambition to provide services to the community and tourists. My other desire is to build a type of strategic consultant agency around the strategic model. With this agency I can continue connecting theory and practice of the strategic model and ultimately be able to help implement the strategic model in other deteriorating communities. As my personal financial situation is very uncertain now, the question is how much time I will be able to spend as a strategic designer in the organization, as I can't afford to keep doing this for free. It all depends if there will be external resources available to support my efforts. If not it will take a while before the organization can achieve enough sustainable income to pay for an employed position.



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## 7.2 Personal Evaluation

Professionally I've developed many of my skills as a strategic designer. I have learned how to combine theory and practice to synthesize a complex model with multiple stakeholders where strategy stands central. But not only strategically have I improved. My leadership, graphic design and communication skills have also experienced considerable growth. I also have a deeper understanding about tourism and community development supported by a bottom-up participatory approach. These include tools such as presentation, workshops and creative facilitation. Finally I have learned a lot about the workings and background of rural deterioration, which has provided me with my professional purpose: global development of rural areas to combat urbanization.

On a personal level has this project given me emotional intelligence and self-knowledge. As it was the first time doing a big project by myself, I've gotten to know some of my inner workings regarding different challenges. As this project was partially oriented towards eventually supporting my financial independence after graduating, I gained a lot of value regarding my future plans to:

- develop a self-sufficient, zero waste lifestyle
- employ myself in the Discover Kopparberg organization part-time financed by regional development grants
- immerse myself in the community to start marketing future farm produce from my homestead
- set up a business that provides strategic consult regarding rural development

Overall this project has provided me with a strong foundation to pursue my personal aspirations. There have been some real struggles, but it has opened my eyes to what I am capable of and gives me confidence to follow my dreams.

## 7.3 Relevance

### **MSc Strategic Product Design**

This project is relevant to the master SPD considering the end result is a strategic model in a context where economical, socio-cultural and environmental dynamics play a role. It aims to guide the process of community development by turning a complex socio-economical construct into a manageable and methodized system. The scope of this project, its real context and the potential scale and influence of it support the positive relation and relevance to strategic product design.

### **TU Delft - Industrial Design Engineering**

As for IDE, this project relates and is relevant to the IDE pillars in the following way:

**Business:** I work closely together with entrepreneurs in tourism, creating the link between their offers and the market. The project aims to create sustainable development for the businesses within the municipality.

**Human interaction:** this project brings together many professionals, experts and community members from different levels of society. Using a participatory bottom-up approach, all these stakeholders are included in the process and will become the designers of their own community.

**Technology:** I will apply scientific knowledge to solve a practical problem using methodological design processes.

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# Appendices



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# Appendix I - Explanation of purpose of project

## **An unsustainable paradigm**

The way we treat ourselves, others and our surroundings is pernicious. It is easy to blame ourselves for the harmful things we do, but this doesn't solve much as most of the time people are oblivious of the negative consequences of their actions. People that have been born in the past decades have grown up in a world with a certain reality. In this reality we exhaust natural resources for our daily consumption on a massive scale, we irreversibly change our natural landscape with devastating effects, and we sacrifice the wealth of many for the excessive lifestyle of a few. These are examples of the realities we grow up to accept as normal, this is just how the world works right? This surrealistic lifestyle has led to consuming habits where we hide behind material happiness instead of facing the truth that we have to change the way we live, drastically. Sure we can blame companies for the way they cover immoral and irresponsible conduct with a brand image and captivating marketing schemes. But the fact that these companies are not so transparent about their ill practices is no excuse for us to not know where our products come from, and what it takes to get to us. We owe it to ourselves and the environment to be more critical and informed about the decisions we make not only when buying products, but also considering the products' life cycle. It is vital for everyone's wellbeing and the future of the planet.

Consumerism, a result of an economy driven society, arguably lays at the base of the many global challenges we face, such as global warming, overpopulation, food security,

unequal balance of resources, waste accumulation, pollution etc. The environmental limits of our planet and the negative impact of our economic driven society are well understood. There is extensive literature on sustainability topics and the majority of scientists around the world accept that we are in need of some drastic changes. Also governments and communities are growing acceptance on a wider scale, seen by e.g. the Paris Agreement which brought together all nations into a common cause to undertake ambitious efforts to combat climate change. An alternative reality can help us move towards a future where new generations can grow up with values and principles that contribute to a socially and environmentally aware lifestyle. One where we are critical towards 'the norm', question the present reality and balance the effects of man-made constructs that drive us to do what we do.

The focus in current society is too much on economic growth, disregarding society and the environment in many aspects. The social and environmental balance completely depends on the economical demands. This is the definition of an unsustainable paradigm; a world where economical prosperity is obtained at the cost of social and environmental wellbeing (see Fig. 43)

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# UNSUSTAINABLE PARADIGM

Economic growth first and last

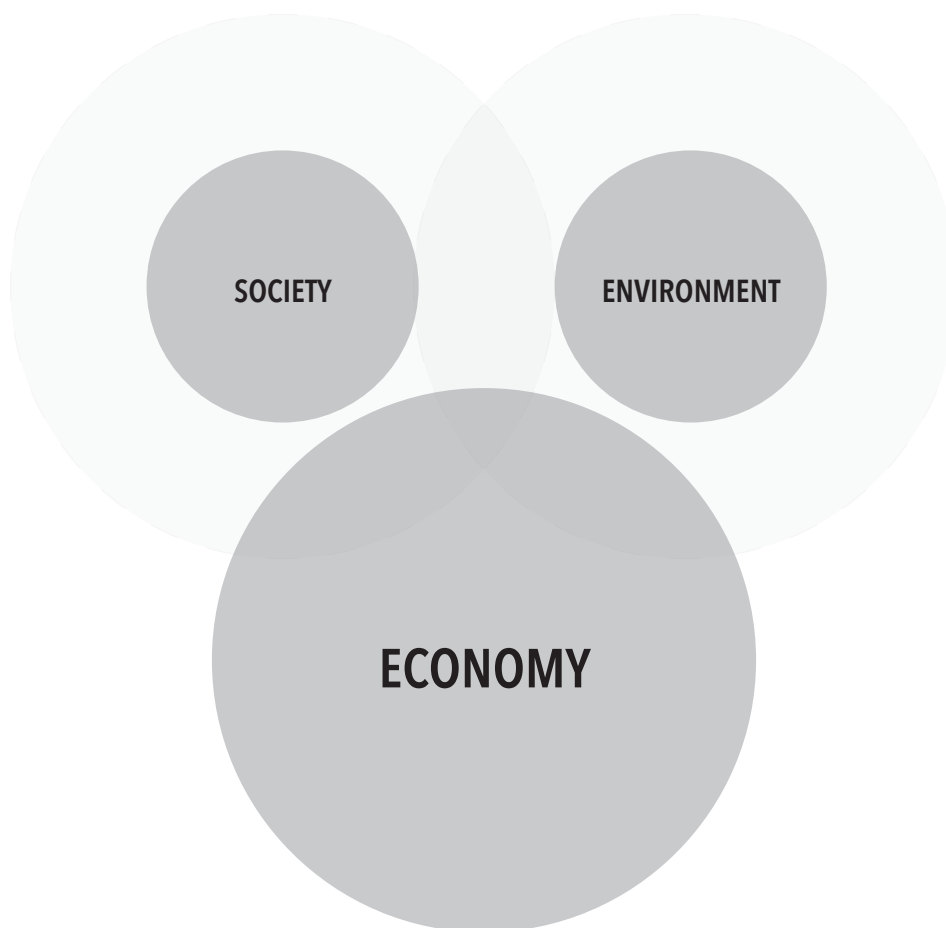


Fig. 43 - *Unsustainable paradigm where economy dominates*



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## Unsustainable lifestyle

The causes for the unsustainable paradigm that we live in can be observed from different angles: politics, business, society etc. On a personal level I believe in the power of individuals and what we can achieve when working together. For that reason I mostly look at the causes and effects of the unsustainable paradigm from the perspective of the individual; more specifically the individual's lifestyle in modern society. In this society it is near impossible to not be affected by the constant media, marketing and branding influences. The companies behind this are creating a idealistic lifestyle in the minds of consumers that aims to captivate them into buying their offers. People are psychologically deceived through advanced marketing techniques into desiring a lifestyle that can only be supported by consumption. It is in the interest of profit-driven organisations to show people the cow in the hills, rather than a cramped milk factory. This is both misleading people and alienating them from reality. All of the previous keeps people oblivious of what is important and makes it very difficult for people to find true purpose in their life. A purpose that would focus more on the better treatment of ourselves, others and our surroundings rather than becoming rich and famous. At this point consumerism is the foundation of our societal construct, which by definition is economically driven. The consuming needs of the individual created by this economical focus is also the force that fuels it. Fig. 45 illustrates the impact this economical driven lifestyle has when not considering its environmental impact. It puts several meanings of the verb 'to consume' into perspective:

- 1 : to do away with completely : **DESTROY**
  - Fire *consumed* several buildings.
- 2 **a** : to spend wastefully : **SQUANDER**
  - *consumed* his inheritance on luxuries
  - b** : **USE UP** • Writing *consumed* much of his time.
- 3 **a** : to eat or drink especially in great quantity • *consumed* several bags of pretzels

Fig. 44 - Several definitions of consume, from the Merriam-Webster dictionary.

Most people in today's world have become dependent on consumerism as it is deeply rooted in society. It has become part of a lifestyle ignorant to the environmental impact and conserved by the many stakeholders that profit from it. Unfortunately it is an unsustainable construct as the numbers show. A "business as usual" scenario can be found in appendix #, which reflects eight fundamental drivers of global change: what would happen if we continue like this?

The 21st century will be a defining period for mankind's habitation on planet earth. We have the choice to take positive steps to mitigate our environmental excesses or face catastrophic environmental consequences.

The next part will describe one of the consequences of our economically driven society and how this affects the social and environmental context: urbanization.



Each year 13 billion hectares of forest area are lost due to land conversion for agricultural uses. That is over 4.1 million squared meter **PER SECOND**.

<http://www.fao.org/docrep/018/ar591e/ar591e.pdf>



Animal agricultural is responsible for 20%-33% of the earth's fresh water consumption and uses 30% of the earth's entire land surface.

<http://www.cowspiracy.com/facts>

<http://www.fao.org/newsroom/en/News/2006/1000448/index.html>



Globally, **ONE-THIRD** of the Earth's land surface is degraded, meaning it cannot support all the processes that depend on it, affecting more than 2.6 billion people.

<https://www.thegef.org/topics/land-degradation>



We are currently growing enough food to feed 10 billion people, but still 815 million people (one in nine globally) go to bed on an empty stomach each night.

<http://www1.wfp.org/zero-hunger>



Most of the food we grow is used for raising 70 billion farm animals per year, of which 6 million are killed for food every hour.

<http://www.cowspiracy.com/facts>



Current global municipal solid waste generation levels are approx. 1.3 billion tonnes per year, and are expected to increase to approx. 2.2 billion tonnes per year by 2025.

<http://siteresources.worldbank.org/INTURBANDEVELOPMENT/Resources/336387-1334852610766/Chap3.pdf>



Roughly one third of the food produced in the world for human consumption every year (approximately 1.3 billion tonnes) gets lost or wasted.

<http://www.fao.org/save-food/resources/keyfindings/en/>

Fig. 45 - Examples of the impact of a consumer driven lifestyle.



## Urbanization

Research performed by the UN Department of Economic and Social Affairs (EAS) in 2014 showed that in that year 54% of the world's population resided in urban areas. Since 1950 the urban population grew from 746 million (less than a third of the world population) to 3.9 billion and is expected to reach 6.4 billion in 2050 with 66% of the people living in urban areas. Most of the future growth in urban population can be accounted to Asia and Africa. Just India, China and Nigeria together are expected to account for 37% of the projected growth of the world's urban population between 2014 and 2050.

In Europe urban areas have also become a more and more attractive place to live. These areas might not see a prospected growth-rate as large as in lower-middle-income countries, but they're urban population is still growing, whilst the rural population is declining: urban population in Europe is expected to grow from 73.4% in 2014, to 82.0% in 2050.

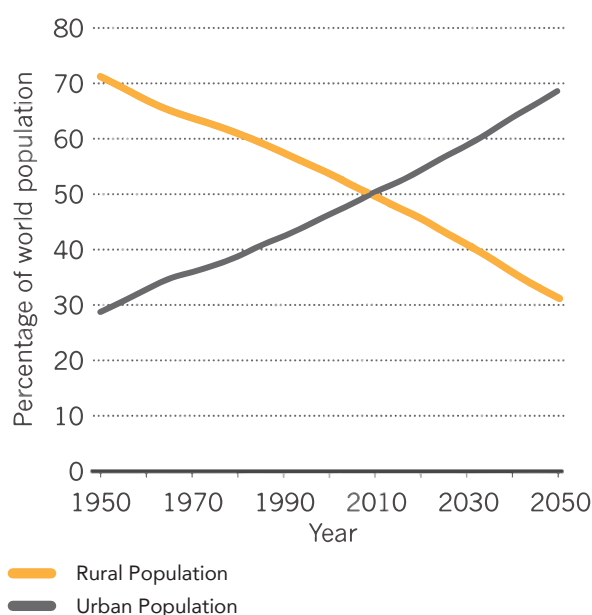


Fig. 46 - The percentage of the global population living in urban and rural regions since 1950, with projection up to 2050.

## Negative impact of urban areas on the environment

Cities are attractive to live, it's where the future happens first, it's dynamic, fast paced and where one can find many opportunities in personal and professional life. Though there is huge negative side to urban areas; they account for 75% of the world energy use and 80% of greenhouse gases emission (Muggah, 2017). This is for a large part due to the higher consumption rate in urban area: "urban populations consume much more food, energy, and durable goods than rural populations" (Torrey, 2004). Then there is also higher mortality rate as a result of higher levels of crime, violence, car accidents and pollution. As Robert Muggah (an urban specialist) puts it, cities need a plan and a strategy to combat the negative social and environmental impact of urbanization. Unfortunately as it stands now, the vast majority of cities do not have a plan or vision to do this, they are mostly busy putting out 'daily fires' instead of thinking ahead strategically. On the contrast many cities are leading global decarbonization efforts, they are investing in a range of green options, one of which is the investment in renewables. Urban areas are coming a long way and are in one way leading the change towards environmental sustainability, but this only compensates a small part of their negative impact on the environment. Looking at the rate at which urbanization is unfolding, it is clear that current efforts are still not going to be enough.

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### *Lifestyle in urban areas: social and environmental disconnection*

Where young families used to move out of the city, now cities present opportunities that make it more attractive for them to stay. Think of the increased availability of daycares and schools. Also the stream of immigrants coming into the country prefer living in the city because of the facilities and services that can be found there. For them it is easier to find e.g. education, language courses and make friends in the city than it is in small villages.

Another reason is the preferences of the millennials and the choices they make. Young people nowadays do everything later than they used to do: they study later, get married and have children later. This means they also make the choice to leave the city later. On top of that does this generation not value having a large house with a lot of space as much as the previous one, which makes the choice of living in a cramped city easier. They are more sensitive to atmosphere and reputation within their context and rather identify themselves with other world cities than just their country.

