

From volume to value using bottom-up initiatives

Lessons learned from Visitor Management in Nordland

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MEET YOUR PRESENTER

ANN HEIDI HANSEN

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Brand Manager, Northern Norway Tourist Board
PhD in Tourism – Consumer immersion in
nature-based tourist experiences



Nordland County is situated in Northern Norway



Pilot project on Visitor Management

- 5-year pilot project (2018-2022)
- Nordland County, Northern Norway
- 8 pilot municipalities:
 - Lofoten (Røst, Værøy, Moskenes, Flakstad, Vestvågøy, Vågan)
 - Vega
 - Svartisen glacier in Meløy
- Project manager: Ann Heidi Hansen
- Project co-worker: Hanne Lykkja



Aim of the project

- Ensure **good experiences** for both visitors and locals
- Help move towards a **sustainable development** where nature based, cultural and social values are safeguarded, and the local value creation is maximized
- Develop **methodology and tools** by municipalities that want to invest in the visitor and tourism industry
- Create a **holistic system for visitor management**



The tourism ecosystem

- The tourist industry is entirely dependent on organized interaction with the **surrounding society**
- The **customer journey** consists of the sum of deliveries and experiences (commercial and non-commercial)
- The tourism ecosystem is made up of a network of industries with many different links between **markets, stakeholders, and deliverables**
- When a part of the ecosystem **fails to function**, it creates challenges for other parts





How can we
develop the tourism
that we want?

[Link to the presentation by Cillian Murphy: Whose place is it anyway?](#)



Question 1

Question 2

5 basic
questions


Question 3

Question 4

Question 5

Why do we need tourism?

- What will tourism do for us?
- What purpose, tool and role can tourism play within our community?