Urban areas provide a bustling and dynamic environment. There is always something new to see and do, people to meet, many career opportunities, culture to explore and so on. But there is an adverse side to it all. As said before in urban areas you're confronted with higher levels of crime, violence, accidents and pollution which makes for a less healthy living with a higher mortality rate. Also is living in an urban environment linked to social stress processing. Mental health is negatively affected and results in mood and anxiety disorders be more common in cities, as is the occurrence of mental illnesses such as schizophrenia and depression (Lederbogen et al., 2011, Kennedy and

Adolphs 2011). In the United States a research looking at the gradient of subjective-wellbeing (happiness) shows that the individual's happiness "rises from its lowest levels in large central cities to its highest levels on the small-town/rural periphery" (Berry and Okulicz-Kozaryn, 2011). Across the European Union "rural dwellers were found to have a significantly higher life satisfaction than city dwellers when holding socio-economic factors constant" (Sørensen, 2014). This is understandable when you consider the high population and building density, increasing bombardment of marketing and high noise levels. Socially and professionally there can be a lot of pressure when striving to maintain a certain amount of relevance among your peers. Urban areas are overall just more socially competitive. Research shows that people living in urban environments exhibit less trusting and helpful behavior, the social trust level of rural residents is higher (Yang and Zeng 2016, House and Wolf 1978). Also does research in Great Britain indicate a higher dependency on alcohol and drugs in an urban living (Paykel et al. 2000).

In the urban lifestyle your impulses are constantly triggered by an overstimulating environment. In this kind of setting it is difficult to reflect and comprehend sustainable lifestyle choices, which partially explains the irresponsible consumption of people. The man-made constructs in urban society are alienated from the natural state of our being and have triggered many to commit to an unsustainable paradigm that not only negatively affects the environment, but also the individual's physical and mental health and relation to one another.



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### *Rural Deterioration*

The Swedish population counted 9,693,883 people in 2015, a 16.6% growth since 1980. In that same period the population in rural areas has seen a negative growth of 2.2%. In 2015 85.8% of the population in Sweden lived in urban areas. These numbers indicate that rural areas could be running empty in the future.

Often the rural areas in Sweden have come to existence, grown and thrived through large industries such as mining. This provided wealth to the community and attracted other small industries and businesses to settle in a rural setting. Several of these areas have developed into large urban areas, who are continuing to develop economically. Many communities around it have stayed relatively small. When the mining industry in the previous century slowly started to disappear in many areas, these smaller communities needed to find other sources of income as most jobs were provided by mining (related) companies. Many people for this reason left the rural life to find security in urbanised areas. This meant that also the amount of small business and shop owners shrank because of a drop in population. Businesses started to leave the area together with more and more people. The mining industry left a vacuum that brought several parts of rural Sweden in an economical downwards spiral. Most places have till this day not found a way to turn this downwards spiral around as they have difficulty competing with the benefits of living in urban areas.

### **Representative Democracy: Who Has The Power?**

Nearly all modern Western-style democracies are types of representative democracies. The representative democracy is an indirect democracy where elected political leaders represent a group of people in society. Part of these representatives are chosen by the public who in turn hold the power to select other representatives; indirect representation. There are a lot of examples how representative democracies function beneficially for modern society. On the other hand a lot of criticism can be found regarding the unstable structures present in representative democracies. In this section I'll briefly talk about negative sides regarding the decision making process in a representative democracy.

#### *Self interest in representative democracy*

Even though corruption becomes less in advanced democratic institutions (Sung 2004), there is always self-interest to be found amidst political representatives. In developed countries corrupt behaviour might be less obvious than the cases you might find in less developed countries, but they are nonetheless present. Political parties are often more inclined to create attractive media images by identifying strategically promising issues based on popularity rather than urgency (Thaa 2016). This is especially true during elections, but also holds during the governing period. This has to do with the electoral competitiveness among different political representatives with the aim to be elected or re-elected. One of the drawbacks when governmental officials are elected in a representative democracy is that they are not required to fulfill the promises they made before they were elected. This gives

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them space to promote their own self-interests resulting in an incohesive system of governance (Sørensen 2016). Another issue that rises when majority-won representatives are in power is that their interests naturally fosters inequality among the marginalized (Thaa 2016).

The construct of representative democracy holds many fallacies that allows the promotion of self-interest of small groups that hold the power. It excludes the involvement and participation of the public in the decision making process, which is bizarre since these decisions will eventually affect their future.

### *Globalisation and governance*

Globalisation is the increased interconnectedness of public and private actors worldwide. Globalisation has allowed companies to be active in a multitude of countries. This has resulted in multinational corporations whose turnover exceed the gross product of certain national economies. These corporations have the power to pressurize governments to obtain favorable treatment considering their economical bottom line (Wijen et al. 2012). This way large companies can get away with many things that are socially and environmentally injustice, especially when dealing with politicians with economical self-interest. In the past decades scholars and policy makers have been questioning whether nation-states, specifically the modern welfare states, can cope with the economical globalisation. Large multi-nationals, institutional investors, banks and non-governmental organisations greatly influence national policy making (Mosley 2005). Globalisation and its international economy undermines the ability of the democratic welfare state to function properly, making the consequences of capitalism

destructive (Wither 1998). It seems that contemporary governance in representative democracies is strongly influenced by economical ambitions of global titans. How Tony Benn, a British politician puts it: “Globalisation is handing power over to big corporations and institutions. All the power is being sucked upwards” (2010).

It would be a good observation to state that a lot of power is in the wrong hands, especially when it comes to decisions that have to do with the future of the planet and its inhabitants. The ones controlling the steps we take towards the future often have a predominantly economical mindset. In this project I argue that there is a need for decentralization of power in the government so democracy can act in the interest of its citizens: re-allocating power between national, regional and local actors through a critical approach to give power back to communities and local people.



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## Conclusion

This previous has provided some examples of how our current way of living is highly unsustainable. These examples are chosen carefully as they form the *raison d'être* of this project. The reality we live in and the norms that we currently preserve in society should be questioned. We need to think critically and be more involved about the way our political, religious, business and other chosen leaders guide us forward in our democracy. The consequences of urbanization and the arguably inadequate construct and processes of a representative democracy form the starting point for this project. The beginning of a process towards a solution that on a large scale can contribute the realisation of a strongly sustainable paradigm.

To reconnect on a social level, it is my believe that we should rebuild our sense of community. People have to constitute to a community that represents different social layers, that is build on participation and trust and where we can think and talk critically about the current norm and structural change for the future. For this reason you will find a strong emphasis on community building in this project. Strong communities have the power to reinstate values, believes and collective action that contribute to a sustainable paradigm.

To restore our relationship with the environment we have to reconnect with nature. The workings of nature are patient and durable, it can teach us to do the same. In any case the consideration of nature can provide knowledge and understanding about where the products we use and food we eat comes from, which will help people to make more aware choices regarding its environmental impact. This project aims to do this by focusing

on revitalizing rural areas, making it more viable for people to live closer to nature, whilst at the same time combating rural deterioration and lowering the pressure of urbanization.

As for the limitations in our representative democracy, the gap the government and public needs to be closed. It is necessary to provide a base of scientific knowledge for the public so they can contribute to the sustainable decision making process on local, regional and national level. It is a challenging task to include the public in this shared responsibility, but by implementing more bottom-up participatory approaches, this could lead to a more direct and participatory democracy. In this democracy the public can participate in policing public and private institutions that might be corrupt or do not respect the rule of law. Also can the public influence these rules of law to be manifested from an environmental and social standpoint, limiting the pressuring power of economic giants on the government.

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## Appendix II - Project Boundaries

The intended user of the strategic model will be small communities in rural areas. Therefore it is necessary to come to a common understanding about the definition of a community in this project and the context of rural areas.

Rural areas are often in need of development due to urbanization. Besides the benefits of keeping these rural areas from deteriorating, it also makes rural living more viable.

The solution space of the strategic model will be bounded by a bottom-up participatory approach to encourage sustainable development that is inclusive on a local level. Also will sustainable development be realized through tourism, for reasons which will be explained in the following parts.

### 2.2.1 Community: a definition

A community can be broadly defined as an amalgamation of living things that share an environment. In this project context a community is defined geographically: members of a small municipality. The members are divided in groups based on the results of the context analysis of the pilot research area (see chapter 2.3.3 Pilot research area). In this case it concerns a community in Sweden that are grouped into the following categories:

- Political representatives: these are the people that work or have a role in the municipality of the community.
- Business representatives: these are the companies or people representing multiple businesses that serve as the largest employers of the community besides the municipality.
- Entrepreneurs: the people that own a small business with little to no employees providing products and

services to the community and/or visitors.

- Original locals: the people born and raised in the community or close to it, that work and/or live in the community.
- Immigrants: the people that moved to this community from outside the country. This can be divided into two sub-groups. The first are refugees that are placed in the community because they had to flee their own country. The second are immigrants, usually from western countries, that chose to live in the community because of the natural environment and calmness
- Visitors: the people that come visit the community as part of a trip or holiday. These people become temporary members of the community in the time they are visiting. Together they have a high impact on the community, environmental, social and economical. For this reason they should be considered part of the community and thus their opinions should be part of the decisions making process.

These groups overlap which means that a member of the community can be part of multiple of these groups. The relations and dynamics within and between these groups are closely regarded in the design of the strategic model. I do this to avoid making design choices that might negatively affect any of the members in the community. More importantly though, it is to find strengths and opportunities in the collaboration amid and between these groups that lead to an effective strategic model for sustainable development.



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### **2.2.2 Rural Areas**

Focusing the sustainable development of communities in rural areas is beneficial for several reasons. For one, rural communities have less interdependencies on a bureaucratic level, making it easier to change things on a structural level. A more significant reason is the phenomena of rural deterioration in high income countries, resulting in people persistently moving out of rural areas, leaving the rural communities in a social and economical downwards spiral. Focusing sustainable development in rural areas would combat rural deterioration and subsequently abate the pressure of urbanization on cities. Lastly, it allows more people to enjoy living in spacious areas close to nature, whilst having social and economical security.

The rural areas in this project mostly focus on the ones that are in a deteriorating state. This means that there should be clear signs of vulnerability in terms of e.g. population decline, decrease in job employment and loss of services and economical opportunities. These rural areas have an existing infrastructure of real estate, roads and services that is slowly depriving due to people leaving the area. Revitalizing these areas would not only keep the existing infrastructure intact, it has the potential to modernize an inherently conventional community. This allows a creative starting point for sustainable development.

### **2.2.3 Tourism**

Rural areas do not carry the same advantages of connectivity as found in urban areas, making it unattractive for larger industries and companies to establish themselves here. This means that economical security in a rural community cannot depend on large employers. As rural communities usually have a rather remote location, a service

based economy focused small scaled entrepreneurship lends itself better for community development in rural areas. Rural areas are generally based in surroundings that have a unique flora, fauna and cultural heritage. These factors provide many opportunities in different sectors and market segments of tourism, which will be fundamental to the socio-cultural and economical development of a rural community. For this reason the basis for community development in the strategic model is represented by tourism development.

Tourism in this project represent the visitors of the community; people that spend time and money in the community in exchange for temporarily becoming part of the community and its experiences. What kind of tourism, and therefor the kind of visitors, that the community wants to attract will be explained in chapter #.

### **2.2.4 Bottom-up Participatory Approach**

The top-down decision making process in rural communities have until now not always proven to be effective for sustainable development. For this reason the aim of this projects limits its solution space to a bottom-up participatory approach, where community empowerment forms the basis of sustainable development. Based on elements of a participatory democracy, a bottom-up participatory approach aims to provide knowledge and tools to the community with which they can empower themselves and become more influential in the decision making process. The bottom-up participatory approach in this project aims to provide development that is more long-term-oriented. A strong focus on the acquisition and distribution of knowledge among the people allows them to form a substantiated opinion and understanding about the current

paradigm and norms in society. This could strongly improve the local development plans and contribute to communicating local needs to regional and national governing within a new sustainable paradigm.

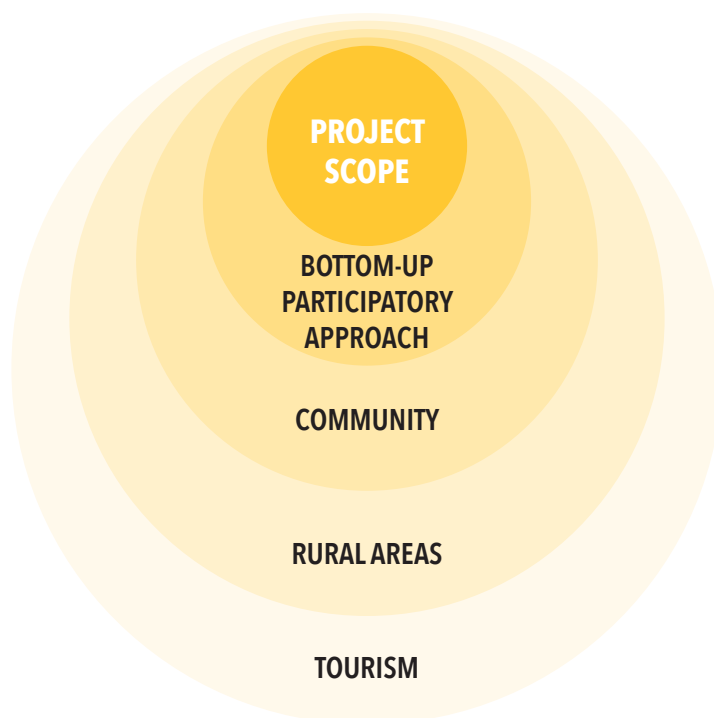
For this project I take the bottom-up participatory approach definition from the LEADER program of the European Union. LEADER is “a local development method which has been used for 20 years to engage local actors in the design and delivery of strategies, decision-making and resource allocation for the development of their rural areas” (Paneva 2014). LEADER describes the bottom-up process as follows:

*“Although bottom up, participatory, local democracy, concerted management and other such approaches are not exact*

*equivalents, they are all variants of a local concertation approach and of a collective process whereby a local community can take charge of the future of its own area. It is an approach that allows the local community and local players to express their views and to help define the development course for their area in line with their own views, expectations and plans”.*

These four focus points form the basis of the design direction of the strategic model. The next part will explain how these focus points will contribute to the design process by explaining the project approach.

## PROJECT BOUNDARIES





# Appendix III - Project Approach & Pilot Research Area

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## 2.3.2 Lean Design Approach

Lean design is an iterative approach which quickly recognizes faults or shortcomings in the design and allows the design to be evaluated and improved based on user experiences (in this case the user is the community). Based on a literature research and context analysis a rapid prototype of the strategic model is designed focusing on sustainable development of tourism and the community. The first half of the strategic model looks at answering the first research question, which will explore and test methods and tools for the sustainable development of tourism. The second part of the strategic model looks at answering research question 2 and looks for sustainable indicators that can track and guide the development of tourism into sustainable community development.

The lean design approach will test the preliminary strategic model by doing a pilot research. The experiences and insights gained from the pilot research are used to improve the model to a final concept. This final concept will present the end result of this graduation project, but forms the starting point of the continuation of the project. The development of the strategic model goes beyond the time frame of this project and its function and effect is hoped to stretch over decades. The improvement of the model will be a series of continuous iterations. Eventually the model should be applied in a broad spectrum of different rural deteriorating areas where the balance between practice and theory building is key.

## 2.3.3 Pilot Research Area

In order to apply a lean design approach a pilot research area is used to test the strategic model prototype. In this project the community of

Ljusnarsberg Kommun is chosen to act as a pilot research area for the strategic model to be developed in. This community is a good example of what a deteriorating rural community looks like. It is not a coincidence that I happen to live in this area. This choice is based on obvious practical reasons, but moreover this community has been the entire inspiration of the project and something I would like to continue working with after my graduation. The pilot area will continue to be used to test and develop the strategic model far beyond this graduation paragraph. Ideally this model will be simultaneously implemented in other rural communities in the future, where the collective results can be used to improve the strategic model as a whole and make it more adaptable on a wider scale. The reason a pilot area is chosen to iteratively test elements of the strategic model is because there are certain dynamics and interactions that are too difficult to understand from a theoretical basis. One could think it is irresponsible to apply an underdeveloped strategic model on a real community as it might have negative and irreversible consequences. Considering the small scale on which the strategic model intervenes with the pilot community, the worst that could happen when being careful is that several people will get disappointed when the implementation and testing of the strategic model does not have the desired effect. Comparing with the alternative of developing the a strategic model on a completely theoretical basis, actively involving a pilot community seems to be worth the risk. Though it is important to be aware throughout the entire process that people might get personally and emotionally involved in the project and maybe even risk their own social

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or economical situation. Basic human empathy and being aware of people's involvement should ensure nobody gets hurt. On the other hand, when testing the conceptual strategic model proves to be effective, it already gives the community a head start in the sustainable development of their community.

Other alternatives such as staging a pilot community to test specific elements of the strategic model seemed unnecessarily complicated and resource intensive, something this project cannot afford, even though it would take away all of the described risks. All things considered choosing one pilot community to test and develop a strategic model seemed to be most fitting.



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## Appendix IV - Top-down versus Intentional Community Development

### **Top-Down Community Development**

Community development is most commonly assessed from a top-down perspective when considering geographically defined communities, where the government and its policy makers hold ownership. International institutions and national governments can use community development as a broad movement for social change. It's the attempt of governments and policymakers to work together with the people to solve problems in society. In recent years these efforts of collaboration focus on four overlapping policy themes (Gilchrist and Taylor 2016):

- welfare and public service reform
- democratic renewal and localism
- restoring community
- regenerating local economies

The main drives behind these themes have to do with the desire to reduce the role of the state and to give service users a greater say in welfare provision and local planning. Other drivers for using community development is to address the democratic deficits, the fragmentation of community life and a perceived loss of social capital (Gilchrist and Taylor 2016).

Community development has gained and lost popularity with top decision makers as policies and governments change. On top of that, there are also a lot of critics that say that community development is often used for the neoliberal agenda, focusing more on economic driven outcomes.

As becomes clear, top-down initiated community development from the government can be inconsistent and

vulnerable as governments and its policies change in democratic nations. Also is community development often oriented towards advancements in an unsustainable paradigm as representative decision makers can be misinformed, self-interested or pressured by business lobbyists. Though, there are many elements of community development from this top-down context that fit with the definition of participatory and direct democracies. When guiding these elements towards a paradigm that besides the social aspects also includes environmental goals, we can define a form of sustainable community development that can be used in this project.

In the next part I will look at the elements of top-down community development that can contribute to sustainable development of rural communities.

### **Intentional Communities: The Eco-village**

A community that is empowered and thinks critically, one where decisions for structural change are made from the bottom-up and where people act more collectively is a community more prepared for the challenges that appear over the long-term. Ideally this community would work together towards localization of resources and become more interdependent and self-sufficient in their economy, whilst highly regarding the environment. There are great examples of these kind of communities and are known as ecovillages.

The Global Ecovillage Network (GEN)

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is an organisation that supports the development of sustainable lifestyles by providing information, tools, examples and global representation to those interested in sustainability principles and practices. The GEN represents approximately 10.000 different communities and projects related to this description. The GEN has shown that these social groups have been growing in the past decades. These ecovillages are an example of so called 'intentional communities', which are described by the non-profit Fellowship for Intentional Community as "a group of people who have chosen to live together with a common purpose, working cooperatively to create a lifestyle that reflects their shared core values." When specified towards becoming an ecovillage, this intentional community aspires to become as self-sufficient as possible by providing housing, work opportunities, and social and spiritual opportunities on-site. Part of this self-sufficiency often translates into ecologically sustainable housing, organic food production, recycling of waste and generation of its own (off-grid) electricity (Christian 2003). The ecovillage is a flourishing communitarian phenomena where people push for ecologically sustainable change, mostly found in post-industrialized countries. Eco-villages are seen as social movements as "they are attempting to change the social order in the areas of property and labor relationships into more communal and collaborative orientations" (Schehr 1997; Ergas 2010, page 35). The people living in these kind of communities make lifestyle changes as a reaction to consumerism and materialism, which results in a lifestyle seen from a governmental perspective as poor; they earn less, consume less, and instead socialize more (Ergas 2010). They recognize the human-ecosystem

interdependence which results in a community with a significantly lower environmental impact (Van Schyndel Kasper 2008) and a non-participation in consumer behavior.

Though, one of the limitations of ecovillages being any kind of structural change towards a sustainable paradigm, is the uneven development of consciousness among the population preventing this change from being widely adopted (Fotopoulos, 2000). Fotopoulos (2000) continues to say:

*"the activities of the anti-globalisation movement, like those of the Ecovillage Movement, have no chance of functioning as transitional strategies for systemic change, unless they become an integral part of a programmatic political mass movement for such a change. At most, the anti-globalisation movement can function as a kind of 'resistance movement' to globalisation and bring about some sort of reforms—but never systemic change."*

The Ecovillage Movement largely consist out of people moving out of society to do their own thing outside the political and economical context, which 'does not have any potential either to change the institutional framework or to create a massive consciousness for systemic change' (Fotopoulos 2000, page 307) Their goal is to survive within the existing society without being part of it, meaning that they are bound to be marginalized and impotent in having any structural impact.

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## Appendix V - Ecotourism

The international ecotourism society (TIES) is the world's first ecotourism organisation which represents a global network that is on the forefront of promoting the development of ecotourism since 1990. Their principles of ecotourism are based on uniting, conservation, community and sustainable travel. These principles are used to form the groundwork of tourism development in this project:

- Minimize physical, social, behavioral, and psychological impacts.
- Build environmental and cultural awareness and respect.
- Provide positive experiences for both visitors and hosts.
- Provide direct financial benefits for conservation.
- Generate financial benefits for both local people and private industry.
- Deliver memorable interpretative experiences to visitors that help raise sensitivity to host countries'

political, environmental, and social climates.

- Design, construct and operate low-impact facilities.
- Recognize the rights and spiritual beliefs of the Indigenous People in your community and work in partnership with them to create empowerment (TIES 2015b).

Ecotourism is nowadays also often paired with eco-labels or certifications. These labels are usually created by voluntary organisations as a tool to help consumers actively make environmentally sound choices. It functions as a marketing tool to attract consumers to engage with genuinely responsible companies, products or services.

Unfortunately there is currently no global initiative that gathers ecotourism data. In current statistics ecotourism is considered a specialty segment of the larger nature tourism market, which does not represent the values en believes that ecotourism holds (TIES 2000). This makes it difficult to assess this apparent growing market.



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## Appendix VI - Developing sectors and market segments related to ecotourism

Sub-definitions of sustainable tourism that are becoming more popular from “The Case for Responsible Travel: Trends & Statistics 2016.” (CREST 2016) are fitting with the ecotourism focus of this project.

*Ethical Tourism:* tourism in a destination where ethical issues are the key driver, e.g. social injustice, human rights, animal welfare, or the environment.

*Pro-Poor Tourism:* tourism that results in increased net benefit for the poor people in a destination

*Responsible Tourism:* tourism that maximizes the benefits to local communities, minimizes negative social or environmental impacts, and helps local people conserve fragile cultures and habitats or species.

Here are niche markets that are expected to grow a lot in the next few years:

*Adventure tourism:* is a trip that includes at least two of the following three elements: physical activity, natural environment, and cultural immersion. It can be divided into hard adventure (such as caving, climbing and trekking) or soft adventure (such as camping, hiking, birdwatching, rafting, snorkeling, surfing, etc.).

*Agritourism:* or agro-tourism is a form of rural tourism in which tourists see and participate in traditional agricultural practices without destroying the ecosystems.

*Culinary or Gastronomic Tourism:* Gastronomic tourism applies to tourists and visitors who plan their trips partially or totally in order to taste the cuisine of the place or to carry out activities related to gastronomy.

*Geotourism:* tourism that sustains or enhances the geographical character of a place; its environment, heritage, aesthetics, culture and well-being of its residents.

*Orange Tourism:* “Orange tourism is a sustainable tourism that generates cultural, economic and social development through responsible touristic management of cultural heritage, artistic production, and cultural and creative industries.”

*Rural tourism:* fits perfectly into the trend that European travelers seek authentic, unique experiences and local lifestyles. European rural travelers want to experience natural, unspoiled landscapes and authentic accommodation. Rural tourism has many definitions. Rural tourism refers to trips where the main motive is to enjoy: rural areas, rural communities and rural experiences. Rural tourism aims to include and benefit rural communities, while preserving their environmental and cultural assets. It brings rural areas economic development by creating additional income and employment. Tourism development can also improve the social wellbeing in rural areas. For example by stimulating improvements in infrastructure, sanitary and electricity networks. Also services that come into existence as a result of tourism can be used by the local community as well.

*Wellness Tourism:* “Travel associated with the goal of maintaining or enhancing one’s personal well-being.” It includes the pursuit of physical, mental, spiritual or environmental ‘wellness’ while traveling for either leisure or business. This term should not be confused with medical tourism.

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## Appendix VII - Seasonal experience in Ljusnarsberg

The cold and white winters reaching minus 25 degrees Celcius makes the landscape light up in the moonlight. In this period the days are short and the nights very long. Because the area is relatively remote and away from city light pollution, it allows a darkness in the sky that makes it possible to look up to a fog of stars in every direction. Then towards summer, when the snow starts melting and water levels rise, rivers and streams start flowing, making it possible to go on incredible canoeing and fishing trips.

The white fields of snow make place for white, yellow and purple colors as the spring flowers start to take over the landscape. Days grow longer each day until end of June, when the summer solstice provides the longest day of the year. Around this time you can see the sun float on the horizon, and it actually does not turn dark. Sunset flows over into sunrise, skipping the night and providing an amazing experience.

The lush life sprouts from the earth as the cold spring works its way to summer and many trees start showing their flowers and fruits. Insects are buzzing everywhere and forest walks become like a visit to the candy store: all kinds of berries can be found everywhere in the forest and are free to pick.

From fresh picked berries for breakfast, the Swedish summer turns into autumn with a great variety of mushrooms to collect. The landscape turns from green to orange yellow and red, making a walk through nature an even more magical experience before winter returns.

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## Appendix VIII - Socio-cultural situation in depth

### Social Situation

#### *Population*

Ljusnarsberg has seen its population decrease over the past decades. Graphs from the Swedish central bureau of statistics (Statistiska Centralbyrån) show that the population in Ljusnarsberg has dropped from 7433 people in 1970 to 5006 people in 2016. From 2012 a slight increase in the population is noticeable, this can be attributed to the high refugee and immigrant intake in the area.

#### *Average Age*

As there is not much prospect for an economical future in the community, many young people leave the area when they enter the job market. It also makes this area unattractive for young people and families to come live here. This has resulted in a population that largely consists of elder people who contribute to a more conservative mentality in the area. This makes the implementation of new ideas and initiatives for community development a more difficult process.

As of 2016 the average age in the community is 46,7 years compared to a national average of 41,2.

#### *Immigrants from high income countries*

Kopparberg knows many people that emigrated from high income countries. Most of them come either from the Netherlands or Germany. The inflow of these high-income-country-immigrants seems to continue as the kind of lifestyles provided in rural areas keep gaining popularity in countries like the Netherlands and Germany. They have a positive effect on the community as they bring new culture and entrepreneurship with them. Though, many of their entrepreneurial initiatives are met with a small customer base and sometimes even a negative income.

There has recently been an ongoing

effort of the Swedish government to attract EU-citizens (often focused on the Netherlands) to diminishing rural parts of Sweden. The nice thing about attracting Dutch people is not only their willingness to come, it is also because they are often highly educated, learn the language fast and Swedish people generally have the impression that the Dutch integrate relatively easily due to the small cultural differences.

Though, previous attempts of attracting foreigners to Sweden have seen negative results as expectations were set too high and the integration program did not provide enough care to the newly integrated. Next attempts should make sure that all the difficulties that come with moving to a new country are well communicated and supported by an integration program.

### Cultural Situation

#### *Leftovers of the mining working class*

Many people that live in the community today descend from the miner families that lived in a wealthier Ljusnarsberg. The reason most of them live and stay here is because they were born here. Many finish high school, look for work and start a family. People looking for a career or higher education typically move out of the area. What the community ends up with is a large part of its working force not able to find a job as there are not many employers in the area. Rather than finding an alternative, most unemployed people end up living on the cost of the state. It is the believe of these 'miner families' that the municipality should attract more companies to the area that offer jobs. Their hopes on wealth is based on a story of the past, where the mining industry made the area rich, but this industry is very unlikely to return to the area.



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This whole situation has left many people apathetic and indifferent towards new ideas. People don't have much pride in the community as they only see a shell of a past that was wealthy and communal. A lot of what is left is pessimism and no desire to change anything about the situation regarding these people.

### *Traditions*

There is a strong sense of tradition present in the community. You can see this during the traditional celebrations of national holidays of which Easter, Midsummer and the Crayfish Party and Christmas are most popular. These traditions are very important to the people and are authentically celebrated in each village. Often a lot of focus is on the children, as many traditional songs and dances are performed during these holidays. And off course food and family activities have a central part in the festivities. A lot of the traditions have to do with the large role the church still plays in society compared to countries like the Netherlands. As a tourist it is a very unique experience to be part of these traditional festivities as they are deeply rooted in the culture and history of the country.

### *Orange economy*

The orange economy is a representation of the creative industry of a location. In Ljusnarsberg it is quite simply the arts and craftsmanships you can find in the area. Many local artists can be found in the community as the natural and calm surroundings are a good inspiration. Most of the artists are connected to the local art club. Every year this club organizes 'Kulturglimtar', an exposition of art spread over the entire municipality. This creative group of individuals form a part of the identity of the area and bring a lot of life and color to the community. They range from

hobbyist to professionals, but all have one thing in common: it is hard to earn a living from their creativity. Tourism could be a good source of income for these people. Unfortunately most of them do not know how to connect with the market as they do not have any marketing skills and there is no central exhibition shop where their art can be sold.

Another contribution to the orange economy is Ställbergsgruvan. This is a group of artistic individuals who come together every summer period to organize cultural events. They base their intentions on a close relationship they have with the local community and its history. This group started a research on the history of Ljusnarsberg and surroundings and this turned into an annual program of socio-cultural oriented activities. They got funded for a sizable amount by the EU to be able to continue their projects.

One company which is less directly related to the orange economy of the community, its brand still puts a cultural stamp on the community. "Kopparbergs Bryggeri" (Kopparbergs Brewery) is an international brand known for its beers and ciders. The original brewery was started in 1882 by a small group of local beer brewers from Bergslagen. The remnants of this brewery are still there in good condition. There have been plans and talks between Kopparbergs Brewery and the municipality to turn the old brewery into a touristic attraction. Unfortunately the talks never resulted into anything concrete as the investment costs were too high. This doesn't mean that there are no other opportunities the brewery can offer tourism in the community. Their ciders are the most sold ciders in Sweden and also Sweden's highest exported cider, selling in more than 30 countries. Kopparbergs Brewery is especially a success in Great Britain.

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## Appendix IX - Economical situation in depth

### Average Income

The average income in Ljusnarsberg in 2015 was SEK 208.174 per year (roughly translates to 22.000 euro). This number lays a little bit over 20% under the national average of SEK 261.038 (around 27.360 euro). This makes Ljusnarsberg the third lowest earning community in Sweden.

### Unemployment

In 2015 67,1% of Ljusnarsberg's population between 20-64 years old was active on the labor market. This makes the community the fourth lowest ranked in the country with an unemployment rate of 32,9%. 12,7% of these are people registered at the unemployment offices seeking programs with activity support. Another big contribution to unemployment is Ljusnarsberg's highest percentage of early retirees in Sweden with 10.1% of its potential workforce receiving financial aid from the government before they reach the official retirement age of 64. The rest of the people are being subsidized by the government for other reasons, where many of them are active on the black labor market. Roughly summarized by the mayor of Ljusnarsberg: of the 3300 people between 16-64 years old, over a 1000 are not working.