**5 basic
questions**

Question 1

Question 2

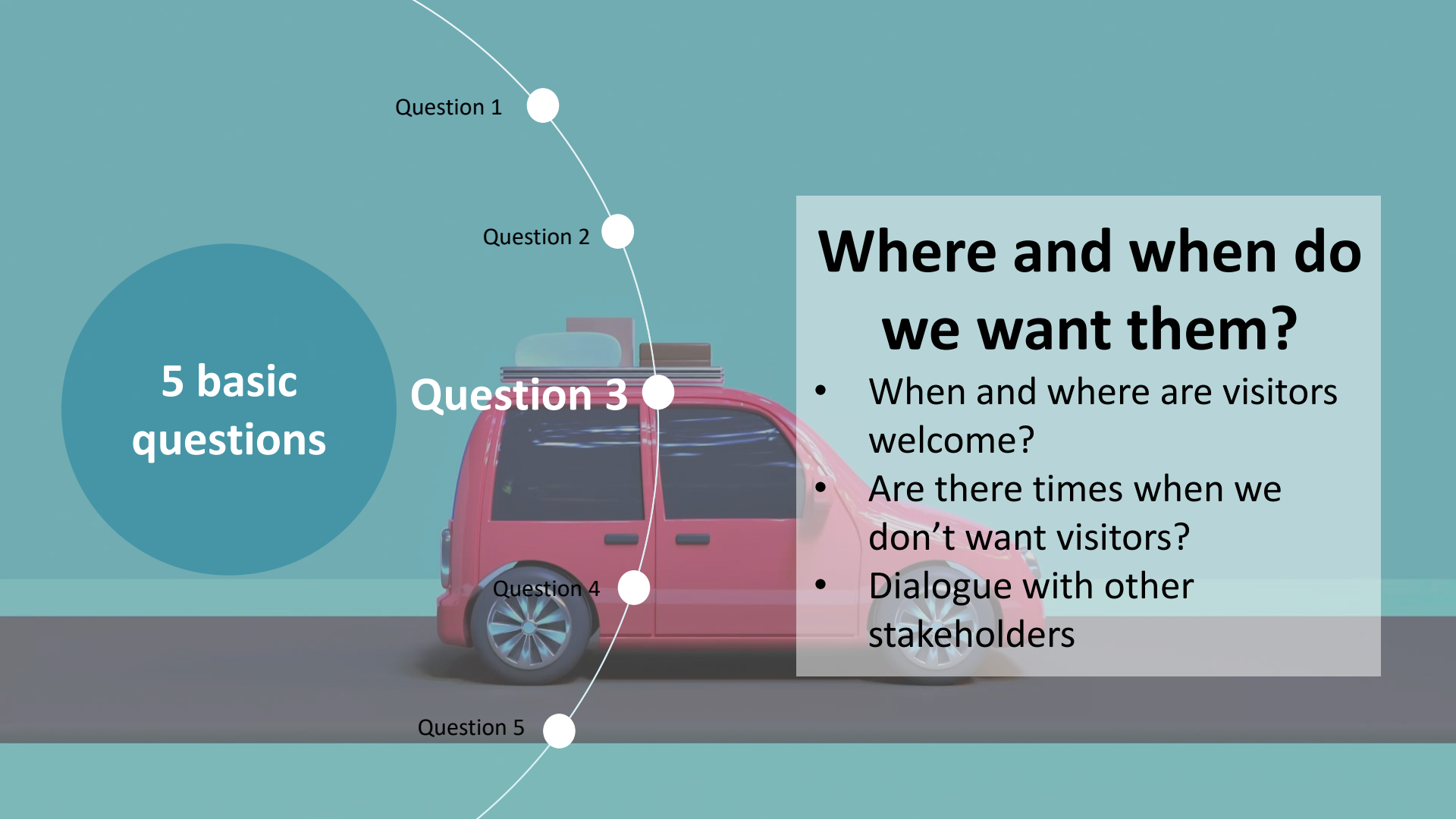
Question 3

Question 4

Question 5

What have we got?

- What local resources do we want to build on?
- What do we not want to show, because it is vulnerable?



5 basic questions

Question 1

Question 2

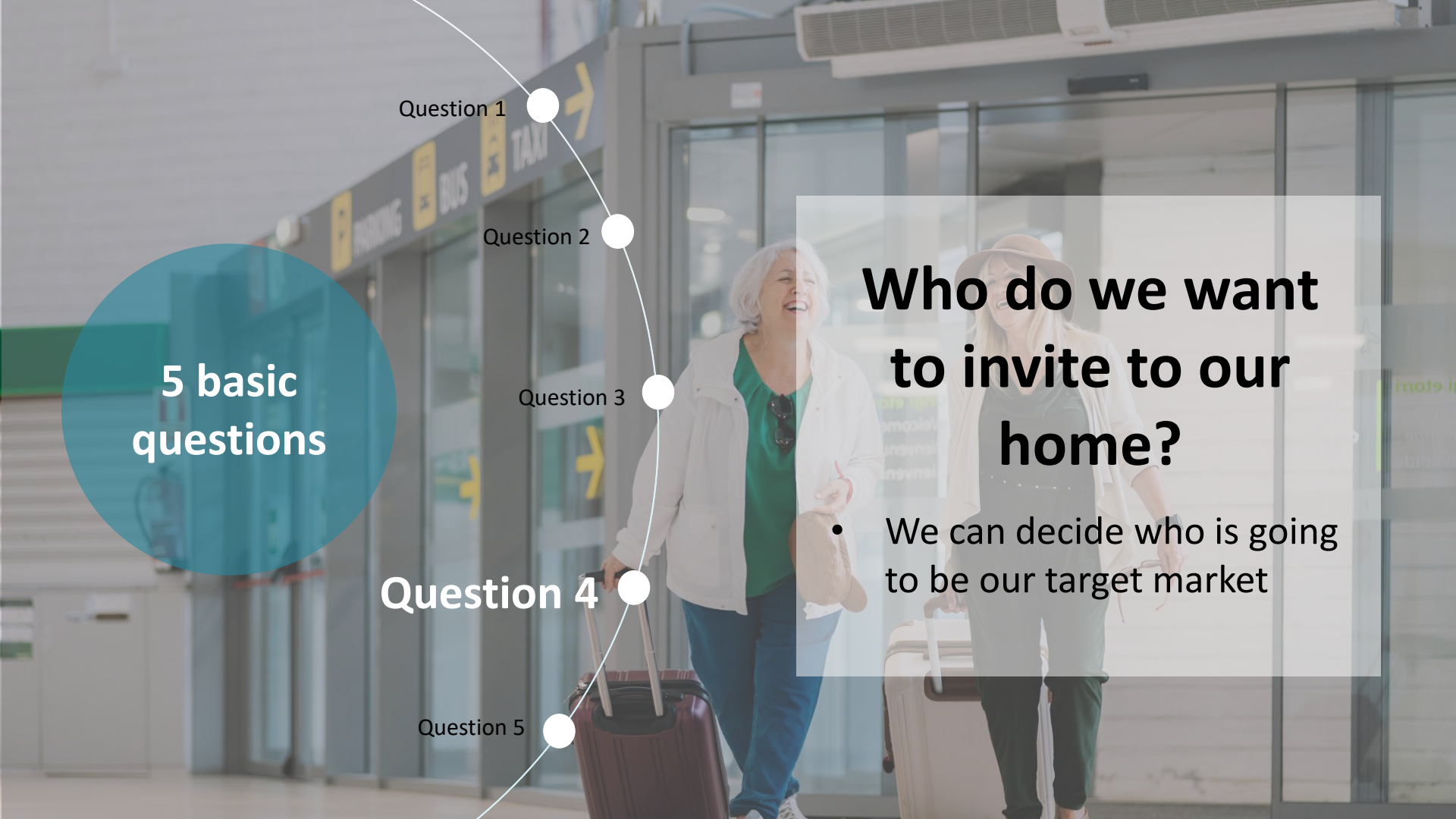
Question 3

Question 4

Question 5

Where and when do we want them?