### Sources of income

The municipality and three large companies which account for most of the jobs in the area. Ljusnarsberg municipality is the largest public employer accounting for 425 employees as of November 2016. Then there are the private employers of which the largest one is the Kopparberg brewery

providing 225 positions (November 2016). The other two private companies are Ahlstrom (specialized paper production) and ICA supermarket who together account for less than 200 employees.

Then there are the people that are self-employed, business owners or working for small businesses/ organisations which totals between 300-400 jobs according to the mayor of Ljusnarsberg.

As said before, there is a large part that lives on subsidies of the government or work on the black market and what is left over is people that work outside the municipality.



Fig. 47 - From top down: Kopparberg Bryggeri, Ahlstrom and ICA Supermarket.





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## Appendix X - Tourism situation in depth

*Ljusnarsberg is located in a wonderful natural surrounding, has a beautiful history and many attributes that provide great opportunities for tourism.*

Tourism can fill up the space that a dependency on large employers can't. The small business opportunities tourism brings spreads the job opportunities over the entire community. This way when one large company decides to move out of the area or goes bankrupt, it doesn't create an unemployment crisis. This is a more sustainable approach for small rural areas where large companies are scarce and people's dependency on them risky.

### Visitors

There are no statistics about tourism in Ljusnarsberg. An unstructured interview with the tourist office and municipal officer in charge of tourism provided most of the information to sketch an image of the visitor count and their activities.

The majority of visitors are Swedish, but you can also find Dutch and German people. Almost everyone that comes to Ljusnarsberg comes with car and are usually passing through the area. Many bring a caravan or drive a camper. Just north of Ljusnarsberg there is the county of Dalarna, internationally famous for the Dalarna horse and the largest, most historical mine in Falun. People who come to Ljusnarsberg go to the tourist office to see what they can do. Besides the fact that there are limited short-time activities in the area the opening times of the available activities are meager and often wrongly communicated with the tourist office.

It often happens that visitors end up being directed to the museum and finding that it is closed.

### Accommodation & Transportation

Part of the reason most visitors are only passing through the area is because there is very limited accommodation in Ljusnarsberg. Spread over the area the amount of beds do not add up to more than 50 (excluding Klacken's skiing resort and camping). This makes it difficult for tour-bus organizations to visit and stay in the community.

### Things to do

There are multiple cafés, restaurants, shops, and so called loppis (secondhand shops) in Ljusnarsberg. All of them are opened during the summer, but have limited opening times in the other seasons. There are two main attractions in Ljusnarsberg; a yearly opera and a small ski resort.

Fig. 48 - From top down: restaurant in Kopparberg, summer café in Kopparberg and loppis in the area (traditional second hand stores in Sweden)



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## Seasonality

As the climate in Sweden brings relatively long winter and short summers, the peak season only last for about three months (June, July and August). Before and after this small business owners see a big drop in customers. Autumn, winter and spring offers almost no tourists, whilst these are beautiful seasons in this area. Only the skiing resort Klacken is attracting visitors outside of the peak season. Spring season actually offers many benefits for tourists. Water levels are higher, meaning that more water activities can be enjoyed such as canoeing and fishing. Walking through the forest is more pleasant as the weather is cooler, there are less bugs and mosquitoes and the vegetation is beautiful. Autumn also benefits from less bugs and mosquitoes, but more importantly this is the time to go berry and mushroom hunting in the forest; a unique experience. In the winter you can think of cross country skiing in the deep nature and ice fishing.

These off season activities are just a few examples of possibilities to extend the peak season to the so called 'elbow seasons' or specifically market certain periods of the year. These can be combined with the several traditional celebrations that occur in the off-seasons.





**SPRING**



**SUMMER**



**AUTUMN**



**WINTER**



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### *Opera På Skäret*

On their own website Opera På Skäret says they are the leading summer opera in Sweden. Since 2004 they have organized operas in what used to be an old saw mill near the lake. In this time they have attracted over 90.000 visitors. It is surrounded by forest and is the only opera house in the world with their own train station. Every year fully booked, chartered 'opera trains' arrive from Stockholm to the opera and the rest of the visitors arrive by car. They are co-financed by a local brewery with an international brand: Kopparberg Cider. This brewery is especially popular in Great Britain. A collaboration with Kopparberg Cider can provide many opportunities in the future.

The opera unfortunately does not provide much tourism to the rest of the community. For most visitors of the opera it is a secluded experience that only includes the opera and its restaurant café next to the opera house. However the opera is planning for 2018 to do two different shows instead of just one. There has also been spoken about a big piece of land that has been bought by the opera to provide accommodation for their visitors. This would mean visitors of the opera would stay potentially several days and spend time in the surrounding area. It would be something the community could benefit from if this opportunity would be addressed properly. In any case a better collaboration with the owner of the opera and local businesses could provide day visitors of the opera specific activities to do outside the opera hours.

### *Klacken*

Klacken (or Gillarsklack) is a small ski resort along the main road that passes through the municipality, ten minutes away from Kopparberg center. Besides skiing they offer hikes and country

cross skiing in the area, they rent out equipment for this and also have a pool, restaurant and camping. On its property there are many lodges that are now mostly privately owned and rented out to visitors of Klacken. Klacken has not been doing so great in the past years and several years ago it was sold to its new owner; Jimmy Hoppe. This is a rich investor that moved from the south of Sweden to Ljusnarsberg. He sold most of his investments in the south and reinvested in not only Klacken, but also in the golf courses, a tanking station, a greenhouse/plant shop, small pizzeria and a small supermarket. The pizzeria and supermarket are on the main road of Ställdalen, part of large apartment buildings that he also owns. These are for sale since the end of 2017. Jimmy Hoppe initially bought these apartments during the refugee crisis in 2015-2016 to accommodate refugees. This made him a controversial figure in the community as he got a lot of money from the government to facilitate the refugees, but people question whether he treated the refugees well or that most of the money went into his own pocket. A more recent development is from february 2018: the taxation office in Sweden has put the Klacken ski resort with all its land for sale, bidding starts at 4.000.000 SEK (roughly 400.000 euro).

His investments in the municipality are very valuable for the development of tourism and the community. Though many people seem to think that his efforts might be failing and his businesses are moving towards bankruptcy, in a personal interview I conducted with him he seemed to be positive and committed to making it a success. He has mentioned that he is interested in working together with the small business owners in the area and having him as a local partner could provide many opportunities.



Fig. 49 - Opera På Skäret



Fig. 50 - Klacken Ski Resort



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## **Tourist Office**

The tourist office in Ljusnarsberg can be found in the historic center of Kopparberg. It is located in the old courthouse (Tingshuset), a characteristic building from the 17th century. They have a little shop inspired by the mining history and offer information about the municipality. They are open 3 months per year from June till August.

The way the tourist office is managed in Ljusnarsberg is on a contract basis. Every four years people can put themselves forward as a candidate and then someone is chosen by the municipality to manage the tourist office. For the past two decades these people have been Ken Karlsson and Ulla Kalander-Karlsson, a middle-aged couple from Kopparberg. Besides being in charge of the tourist office they also own a gold and adventure business (Guld & Äventyr) where they offer gold panning classes and outdoor wilderness cooking. This business is also located inside the tourist office. Among some of the local business owners this has raised the question how much they take their responsibility over the overall development of tourism in the municipality. Some have critical views about Ken and Ulla's conduct and feel like they are not doing enough for tourism in the area. I had several conversations with Ken and Ulla and they are well-intended people. They have tried a lot of different things in the years they run the tourist office, but to them it seems that collaboration with small business owners is one of the biggest challenges. They have a lot of knowledge and know how about the area and tourism, and are valuable for the development of the community. The main problem I notice though, is that they do not have a clear vision for the development of tourism and have been discouraged by the pessimistic

attitude in the community. They should act more like a destination marketing organization, but they are limited by the little financial resources they have as they do not have a sustainable income model and are dependent on the small budget the municipality provides. Part of their job at the tourist office is to contribute their time and effort to the Bergslagen tourism organization.



Fig. 52 - Tourist office in Kopparberg.



Fig. 51 - Ulla & Ken, in charge of the tourist office



## Bergslagen Tourism

Bergslagen Tourism is a collaboration of the four municipalities in the Bergslagen area: Ljusnarsberg, Nora, Lindesberg and Hällefors. Under the leadership of Håkan Ceder, together with the tourism representatives of the tourist offices in the municipalities, they promote tourism in the Bergslagen area. They have created a new website with a beautiful and modern design. They do marketing in print and publish a yearly tourism guide magazine which they spread through their website and several large travel related expositions in Sweden. They also have walking/hiking/biking maps for sale and offer group trips to the area.

The problem is though, that many small businesses in Ljusnarsberg feel undervalued by the Bergslagen organization. Most activities and marketing is focused on the other municipalities and Ljusnarsberg is underrepresented on the website and in the folders. It has been said by some critical people in the community that the Bergslagen organization only focuses on larger businesses and do not care for the small business owners. A big part of the problem is that there is no one representing the small business owners in Ljusnarsberg. If the relationship between these business owners and the Bergslagen organization would be better, the small business owners would be able to get more

benefits from the marketing efforts of the Bergslagen organization. At the moment many small business owners in Ljusnarsberg find the costs for having their business in the Bergslagen tourism guide to high, and can therefore not benefit from these marketing efforts. At the same time they are not taking advantage of the free marketing Bergslagen provides them on the website. Again, this has to do with miscommunication between the two parties.

Fig. 53 - Bergslagen outdoor booklet

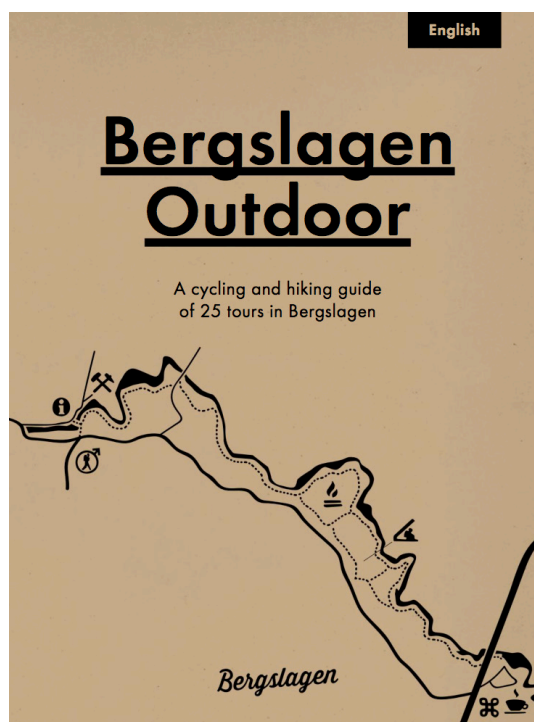






Fig. 54 - ^ Bergslagen website



Fig. 55 - Bergslagen magazines

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## **Problem Areas**

### ***No shared vision***

One large problem is the current organization of tourism in the community. There is no representative institution that gives voice to the needs of the all the local stakeholders in tourism. There is no vision that guides tourism in the direction of sustainable development, let alone a strategic plan for implementation. No one has overview of the tourism situation and there are no signs of any kind of plan to change this. The people that should be in charge of tourism development are Ulla and Ken from the tourist office, who for reasons explained previously are not capable of this. Mikael Haapala, who works at the municipality as a business and economy officer, has the municipal responsibility of tourism in the municipality. In an interview with him it became clear that his job as a tourism developer was thinly spread across many of his other responsibilities. As it is a small municipality with little officers, each officer does the work of what in a big city would be done by several departments. On top of that is the budget for tourism really low and there are no clear indications of that changing anytime soon. According to Mikael Haapala, the solution for tourism lays in the collaboration of businesses in the community in creating packages. Combined experiences that can be promoted to a fitting market to attract tourists to come and spend money in the community. This idea can be transformed into a wonderful vision and joined effort of tourism development. Though these kind of things take time to become successful and might not seem to work in the beginning. Investing your time, effort and money into something that might not see result until 3 years later is not something most people are waiting

for, even if the results would provide double the value. On a conscious level long term investments are very abstract and difficult to imagine to most people. People often rather choose investment that provide instant gratification, even if they're just temporary and maybe even destructive on the long term. Unfortunately these long term investments are one of the most important aspects of sustainable development and at the moment there is no one to take charge of the long term investments.

### ***No collaboration***

One of the most difficult things in the development process seems to be getting people on the same page and not having them put themselves first. Naturally people care for the things that influence them directly. They don't care so much if their neighbors make profit, as long as they themselves do. Something that is less obvious are the benefits of an abundant situation: if all your neighbors make a good turnover, you are like to benefit from that as well.

The individualistic attitude in the community is very inefficient when it comes to attracting business to the area as a whole. Many small business owners try to do their own marketing instead of doing collaborative marketing. They do not seem to promote each other and are often acting more as competitors instead of partners. These is a problem, because if the community is already competing internally, how will it be possible to compete and look for opportunities outside the community?

Then there is also to lack of collaboration resulting in miscommunication between the tourism providers. This ends up affecting the tourists as they get misinformed about opening times and availability of activities. Often one can find outdated



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information distributed across the different shops in the community and business owners who do not stick to their plans and promises.

### ***No market presence***

As more people make use of the internet to look for inspiration and book their trips, being active on digital media is essential. Finding any tourism information about Ljusnarsberg is very difficult as there is no website and social media available promoting tourism. Also any physical media Ljusnarsberg offers is messy. All businesses market themselves individually and as mentioned before there is no collaboration between them in any physical marketing products. You'll find three different maps of the municipality with different businesses and activities. When you look on Google for Ljusnarsberg or Kopparberg related to tourism you'll end up on the Bergslagen website where Ljusnarsberg is underrepresented. Otherwise you will find website of the Kopparberg Brewery which I'll talk about later on. On the municipal and county websites you can find very scarce information related to tourism, very unattractive and not accommodating for attracting tourists. Ideally the Bergslagen Tourism marketing efforts pay off and bring people to the area, but if Ljusnarsberg as a community does not know what to offer and present to its potential customers, it becomes very difficult to benefit from this. It is very confusing for a tourist to understand what Ljusnarsberg is about, what it has to offer and what to expect from it. This has not only to do with the lack in market presence, but also leads back to shortcomings in a collective vision and purpose. If the community can figure out what their brand is, they have a chance of communicating a convincing marketing story to the market and make

use of Bergslagen's marketing efforts.

### ***Profitability***

Another challenge is how to create profitability opportunities when most of the activities in nature are self-guided. Many tourists come with their own accommodation (camper, caravan, tent) with cooking utilities. Choices in which markets to attract and what products to offer have to be made carefully to ensure economical opportunities for the community.



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## Many Opportunities & Approaches

This chapter has addressed several problems and challenges regarding the development of the community and tourism. These have been found the most relevant ones for the scope of this project. There are many more problems regarding e.g. the school, health center and internal workings of the municipality. For now these other challenges will not be included in this project, although they will definitely be addressed in later developmental stages of the community.

The relevant problems and challenges in the current community context provide many different opportunities and approaches towards a solution. Each of these opportunities present positive and negative aspects in relation to each other. Some require less resources, others take less time to implement and then there are ones that have more impact than others. Even when an assessment has been made of which problems are best to focus on, it will still be guessing whether it will work and how effective the results will be. Although careful assessments are very important in making these decisions, the goal of this project is to let the community decide and work towards a solution together.

## The Deeply Rooted Problem

In the end people are blaming each other for the miserable state of tourism. The municipality, tourist office and small business owners are pointing fingers at each other. When they can't blame each other, the problem is the fact that there is not enough money to do anything. The community has put themselves into a vulnerable position where nothing is happening in terms of development. Many ideas that do get initiated quickly fail, because people have little trust in new ideas. Often

the excuse is that certain things have already been tried and failed before, which is to them the reason why it will fail again. Any idea that receives that much criticism, pessimism and passive attitudes has difficulties to succeed. The result in my opinion is a community with an incredible potential for flourishing tourism, but with no desire to do so unless it is served to them on a golden platter.

In the words of Henry Ford:

*Coming together is a beginning; keeping together is progress; working together is success.*

One of the first key steps in this entire project will be to bring people together and start a conversation. This way we can address the problems from each individual perspective, find underlying frustrations and annoyances and let people feel that their opinions and ideas are valued. Without a little bit of trust and a believe that change is possible in the community, there is little point in trying to achieve sustainable development. People need to find pride in their community, inspired to keep making it better, together.

## Community Empowerment Through Practical Knowledge

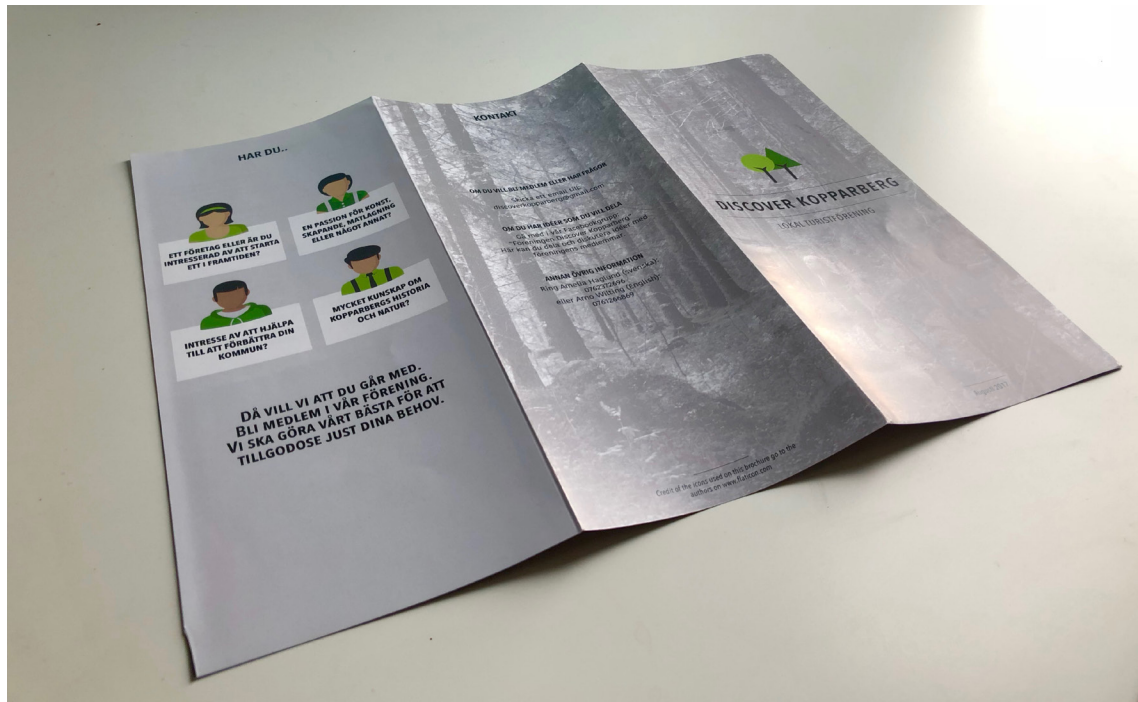
By providing the community with the right knowledge and information regarding developmental decisions, it is possible to influence and guide them towards making decisions that are sustainable. Community empowerment links knowledge to power, making a community capable of "creating a body of practical knowledge grounded in everyday experience in the search for a more just and sustainable world." (Ledwith 2011). It is about doing and thinking, action and reflection.

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### **Local Organization**

Maybe the most important asset in the equation of tourism development is the existence of a local organization. This organization has the responsibility to facilitate the entire tourism development process, from the definition of the community context and the development of a brand, to the creation of tourism offers. Included in the responsibility of the organization is to guide all these steps towards sustainable community development as explained in the literature research chapter. Combining the development of tourism and its guidance towards community development, results in the improved MVP of the strategic model seen in Fig. 21.

# Appendix XI - Discover Kopparberg Brochure





## DO YOU..



**RUN A BUSINESS OR ARE INTERESTED IN RUNNING ONE IN THE FUTURE?**



**HAVE A PASSION FOR ARTS, CRAFTS, COOKING, OR ANYTHING ELSE?**



**CARE ABOUT YOUR COMMUNITY AND WANT TO HELP IMPROVE IT?**



**KNOW A LOT ABOUT THE HISTORY & NATURE OF KOPPARBERG?**

**THEN WE WOULD LIKE YOU TO JOIN US. BECOME PART OF OUR ORGANIZATION. WE WILL DO OUR BEST TO SERVE YOU AND FULFILL YOUR NEEDS.**

## CONTACT DETAILS

### IF YOU WANT TO BECOME A MEMBER OR HAVE ANY QUESTIONS

Send an email to:  
discoverkopparberg@gmail.com

### IF YOU HAVE IDEAS YOU WOULD LIKE TO SHARE

Join our Facebook Group:  
"Discover Kopparberg"  
Here you can post and discuss ideas with other members of the organization.

### FOR ANYTHING ELSE

Please call Amelia Haglund (Swedish):  
0762372696  
or Arno Wilting (English):  
0761266869



## DISCOVER KOPPARBERG

LOCAL TOURISM ORGANIZATION

Credit of the icons used on this brochure go to the authors on [www.flaticon.com](http://www.flaticon.com)

August 2017

## WHO WE ARE

"Alone we can do so little, together we can do so much."

We are Discover Kopparberg, an organisation that aims to bring the people of the community together to create something bigger than ourselves. In the coming years we hope to work together with you on creating wonderful tourist experiences and attracting international tourists to Kopparberg.

It will be our job to represent your voices and focus on your needs. We will provide the tools and methods with which we can cultivate the tourism sector. Please join our journey towards an ever improving Kopparberg.

*Amelia Haglund*  
Chairperson Discover Kopparberg

## WHAT WE DO



### BRAND MANAGEMENT

We will create and manage a unique and authentic brand for our community so we can focus on the international tourist market.



### KNOWLEDGE PLATFORM

We will organize workshops, invite experts and provide information so you can get the most out of your entrepreneurial efforts.



### INNOVATION PLATFORM

Our innovation platform will help turn ideas into value. It allows us to work together towards a common goal: attracting more tourists.

## WORKSHOPS 2017

A series of workshops will be organized this year where we need your creativity and ideas. We want you to be the designers of the future of Ljusnarsberg Kommun.

### 1 THE KOPPARBERG BRAND WORKSHOP

Together we will define the brand personality of Kopparberg. In what way are we authentic? What makes us unique? What makes people excited to be here?

### 2 TOURIST PACKAGES WORKSHOP

This workshop is all about collaboration and creativity. Looking at all the businesses and opportunities in the area, how would you combine them and turn them into exciting tourist package experiences?

### 3 FUTURE ROADMAP WORKSHOP

In this session we will look at which direction we want to go and what our long term goals will be: "The future belongs to those who prepare for it today."

## TURNING YOUR PASSION INTO UNFORGETTABLE EXPERIENCES

"COMING TOGETHER IS A BEGINNING, KEEPING TOGETHER IS PROGRESS, WORKING TOGETHER IS SUCCESS."

HENRY FORD



Focus on the things you like to do..



and let us help you take care of the rest..



so together we can develop tourism in our area.

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## Appendix XII - Workshop 1 in detail

### Preparation

From the municipality website and the internal knowledge of the organization steering committee, a list of 70+ business owners was compiled. A letter was sent to them containing the organization's brochure and an invitation to the workshop. After the initial invitation the business owners were emailed again a week and day prior to the workshop and a Facebook event was created.

The workshop eventually consisted out of three parts:

1. Introduction and some background information about branding.
2. Designing a brand based on a brand purpose, brand identity and brand promise.
3. Combining everything in a unified brand vision

### Evaluation & Insights

The evaluation of the workshop provided insights for the organization, the community and future projects. As an organization, specifically the workshop facilitator, it is important to show confidence when giving a well-prepared workshop. By showing clear value to the participants, even when it is indirect value for the long term, the workshop will be more meaningful to them. An important part of communicating value to the participants is telling them what the organization will do with the results of the workshop. In the next workshop the synthesis of the results, in this case a destination brand, can be presented.

In the workshop I faced people who are more close-minded and/or have strong personalities. In dealing with their criticism it is important to listen and respect them. It is necessary to

read the emotional situation and make sure that negative feedback and energy does not spread to the other participants and ruin the workshop. In handling this as a facilitator you have to show your vulnerability and be honest with them. In the end everyone who is present during the workshop wants to contribute to a better community.

During the workshop you have the chance to let people connect with the organization and understand what the organization tries to achieve. Also are you able to share relevant information and knowledge that can educate the participants on relevant topics. Clear presentations are therefor needed. One difficulty was that I facilitated the workshop and the presentation to Swedish people whilst talking English. This limited communication between me and the participants in certain situations.

During the creative design process in groups it became clear that people that didn't know each other before had benefit in getting to know one another. This formation of new relationships between participants is very valuable in future collaboration.

The bottom-up participatory nature of the workshop is beneficial for two reasons: it allowed the participants to be the owners of the brand. It was their ideas that eventually formed the brand, meaning that these people feel more personally involved and motivated to contribute to the further development of the brand. The other benefit is that the brand will become truly authentic as the community themselves created it.

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## **Next Steps**

Now a brand direction is established there are some other steps that can be taken based on the results of the workshop.

The first one presents the opportunity to use the bottom-up participatory results to support funding proposals for regional development. Secondly, the following workshop will try to attract more relevant participants by selective invitations. I will approach and possibly visit several business owners in Ljusnarsberg to talk about ideas for tourism offer innovation based on the destination brand. With their input and participation it is hoped to facilitate a workshop that contributes to the tourism offer innovation process. This brings us to the third step; provide more concrete value to the participants in the following workshop. This will not only increase the attendance, but hopefully also convince participants that the organization wants to turn words into action.

Alongside these steps the new destination brand can also be used to start the development of a website that provides information about Ljusnarsberg and sell tourism offers. To support the website and the market presence of the brand, also a social media strategy will be developed within the organization. Lastly will the organization focus on opportunities for selective e-marketing and partnerships with ecotravel agencies and websites.

Lastly, in preparation of the next workshop some extra effort will be put into attracting participants and more focus on building relationships among the participants. Also will the facilitation be improved through better leadership skills.

On the following three pages you will find the agenda, overview & invitation used in preparation of the workshop.



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# WORKSHOP AGENDA

## THE KOPPARBERG BRAND



Prior preparation of participants: none

### 1. Introduction (13:00 - 13:30)

- Welcoming
- Present overview, goals of the workshop & expectations
- Small introduction Kopparberg (end result: projects > funding)
- Short introduction round (who are you and why are you here?)

### 2. Design Brand Personality (13:30 - 14:30)

- Presentation on branding
  - What is a brand?
  - What makes a good brand?
  - Examples of brands
  - What can a brand do for us?
- Brand Group Exercise
  - Fill in group form (authenticity/uniqueness, values, positive things)
  - Fill in persona sheet (if Ljusnarsberg was a person, how would that person be like?)

### 3. Target Group Definition (14:30 - 16:00)

- Presentation on Target Groups
  - What are target groups?
  - Why target groups?
- Target Group Exercise
  - Category based individual brainstorming (demographics, nationality, interest/activity-based, reason/purpose)

### BREAK (15:00 - 15:30)

- Group discussion
- Final top 3 list for each category

### 4. Create Vision (16:00 - 16:45)

- Presentation on vision
  - What is a vision?
  - What is a good vision?
  - Examples of visions
  - What can a vision do for us?
- Vision Group Exercise
  - Duo Exercise
  - Group Exercise

### 5. Outro/Conclusion (16:45 - 17:00)

- Summary of workshop
- What will happen to the results
- Next workshop: turning problems into opportunities > tourist packages > projects
- Questions?

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# WORKSHOP OVERVIEW

## THE KOPPARBERG BRAND



### Type (internal)

Common goal & direction, shared vision & focus, relationship & unity

### Purpose (internal)

The main purpose of the workshop is to build a relationship among members and between the members and the organisation. Since it's the first workshop it will also give the opportunity to the organisation to gain trust from the members. The organisation can show its capabilities and value regarding tourism development in Ljusnarsberg Kommun and its surroundings.

### Goals

The goal of the workshop is expressed in its expected results:

1. The creation of a brand personality (how do we want to present ourselves?)
2. An overview of potential target groups (to who do we want to present ourselves?)
3. The creation of a shared vision regarding tourism (where do we want to go?)

These three elements will together form 'The Kopparberg Brand'. This brand is essential not only for marketing purposes, but also so all the members of the organisation know which things are important to prioritise when it comes to developing their businesses. It will create products, services and experiences which fits within the same image. This last aspect is important for how future customers will experience and remember us.

### Possible Outcomes (internal)

Mainly the expected outcomes focuses on the goals of the workshop: a shared vision, brand personality and target group identification. As a result of the workshop it is also hoped to have built better relationships and trust among members and between members and the organisation. Possibly this will lead to the following:

1. Overall more understanding of and trust in the organisation's ideas and activities
2. Spread of word leading to more members and external support
3. Active participation in discussions on the digital platform regarding:
  - Problems and difficulties that exist among members regarding tourism
  - Goals and opportunities that members see in this area regarding tourism
  - Ideas of members regarding collaborative projects that could help improve tourism
4. More participants in the next workshop

Many of these possible outcomes are 'slow outcomes', meaning that they might take some time before any effect can be seen.

### Target Audience

People who:

- run a business or are interested in running one in the future
- have a passion for arts, crafts, cooking, or anything else
- care about the community and want to help improve it
- know a lot about the history & nature of kopparberg

### Audience Size

5 - 50

### Length

13:00 - 17:00 (4 hours)

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## DISCOVER KOPPARBERG

discoverkopparberg@gmail.com  
0762372696



Dear (NAME)

I am pleased to invite you to 'The Kopparberg Brand' workshop where together we will design a brand, define our target market and create a vision. As someone who is interested in improving tourism in our area, your participation is critical to this session.

The purpose of this gathering is to build a good relationship between all the people that can benefit from the development of tourism. We expect a lively interchange of ideas, hopefully leading to a shared vision for the future of tourism in Ljusnarsberg.

In the following weeks a total of three interactive workshops will be held. Each one builds upon another and combined will hopefully lead to a strong foundation with which we can apply for grants and funding. The first workshop will be held on September 3rd, from 13.00-17.00. The workshop will be held in Tingshuset and we will provide some fika.

Let us know if you will come by sending an email to [discoverkopparberg@gmail.com](mailto:discoverkopparberg@gmail.com) or call 0762372696 so we know how much food and drinks to prepare. If you decide to come last minute, of course you are still able to join. You are welcome to invite other people you know who are interested in the development of tourism. We look forward to hearing from you!

Sincerely,  
Amelia Haglund, Chair Discover Kopparberg  
Arno Wilting, Strategic Consultant

*Discover Kopparberg was brought to life with the help of Arno Wilting. He is a strategic designer from the Technical University of Delft, the Netherlands and moved to Stålldalen one year ago. For his graduation project he wants to use his knowledge and expertise to help develop tourism and improve the social-economical situation in Ljusnarsberg Kommun. He will play the role of consultant for Discover Kopparberg and over the next few years help us to develop critical thinking, long-term orientation, problem solving, creativity, communication and collaboration skills - along with improving knowledge on relevant topics.*



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## Appendix XIII - Workshop 2 in detail

### Preparation

With the lessons learned from the previous workshop a different approach was used for marketing the second workshop. I actively approached key entrepreneurs who already have an established business and organisations who have been around for a long time.

Examples are:

- **Rikkenstorp** - a permaculture farm with animals and lodging at their own lake
- **Jan-Ols Garden** - an organic animal farm with goats and horses
- **Ställbergsgruvan** - an EU-funded organisation creating performances and activities every summer focused on social and environmental problems
- **Nordic Discovery** - an ecotourism focused company that offers moose and beaver safari's, rents out canoes and provides lodging and camping sites.
- **Artklubben** - local art club
- **Hembyggsförening** - history club

These examples were visited and contacted personally to discuss tourist experience ideas for next year. These conversations for a large part decided the limitation for the workshop on just spring experiences.

Besides personally inviting key entrepreneurs, together with the organization I we decided to do the following to attract more participants:

- Facebook event in several Facebook groups in the community
- send emails with invitation to the organization's contact list
- involve municipality to send an invitation through email to their business contact list

- poster hung up around the community (see image on the next page)

A presentation and workshop were prepared that would show the participants the results of the previous workshop and aimed to produce tourism offer ideas. On the next pages you will find the a"Appendix XIII - Workshop 2 in detail" on page 143.

### During the Workshop

In talks with several business owners it became clear that summer was the most busy season for tourism, but it lasted rather short. By extending the tourism season with spring the business owners could use this time to earn more money. During this period the business owners had more time to spare and it provided many opportunities for tourism. In the spring time nature activities can make use of the high water levels for water related experiences and the spring also offers the traditional Midsommar, unique flora and fauna and less bugs.

Participants could think of ideas within these categories after they were grouped into the category they liked most. This way like minded people could form groups with the intention to improve relationship building among them.

The participants had to consider the main market segments in ecotourism when designing an offer: the older generations, families and younger travelers. As these different segments have different needs and wishes, the idea was to open up the participants to think about this. This way the participants could design more detailed tourism offers for the spring.

Overall it was a positive surprise

# TOURISM WORKSHOP

**Fredag 27 oktober 13:00-16:00**  
**Tingshuset**

## Discover Kopparberg Spring 2018

We would like you to join us and create unique experiences to make the spring of 2018 in Ljusnarsberg more attractive for visitors. Through these experiences we hope to differentiate ourselves from other places and help small businesses in our community grow. The experiences will be packaged into the three themes (described below) which we will promote and sell to people interested in a sustainable lifestyle.



### EXPERIENCE THE PAST

Are you interested in sharing your knowledge of the history of Ljusnarsberg with others? Think of guided walks through nature passing by old mines or living without electricity like people used to do.



### GREEN EDUCATION

Do you want to share your sustainable lifestyle with other people? Imagine workshops on how to grow your own food, make your own cheese or organic soap and learning about botany and animals.



### NATURE THERAPY

Can you think of experiences that recharge people who live a stressful life? Think of anything from yoga and meditation in the forest to working with farm animals or fishing in one of our many lakes.



DISCOVER KOPPARBERG  
TURISTFÖRENING



LJUSNARSBERGS  
KOMMUN

Credit of the icons used on this image go to the authors on [www.flaticon.com](http://www.flaticon.com)

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as participants were engaged, communicated many ideas and concerns and eventually spent 4 hours together.

### **Evaluation & Insights**

Biggest lessons learned from this workshop were the following:

Make sure there are some key people present that can 'start a fire'. In this case the mayor fulfilled the role of someone important who has power to change something, making other people more interested in sharing their ideas. A successful entrepreneur allowed to provide experience and information that people could use to improve their own ideas. And lastly the presence of the tourist office manager provided many insights on the local developments and opportunities within tourism as he has a lot of contact with business owners in the area. This combination of people allowed for a rich and insightful discussion with many results that can be used for further steps. As a facilitator I learned the lessons from the past workshop and applied them in this one and learned some new ones. Be confident, continuously try to understand the situation and handle it with acceptance and humbleness. Let the participants decide the direction of the workshop as long as you can guide it towards the goals you have set up beforehand. It is your task to provide the environment that gets the best out of every single participant, this is your task as a facilitator, but more importantly as a leader.

### **Next Steps**

The organization's Facebook group will be used as a discussion platform to share the results of the workshop. These results consist out of several suggestions on what the community can do collaboratively to offer spring

packages in 2018. We want the members (also the ones that could not attend the workshop) to start sharing their thoughts on this and see which suggestions show most interest. Based on this we will start one or multiple projects where we start focusing on the details of each package. Each of these potential projects will hopefully lead to manageable project teams that can start arranging meetings, facilitated by me. In other steps for tourism development Discover Kopparberg will:

- start looking for collaborations with existing events in the community such as Familjeveckorna (family week), Kulturglimtaren (culture and art event), Framtidsveckorna (future week), Ställberg's Gruvan and Opera på Skaret. As an organization we will see if we can create more experiences and attract a more international market to make these events become more popular.
- focus on marketing the beauty, mystique and culture of Ljusnarsberg during the spring. The organization will tell the story of spring and complement this season with fitting offers created by the local entrepreneurs.
- talk and work together with some of the key partners in our area: small successful entrepreneurs who will share their success stories and thoughts about the future with us. With them the organization will discuss in which direction new tourism offers should be created. This will be the setup for projects in the tourism offer innovation process.
- organize 'touristic tours' through the community for the organization and its members to get a better understanding of the tourism situation in the



- 
- community (and possibly share feedback and start collaborations)
- start on a new commercial website that collects all information and inspiration related to tourism in Ljusnarsberg in one place and in the future has the ability to sell packages and other tourism products/offers.
  - develop market presence by spreading the destination brand on social media
  - start asking questions and start discussions on the organization's Facebook group to hear opinions and ideas of members about what is best for tourism development in Ljusnarsberg. All of the ideas shared are collected and saved by the organization for future use.
  - start looking for partnerships that will provide funding opportunities
  - start looking for partnerships that could provide the destination community with ecotourists, such as tourism agencies and websites.

- Leadership that inspires people to be proud of their community and let them believe that change is possible.
- Relationships to create trust among each other within the community. This way everybody can help and promote each other's businesses.
- Partnerships where the organization keeps control over their own vision and execution.

As a local organization that is facilitating bottom-up participatory development, it is important to create networks from the inside out. Finding the right partners which can be collaborated with on the terms of the organization. This way the community can feel valued and truly represented by the organization. A combination of creating trust in each other, a believe of positive change and pride in the community seemed to be the necessary ingredients for empowerment. The key factors for creating the momentum that leads to change are:

- An organization with leaders that are part of the community and suffer from the failure of tourism and gain from its success: the people in charge of the organization have a personal stake in it.

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# WORKSHOP AGENDA

## DISCOVER KOPPARBERG IN SPRING



Prior preparation of participants: none

### 1. Introduction (20 min)

- Welcoming
- Introduction Round
- Presentation

### 2. Target Group Focus (40 min)

- Presentation on target groups
  - Elder generation, families, younger generation > brainstorm about things to consider for each group
  - Interest in educational experiences, sustainable lifestyle and anti-stress/regenerative activities > brainstorm about how and from where we can attract these target groups
  - Open discussion on which target group(s) to focus on (most feasible, viable and desirable) > present results to other groups

### 3. Product Ideation - Spring Experiences (30 min)

- Short presentation on Spring Experiences in Koppa Berg
  - Themes > creating a competitive advantage and future oriented
  - Spread activities, month focus, week focus?
- Product Ideation Exercise (groups of 4-5)
  - What experiences can you offer? What can others offer? What more?

### BREAK (15 min)

#### Product Ideation Continued (1 hour)

- Each person selects three experiences (not their own) and details them
- Discuss and evaluate results in the group using the selection tool.
- Cluster ideas into categories
- Each person pick at least one idea they would like to do, if someone doesn't have any, together come up with something that that person could do (if he or she wants to)
- Present final ideas between groups

### 5. Outro (15 min)

- Summary of workshop
- Next steps: project platform
- Questions?

**Total time: 3 hours**

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# WORKSHOP OVERVIEW

## DISCOVER KOPPARBERG IN SPRING



### Type

#product #ideation #relationships

### Purpose

The main purpose of the workshop is to bring like minded people together to work on creating a tourist product for the spring of 2018. By focusing on the ideation process we hope to tap into the creativity of the members in a fun way. It is important to make it an enjoyable process that builds beneficial relationships among the members and that sets a positive tone for future collaboration.

### Goals

The goal of the workshop is expressed in its expected results:

1. An agreement on which target groups to market the product to
2. A selection of ideas focusing on nature therapy and green education experiences (= product)
3. The introduction of a project environment (digitally) on which to continue the development of the tourist product after the workshop.

### Possible Results

It is expected that certain decisions will be made during the workshop that would make the design of the tourist product more concrete. These include:

- a time frame in which to organise the spring experiences
- the availability of each of the participants in this time frame
- which target group has the preference
- a more specified overview of what the participants can and can't achieve for next spring

These project details hopefully lead towards a selection of ideas that can be discussed with the help of a selection tool. This selection tool asks critical questions regarding feasibility, viability, desirability, interrelated synergy, brand fit, community fit, risks and responsibilities to ensure a substantiated discussion about the ideas. This selection of ideas can be used in the continuation of the project to develop detailed concepts.

### Target Audience

People who:

- run a small business (less than 5 employees) or are interested in running one in the future
- are interested in topics of environmental sustainability such as: ecology, organic agriculture, organic products, zero waste and green education.

Participant List: *Rikkenstorp, Ställberg's Gruvan, Jan-Ols Gården, Rosa Gården, Nordic Discovery, Susan & Nicolai, Konstklubben, Hembyggsföreningen, Theatremaskinen, Ingela (Trädgård & Rökeri), Adina (Bergströms Diversen), Mari & Götze, Romana, Ulla & Ken (tourist office), Mikael Haapala & Ewa-Leena Johansson (municipality), TM Garden, Swärdska Huset, Hanz. Monique, Trädgårdsförening, Naturstudieklubben, Evenemang Föreningen (Oskaria Sko Affair)*

### Audience Size

5 - 50

### Length

3 hours

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**DISCOVER KOPPARBERG**  
TURISTFÖRENING

discoverkopparberg@gmail.com  
Arno Wilting: 0761266869

**Discover Kopparberg in Spring**  
SECOND WORKSHOP

Hej,

We would like to invite you to join Discover Kopparberg's second workshop. We will introduce you to our organisation's brand which we will use as the foundation of our new website and marketing campaign for the spring of 2018.

During this workshop we want you to create local experiences for spring time that we will promote and sell to visitors who have an interest in a sustainable lifestyle. The experiences will be packaged into three themes: *living in the past*, *green education* and *nature therapy* (see examples below). Our goal is to create unique experiences in Ljusnarsberg that set us apart from other places and help small and starting businesses in our community grow.

Can you think of any experiences you would like to offer to visitors that fit the themes? Then we welcome you on **Friday, Oktober 27th from 13.00 - 16.00 in Tingshuset.**

If you're not able to come but would like to be part of the spring experience, please join us on facebook: "Förening Discover Kopparberg", as we would really like your participation.

Sincerely yours,  
Arno Wilting



**LIVING IN THE PAST**

Think of guided walks through nature, passing by old mines or visiting historical landmarks and museums in the kommun.



**GREEN EDUCATION**

Imagine workshops on how to grow your own food, make your own cheese or organic soap and learning about botany and animals.



**NATURE THERAPY**

Think of anything from yoga and meditation in the forest to working with farm animals and fishing in one of the many lakes.

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## Appendix XIV - Active tourism development in more detail

Step one through three speaks for the top half of the model and are concrete, actionable steps the community can take to create touristic offers that are authentic, unique and meaningful and that build on existing opportunities, strengths and resources. These three steps are more short-term oriented as they are not dependent on external investments. Each of these steps should be evaluated and improved on an annual basis through an iterative approach to ensure optimization of the touristic offers.

### **Step 1: Context Analysis**

The most critical aspect in bottom-up development is to start with what you have. You want to avoid implementing a complete new idea that is not properly evaluated within its context. This can result in a lot of risks, uncertainties and high investments. Besides that, getting people on board and finding the right resources is difficult, especially in a rural setting where people overall are more conventional. For this reason a context analysis has to be performed on the community. The context is proposed to be divided over three sub contexts:

- natural context
- cultural context
- business context

These contexts combined provide a community portfolio that forms the basis for a local brand identity. Also do these contexts set the foundation for a unique and meaningful design direction that allow the community to create feasible, viable and desirable tourist offers, further discussed in “Step 3:

Tourism Offer Innovation” on page 153. What follows now is a short description of each of the contexts, giving an idea what to look for when putting together a community context overview.

### ***Natural Context***

The natural context is expressed through the geographical location of the area and what kind of flora and fauna you can find there. This translates into activities and experiences in the natural surroundings of the community that are either already being facilitated or can be potential opportunities in the future. This includes climate and seasonality.

### ***Socio-cultural Context***

The cultural context looks at the social and cultural aspects of the area and how these two are connected. It is the way people behave in the community, which is influenced the history of the place and the person. Some people might have lived in the community all their lives, others might have just settled. It shows in the day to day life, overall attitude of the community and the things they do individually and together. In a deteriorating rural community the cultural context can be easily experienced as negative. The key here is to find a perspective that brings out the positive aspects and emphasise these. Define which human related activities and interactions could potentially provide opportunities for development.

### ***Business Context***

The business context regards the entrepreneurs and business owners

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in the area. For the ones that are starting it is interesting to know what their goals, skills and passions are. For the entrepreneurs who already own a business it is important to figure out their current problems and needs and what kind of plans they have or opportunities they see for the future of their enterprise. Successful entrepreneurs should be interviewed as they can be of great help to guide tourism and help smaller businesses. Also included in the business context are the the larger business owners. These provide opportunity of collaboration with the micro entrepreneurs on multiple levels.

The analysis of all the different contexts should result in an overview which will determine the opportunities as well as the limits for the brand development and tourism offer innovation phases.

*The context analysis will have to be improved and contain more details. Practical experiences and examples should be provided if a context analysis should be performed by someone besides me.*

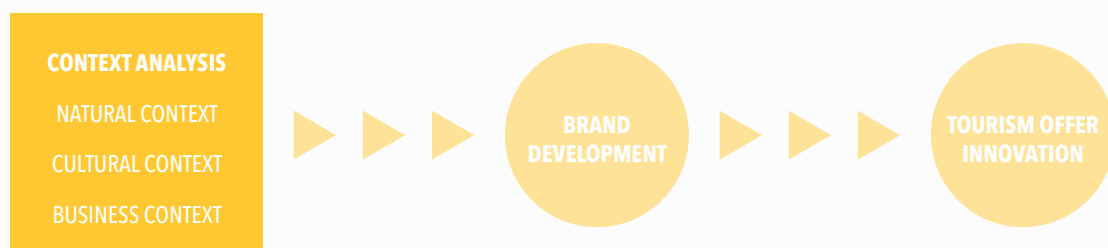


Fig. 56 - Explanation overview of the context analysis



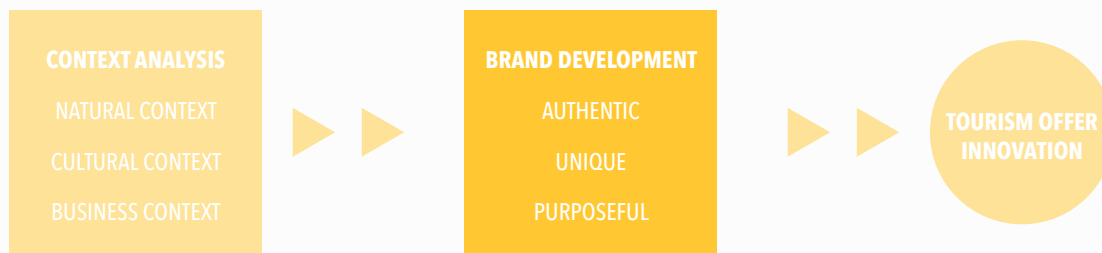


Fig. 57 - Explanation overview of the destination brand analysis

## Step 2: Destination Brand Development

The results of the literature research, context analysis and the pilot research suggest that when focusing on three specific factors, authenticity, uniqueness and purpose, it can provide a strong and valued brand. When considering these factors you can increase the trust between the brand and its customer, provided there is the right market fit. Brand trust can build a strong brand where the brand trustees provide more (financial) support and promote the brand in their social networks.

### *Authentic*

The reason to have an authentic brand from the perspective of the tourist has to do with the trend that people are looking for more local and ‘real’ experiences: “there is a continuing movement in Europe towards an experience economy. (...) Part of this trend is an interest in authentic experiences in non-traditional destinations where travelers can interact with local people.” (CBI 2017). From the community perspective an authentic brand focus can improve the people’s relationship with their roots and history. It makes them actively aware of the culture in the community and brings it back to life. This is important as it contributes not only to an authentic tourist offer, but it also can make people feel proud of the community they live and work in.

### *Unique*

A unique brand makes sense from a competitive perspective; offer something different and new for people to experience. The uniqueness of the local brand is taken relative to what a tourist can find in the surroundings of Ljusnarsberg. Usually people who come to the Bergslagen area experience things related to nature, the mining history and old-town experiences. The brand of Ljusnarsberg should also include these aspects, but has to stand out and offer something more unique on top of that. Something that differentiates Ljusnarsberg from their surrounding municipalities and possibly attracts an entirely new audience.

### *Purposeful*

The last addition to the brand is giving it purpose. This is mostly aimed towards the community. A purposeful brand gives meaning to the entrepreneurs that represent and develop the brand. If people can share this purpose there will be more intensity and devotion behind the development of the brand and its accompanying offers. This use of purpose can fit well with the overall goal of developing towards a sustainable paradigm. The tourists that experience a purposeful brand that fit with their own beliefs can form a strong relationship with the brand. This can present itself in loyalty to the brand resulting in mouth to mouth/peer to peer marketing, which is a free and powerful influence.

### Step 3: Tourism Offer Innovation

Based on the results of the context analysis and the destination brand development the “Tourism Offer Innovation” process starts. These results provide input for ideas based on strengths, resources and opportunities of the community, and directed towards innovative tourism offers that have a strong market fit with ecotourism.

The innovation process is facilitated by the organization who uses and maintains the strategic platforms described in # to collect ideas that eventually end up in the innovation funnel. After this process is finished the community ends up with new tourism offers that hopefully attract more visitors. As the tourism offer innovations integrate and develop further they will affect the dynamics of the community. The effects internal to the community are measured in their economical, socio-cultural, environmental and sustainable context, as explained in step 4, 5 & 6 of the strategic model (#). Though these are very important, the external factors should not be forgotten.

Tourism offer innovations that are experienced by visitors change their brand perception. This change is

naturally aimed to be positive. As the visitor leaves the community, they turn into an external factor that can still have effects on the community. The visitor’s destination experience in relation to their social network can be a large influence in spreading the value of the destination brand. This is why souvenirs (memories) should also play a big role in tourism offer innovations. These external effects, wherever possible, should be analyzed and used for data collection to improve future marketing and branding efforts.



Fig. 58 - Explanation overview about the tourism offer innovation

# Appendix XV - Innovation Funnel Visual

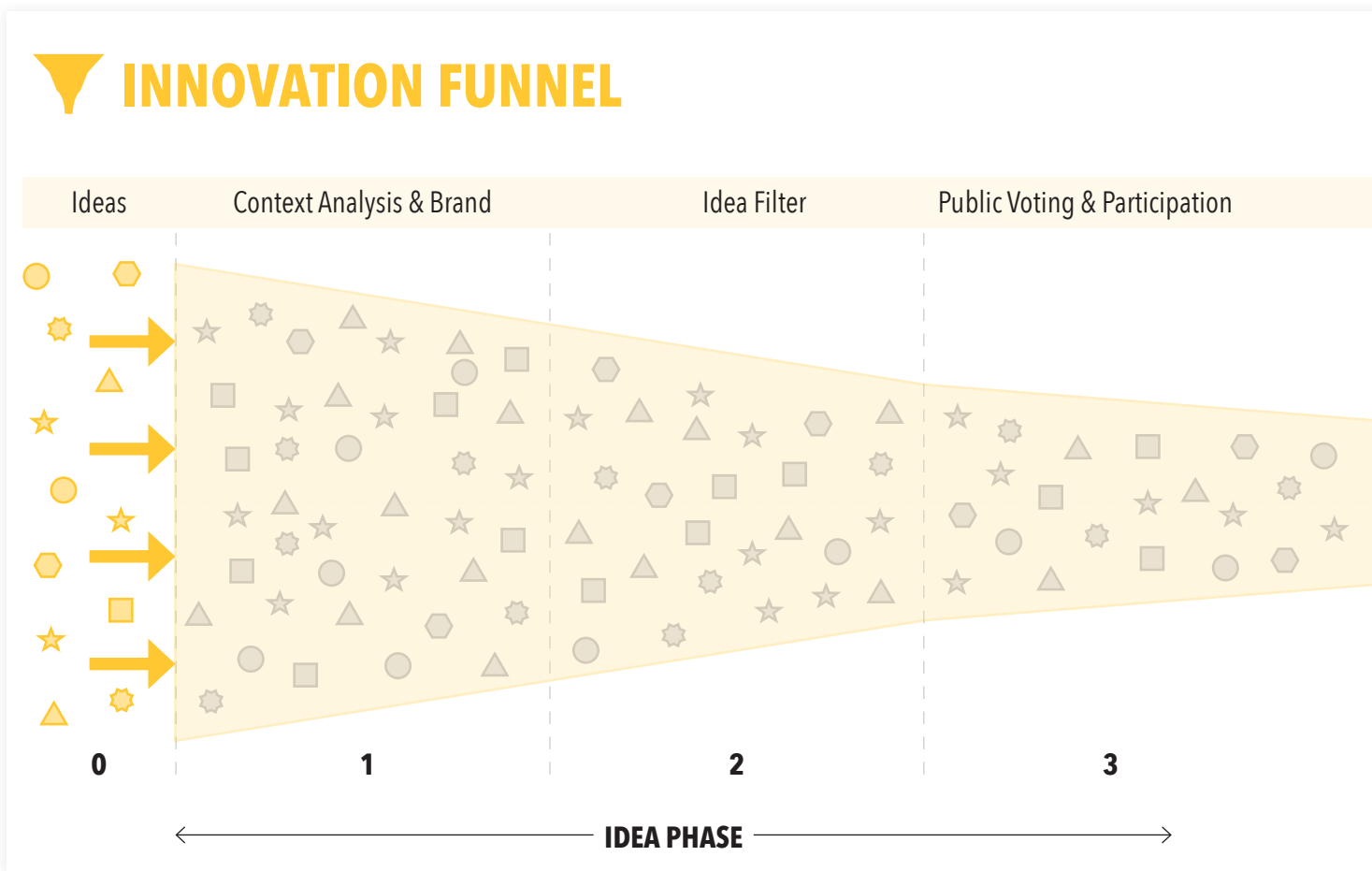
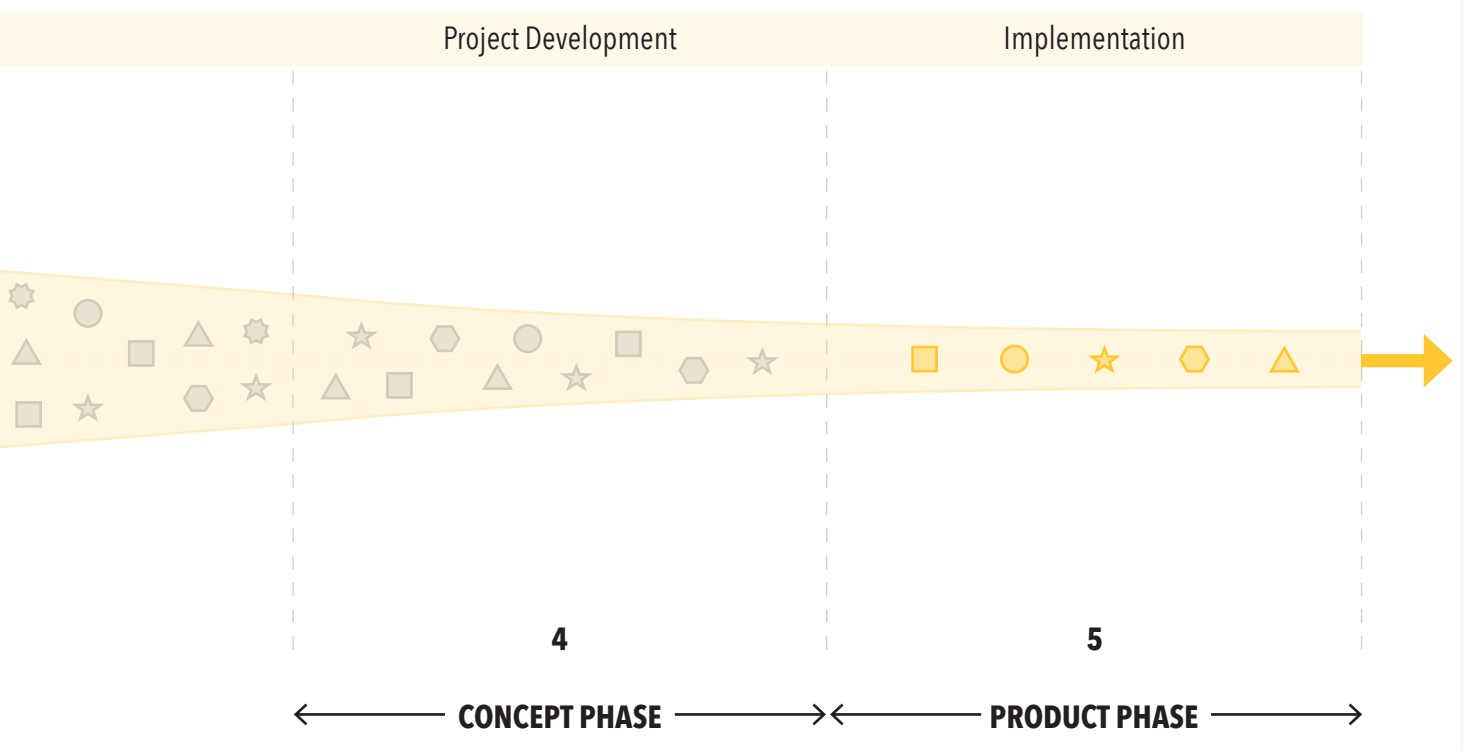




Fig. 59 - Innovation Funnel (for strategic model) - Arno Wilting



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## Appendix XVI - Reactive community development in more detail

The community development is reactive because it reacts to the effects of tourism development. Tourism development has been set into motion by the context analysis, destination brand development and tourism offer innovation, all of which are facilitated and supported by the organization and the strategic platforms it uses.

By using the community observatory described in the previous part, the community can overlook the economical, socio-cultural and environmental development towards a sustainable paradigm. In this sustainable paradigm also politics are represented.

### **Step 4: Economical Development**

The first response to the tourism offer innovation is in economic terms. New visitors will arrive to the destination and spend money on bookings, activities, food etc. The initial effect will be the higher turnovers for business owners. This could set economical development in motion in terms of job creation, business opportunities and local service development within the community.

In this phase the organization wants to make sure that economical value is equally distributed within the community and accessible for everyone. The entry barriers for newcomers can be lowered by providing knowledge and available resources for good ideas. This can result in a healthy entrepreneurial mindset in the community that shows creativeness and variety within the same brand.

### **Step 5: Socio-cultural & Environmental Development**

The change in the economical context of the community makes the area overall more attractive. Long-term this could mean an increase in population. The job and business opportunities presented in the economical development should be directed towards services that are not only attractive for visitors, but also for the people living inside the community. The aim is to attract young people or young families that bring new energy (and taxes) to the community. By focusing on creating touristic services that are both attractive for tourists as well as potential new young people and families, tourism development can benefit social development in the community. Any other effects of the economical development on the community should be measured in the socio-cultural and environmental terms. You can refer to the capital framework explained on the previous page for this. Examples would be to make sure the community does not become overcrowded during the high season, that there is no littering in nature and there is mutual respect between the community and their visitors.

Having the community involved in the broad development strategy, gives them control over which way to go. A direction that is as clear and sustainable as possible.

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### **Step 6: Sustainable Paradigm**

To refresh your mind; a strongly sustainable paradigm contains all development within planetary boundaries. The paradigm's focus is on creating a high value against a low negative footprint.



Fig. 60 - Explanation overview of reactive community development.



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### **Completing the Circle**

When the model reaches step 6, it is measuring the community's current efforts towards a strongly sustainable paradigm. When this is measured, a decision can be made: deconstruction of disadvantageous tourism offers, development of existing ones, or implementing new ideas to be developed. The implementation of new ideas into the strategic model brings us back to the beginning of this chapter. After a possibly necessary revision of the community context and brand the steps described in this chapter can be used the same way.

When an already implemented tourism offer needs to be deconstructed because it does not (anymore) contribute to a sustainable paradigm, the context analysis and brand development steps (step 1 and 2) are used to evaluate the effects of deconstruction on the community and the brand. Then in step 3; tourism offer innovation, the involved stakeholders are involved to design the deconstruction plan and slowly dismantle the tourism offer. Until the tourism offer is completely removed, the organization's community observatory monitors the effects on other developments to ensure no negative consequences. Deconstruction of an tourism offer might unknowingly affect the balance in the entire destination offer, negatively affecting small business owners in the community.

When a tourism offer needs a refurbishment or overhaul, it can be subjected to the most recent context analysis and brand developments (step 1 and 2). If it is not up to par with the current standards, the organization can start gathering ideas and opportunities to modernize the offer. In the tourism offer innovation phase (step 3), the already involved and new stakeholders

can start the development process. After the necessary changes and improvements to the tourism offer, it can be relaunched, possibly with some extra marketing. After this the reimplemented tourism offer goes through step 4, 5 and 6 as if it was a new.

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## Appendix XVII - System interactions in more detail

### Building Ships

#### Leadership

Leadership in the strategic model is considered on three different levels:

1. Leadership from the organization to the community;
2. Internal development of leadership within the organization and;
3. Leadership within the community

The leadership the organization provides the community is mainly used to successfully integrate and develop the strategic model in the community.

Internal development of leadership within the organization is necessary to provide strong facilitation of development in the community. The organization should internally organize workshops to improve leadership skill by e.g. inviting leadership experts. Doing this on a frequent basis could help keep leadership qualitative and improve on new and existing leadership styles and methods.

Leadership within the community is a long-term goal and requires more investigation than that this model provides. The idea is that leadership is developed as a skill among preferably the younger generation in the community. This way leadership can be integrated in the entire community as a strength for future development.

The focus points of leadership will be emotional intelligence, strategic vision and creating the right environment, based on literature works of Daniel Goleman (et al. 2013, 2017) and Simon Sinek (2009, 2011).

“Emotional intelligence – the ability to manage ourselves and our

relationships effectively – consists of four fundamental capabilities: self-awareness, self-management, social awareness, and social skill. Each capability, in turn, is composed of specific sets of competencies.” (Goleman 2017) On the next page you can find a list of the capabilities and their corresponding traits.

Strategic vision provides the community a long-term goal and a strategic implementation through leadership. This can lead to a sense of perspective regarding current efforts and makes development focused and effective. The leadership’s task is to provide a substantiated and meaningful vision where people can be supportive of. A great strategic vision inspires people and makes them driven to achieve the goals to get there. The leader is burdened with responsibility when there are negative effects resulting from the implemented strategic vision. When things go wrong it is up to leadership to take the blame, re-evaluate the strategic vision and perhaps radically change it. When things go extraordinary well, the strategic vision and leadership should not get the credit, but the community. For the leader it seems there is no personal recognition, nor is this the leader’s focus. The true goal of the leader is to achieve extraordinary results regardless of any personal gain. This strong form of altruism is considerably the largest challenge in practicing leadership.

Lastly, creating the right environment for development, specifically the innovation process in this model, is essential for productivity. It is the leadership’s role to facilitate this environment. These can be things like a

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## LEADERSHIP



### EMOTIONAL INTELLIGENCE

Being emotionally intelligent gives the ability to manage ourselves and our relationships effectively.



### STRATEGIC VISION

A strategic vision provides perspective through a long-term strategy, resulting focused and effective development.



### THE RIGHT ENVIRONMENT

Working in the right environment creates a positive work flow and suppresses bad intentions.

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## RELATIONSHIPS



### TRUST

Trust is based knowing how to be trustworthy, communication and having good judgment.



### SYNERGY

Synergy is the creation of a whole that is greater than the simple sum of its parts.



### COMMON GOAL

Getting everybody looking in the same direction streamlines the process and stimulates camaraderie.

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## PARTNERSHIPS



### FINANCIAL RESOURCES

Partnerships with public or private institutions provide the necessary financial resources for development.



### KNOWLEDGE

Exchanging knowledge through partnerships provides expertise in many different fields.



### PRACTICAL

When e.g. sharing a market with external partners, it offers practical opportunities for synergy.

Fig. 61 - Overview of 'Building Ships' model



Self-Awareness	Self-Management	Social Awareness	Social Skill
<ul style="list-style-type: none"> <li>▪ <b>Emotional self-awareness:</b> the ability to read and understand your emotions as well as recognize their impact on work performance, relationships, and the like.</li> <li>▪ <b>Accurate self-assessment:</b> a realistic evaluation of your strengths and limitations.</li> <li>▪ <b>Self-confidence:</b> a strong and positive sense of self-worth.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Self-control:</b> the ability to keep disruptive emotions and impulses under control.</li> <li>▪ <b>Trustworthiness:</b> a consistent display of honesty and integrity.</li> <li>▪ <b>Conscientiousness:</b> the ability to manage yourself and your responsibilities.</li> <li>▪ <b>Adaptability:</b> skill at adjusting to changing situations and overcoming obstacles.</li> <li>▪ <b>Achievement orientation:</b> the drive to meet an internal standard of excellence.</li> <li>▪ <b>Initiative:</b> a readiness to seize opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Empathy:</b> skill at sensing other people's emotions, understanding their perspective, and taking an active interest in their concerns.</li> <li>▪ <b>Organizational awareness:</b> the ability to read the currents of organizational life, build decision networks, and navigate politics.</li> <li>▪ <b>Service orientation:</b> the ability to recognize and meet customers' needs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Visionary leadership:</b> the ability to take charge and inspire with a compelling vision.</li> <li>▪ <b>Influence:</b> the ability to wield a range of persuasive tactics.</li> <li>▪ <b>Developing others:</b> the propensity to bolster the abilities of others through feedback and guidance.</li> <li>▪ <b>Communication:</b> skill at listening and at sending clear, convincing, and well-tuned messages.</li> <li>▪ <b>Change catalyst:</b> proficiency in initiating new ideas and leading people in a new direction.</li> <li>▪ <b>Conflict management:</b> the ability to de-escalate disagreements and orchestrate resolutions.</li> <li>▪ <b>Building bonds:</b> proficiency at cultivating and maintaining a web of relationships.</li> <li>▪ <b>Teamwork and collaboration:</b> competence at promoting cooperation and building teams.</li> </ul>

Fig. 62 - Emotional capabilities and corresponding traits.

communication platform to easily share and discuss ideas and information. Also making people feel valued and taken care for contributes to creating the right environment. As a leader, creating this environment should regard not only practical issues, but even more so focus on the emotional and mental state of the community members.

### Relationships

As tourism and community development is a long term investment, investing in meaningful relationships will provide many benefits. These relationships are established among the people in the community to create an internal culture that stimulates the aspiration for local development. Benefits of established relationships present themselves in multiple ways: knowing what to expect from each other, better collaboration, more productive work atmosphere, a socially comfortable setting, more effective interplay of ideas, support and motivation among a group of people and much more. By facilitating trust, synergy and a common goal, the organization can build relationships.

### Trust

Someone that is competent, honest and reliable can be considered to be trustworthy, which gives reason to trust him or her (O'Neill, 2013). Trust is the response of trustworthiness, and the latter is something that requires judgment. Often in public and institutional life trustworthiness is tried to be secured through a system of accountability. Unfortunately this usually has the opposite effect as accountability systems result in a lot of paperwork and distractions for people who should be focusing on doing their tasks. This is mostly important to remember when the organisation achieves a highly responsible position in the community where they need to be trustworthy to maintain good relationships amongst stakeholders. Creating trust is not easy and needs to be actively practiced by working on the following three things: being trustworthy, communicating your trustworthiness to other people and judging trustworthiness from others. This can be done by making yourself vulnerable towards others and providing evidence of your trustworthiness. Also

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very important is to recognize when someone or something is actually untrustworthy, which helps the practice of trust. Creating trust among members of the community allows strong relationships to be build.

### *Synergy*

This focus opens up the possibility for synergy; the creation of a whole that is greater than the simple sum of its parts. Synergy is important as sharing time together in a community can be difficult. Many people have jobs, businesses to run, families to take care of and a social life to maintain among other things. When having a group together for community development it is important to work effectively.

### *Common Goal*

Community empowerment provides a foundation for a shared believe, it is important to connect people with the same believes when establishing relationships. It is also important to have people with different view working together. By providing common goals, and generating a shared interest in development you can have everybody looking in the same direction

### *Partnerships*

Forming partnerships is a quite straightforward concept: the collaboration with multiple strategically selected organisations, businesses or governmental institutions to create a strong infrastructure for support and development. This can be in the form of financial resources, knowledge or practical collaboration. Without outside influences it will also be easy to end up in a bubble of self ideology not fitting the larger scope of the community's relation to society.

## **Bottom-up Participation**

### *Empowerment*

The first step in the bottom-up approach is to let the community empower themselves. By using the organization's strategic platforms, the community has gained knowledge, creativity, direction and a development process among other things. With these new acquired tools, the community can be empowered. This empowerment brings a willingness to improve in the community which is necessary to collaborate.

### *Collaboration*

As the empowerment step in the approach explains, if informed people come together they can start talking about something concrete. Not just assumptions and opinions, but relevant knowledge provided by the organization to stimulate the development process. Starting a conversation and facilitating meetings to stimulate further conversation is first step in collaboration. When people get to know each other, hear different views and opinions and understand the broader context of tourism development, project's can be initiated. From an idea towards an executable project is a process that can be used by members of the community to collaborate. Collaborating in different teams, with different topic requires competences. Collaboration is for that reason seen as a skill with a learning curve that needs to be nourished through leadership.

Collaboration can be divided into active teamwork and passive collaboration.

Active teamwork can be found during the innovation process; a small group of people working on realizing an idea.

Passive collaboration can be found in subtle things such as business owners promoting other local businesses to

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visitors, or sharing correct opening times with the tourist office, and keeping to those times.

In both forms of collaboration discussed above a deeper understanding of the collaborative process are needed for the best results. Leadership and accountability play a big part in this. Improving collaboration in the community would preferably involve the knowledge of an expert at some point.

### **Momentum**

- start conversation
- provide incentive (purpose & vision)
- increase touchpoints (facebook, workshops, events)

The first thing to do to build momentum is to provide value. When there is money available or success stories to be told, more and more people want to join in. People start having trust in the capabilities of the organization and the process as positive results in the community start showing. Once this momentum is build, it is important to keep the momentum. Too often after a project gets funding, and people get excited, it happens that eventually the project dies out without booking any significant results. By building upon success after success, the momentum can stay in place. This is why a strategic model is so important for the organization. With it they can focus on qualitative and valuable outcomes, which convinces people to be part of the momentum that is building or already built.

## **Destination Development**

### **Market Fit**

The organization for most part controls the context analysis and brand development phases. These combined can formulate a *community identity* known as the *destination brand*. This brand has some authentic, unique and meaningful components that can resonate well with specific markets. The focus on ecotourists in the strategic model highly defines the limits to which the destination brand can develop. Only parts of the context analysis that contribute to a good market fit with ecotourists should be used in the brand development.

Keeping that limitation in mind, the brand can develop into certain niches within the ecotourist target group. Think of segments such as (try Google to find out more about them): Adventure tourism, agritourism, agrifoodtourism, alternative tourism, community-based tourism, culinary tourism, cultural and heritage tourism, educational tourism, geo tourism, heritage trail tourism, nature tourism, rural tourism, self guided tourism, special interest tourism, staycation, and volunteering tourism, wildlife tourism.

The organizations responsibility is to connect ideas from the innovation process with available opportunities relating to the ecotourism market focus. When the right tourism offers are designed during the innovation process, the organization's responsibility to make a market fit, will attract visitors.

### **Market Presence**

The organization keeps overview of the destination brand's market presence. This includes the brand's presence on the internet, such as a website with information and tourism offers, blogs and vlogs. The organizations connection with potential



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visitors through the internet provides plenty of opportunities. Therefore it is important to maintain and develop a strong and valuable presence in the digital world with the destination brand. Practical tools needed to achieve this kind of market presence lays in finding the right people and experts to support the process.

One specific way to spread the brand is by using social-media. Connect with Facebook, Instagram, YouTube, Pinterest and Twitter and you'll find *supporters* who will follow you based on their interests. These suggested social media platforms involve the supporters of your cause and spread your brand through their own social media feeds. This kind of collaboration on social media does not only have to be done with followers, but can also connect you with popular brands and people in the social media realm. When these big names talk positively about your brand experience, all their loyal followers will know that.

Another valuable resource to look at is SEO; search engine optimization, which can increase your visibility of a website or web page on multiple search engines.

The destination brand can also be spread in the non-digital environment, something I will not focus on in this model as the digital market presence provides enough supporters now and in the future.

### ***Marketing & Branding***

Marketing and branding is using the established market presence to actively promote the destination brand and its tourism offers. These require schemes that last for variable amounts of time. Social media such as Facebook and Instagram offer sponsored posts that can rather specifically target interest groups in specified locations.

Other marketing and branding schemes include discount offers on

tourism experiences, giving out (digital) newsletters, posters and other printed media and organizing special events etc.

In order to support the marketing and branding efforts of the organization, additional business knowledge is required. This knowledge should include Porter's five forces and his take on strategy (Porter 1996, 2008). Business Model Generation by Osterwalder and Pigneur (2010) can provide a basis for communicating any marketing or branding activities to customers. Something as simple as performing a marketing mix analysis using product, price, place and promotion to build a marketing strategy can be very useful.

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## **Organizational Development**

### ***Resources***

The resources the organization receives from ‘the rest of the world’ include funding through partnerships with private or public institutions. It is up to the organization to build partnerships with these institutions or apply for funding schemes. The developmental focus of the organization though, is focused on a self-sustaining business model where the organization can earn from the ecotourist. An example of this could be creating tourism packages together with the community, and selling them to the market with a small markup, say 10%. This means that 10% of each package sold through the organization can be reinvested in organizational development, the rest goes to the community. In return for this 10% the organization invests in marketing and branding schemes for the community and provides additional services to the packages.

### ***Brand Value***

A positive experience of the local brand managed by the organization increases the value of the brand. It doesn’t matter if it is the experience of a tourist or the collaboration between the organization and an external partner. A positive response to the brand experience can result in more visitors and business to business relationships.

### ***Data Collection***

During the entire visitor experience things go well and things go wrong. By integrating a good relationship between the organization and the local business owners it becomes possible to collect a lot of data. This internal data can be used to see where there are general problems that need to be solved, or

positive occurrences that need to be widely implemented. For example it could happen that many visitors complain about difficulties in finding transport in the area. When enough data is collected regarding this, a decision can be made rather to invest in e.g. an electrical bicycle service for the community. A positive occurrence could be the insight that many visitors love chopping their own wood and making a fire to grill on it. This could mean that relevant business owners should offer wood and axes at their destination.

Another way of collecting data is through reviews of visitors. TripAdvisor is a travel platform that allows travelers to rate their destinations. By encouraging visitors of the community destination to leave reviews behind on TripAdvisor which is beneficial for two reasons. One is constructive feedback that can be used to improve the destination, second is that more reviews increase the popularity of the destination on this travel platform that receives 455 million average monthly unique visitors (according to their website). This means better tourism offers and more digital presence.

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## Appendix XVIII - Example of a spring package

### **SPRING PACKAGE**

*DURATION: 5 DAYS AND 5 NIGHTS*

**BASIC PACKAGE: SEK 5000 (€500)**

*Includes guide + breakfast + rental services*

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**VALUE PACKAGE: SEK 6500 (€650)**

*Basic Package + daily lunch + 2 free workshops + 1 dinner*

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**ALL-INCLUSIVE PACKAGE: SEK 7500 (€750)**

*Value Package + 1 extra free workshop + daily dinner  
+ SEK 500 worth of local coupons (discounted price  
on souvenirs)*

### **SPRING WORKSHOPS**

**Flower Picking Experience**

*bouquet & head wreath*

**Yoga Barn**

*yoga with farm animals*

**Cheese Making**

*Goat milking and cheese crafting*

**Permaculture**

*Learn how to grow organic food*

**Woodworking**

*Make kitchen utensils from scratch*

**Traditional Cooking**

*Learn to make traditional food*

**Organic Body Care**

*Make your own soap and balms*



## Day 1 Welcome to Kopparberg

- 12:00** \*Check-in and refresh
- 13:00** Lunch and meet guide
- 14:00** Guided walk in Kopparberg
- 16:00** Free time in town center
- 18:00** Assemble for forest dinner experience

## Day 2 Nature & Anti-Stress

- 08:00** Breakfast
- 09:00** Goat hiking in nature reserve
- 10:00** *Choice - forest tour or fishing*
- 12:00** Lunch (nature grill experience)
- 13:00** *Free time - optional: canoeing, sauna or workshop*
- 20:00** Night owls safari

## Day 3 History & Culture

- 08:00** Swedish breakfast
- 09:00** Shopping in town center
- 11:00** Local artclub activity and lunch
- 14:00** Historical mine walk
- 17:00** *Free time - optional: museum*
- 19:00** Cultural evening: traditional dinner and fika with boardgames

## Day 4 Ecological Lifestyle

- 08:00** Breakfast
- 09:00** *Free time - optional: workshop incl. lunch*
- 13:00** *Free time - optional: workshop incl. dinner*
- 18:00** Gastronomy dinner experience

## Day 5 Mindfulness

- 08:00** Breakfast or brunch
- 12:00** *Free time - optional: workshops or other activities in the surrounding area*
- 16:00** Dining experience in Grytthyttan
- 20:00** Bonfire and marshmallows

\*Assumption: visitors arrive with the ferry in Göteborg, spend the day there and the next morning drive 4.5 hours to Kopparberg.