- When and where are visitors welcome?
- Are there times when we don't want visitors?
- Dialogue with other stakeholders



5 basic
questions

Question 1

Question 2

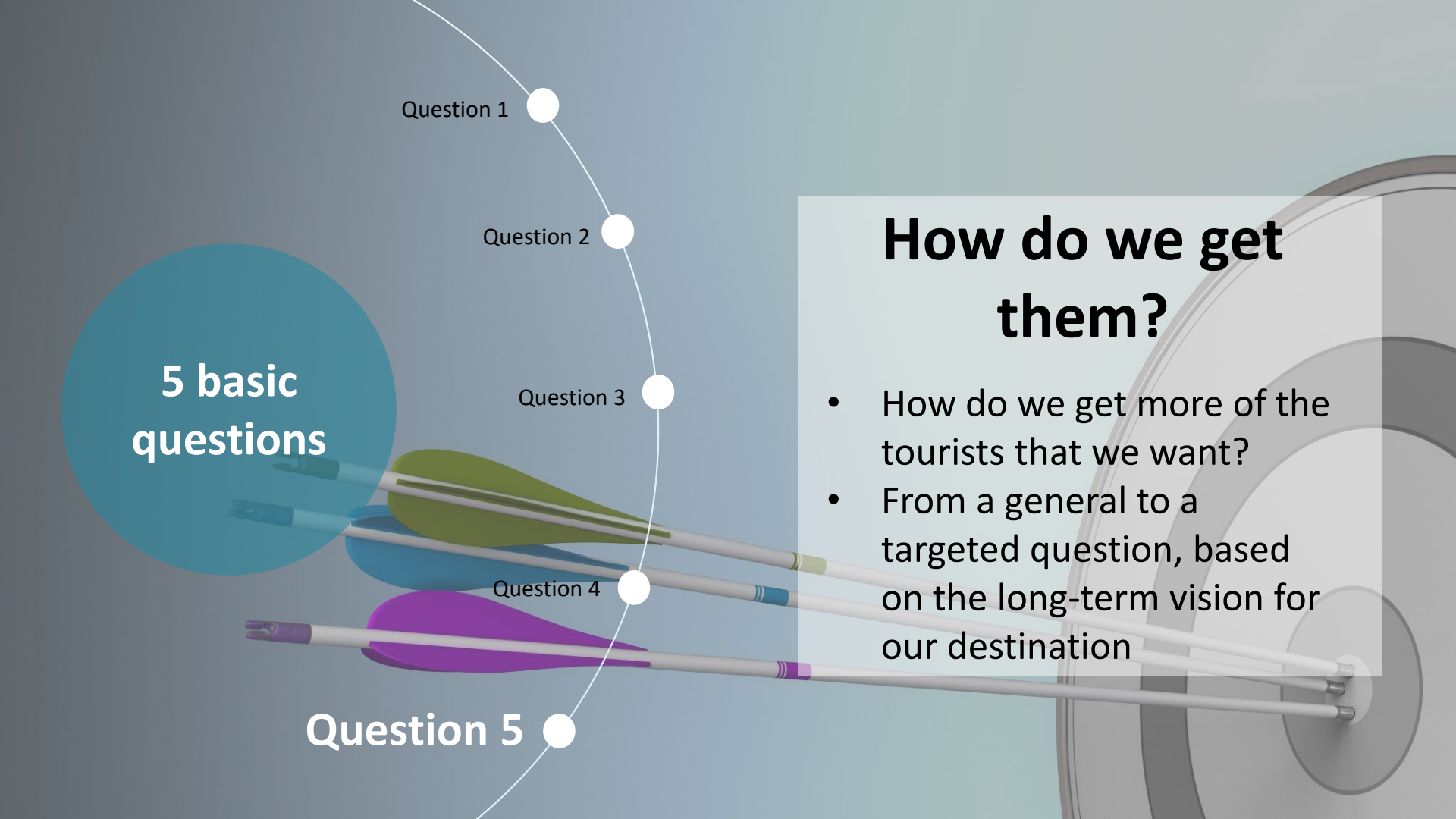
Question 3

Question 4

Question 5

Who do we want to invite to our home?

- We can decide who is going to be our target market



5 basic questions

Question 1

Question 2

Question 3

Question 4

Question 5

How do we get them?

- How do we get more of the tourists that we want?
- From a general to a targeted question, based on the long-term vision for our destination



Tips and lessons from the pilot project

1

Local involvement. New dialogues and bottom-up initiatives

2

Engaging local politicians. Tourism part of local development

3

Applying visitor management in local planning

4

Responsible tourism industry and communicating local values

1. New dialogues and bottom-up initiatives



“Crash course” in visitor management for local communities

- Involving local villages in discussing tourism and visitor management challenges related to their community
- Applying Service Design Thinking for future solutions





10 Jaw-Dropping Hikes in Norway

Norway's scenery is straight out of an epic fairytale.

BY: THE OUTBOUND COLLECTIVE + SAVE TO A LIST

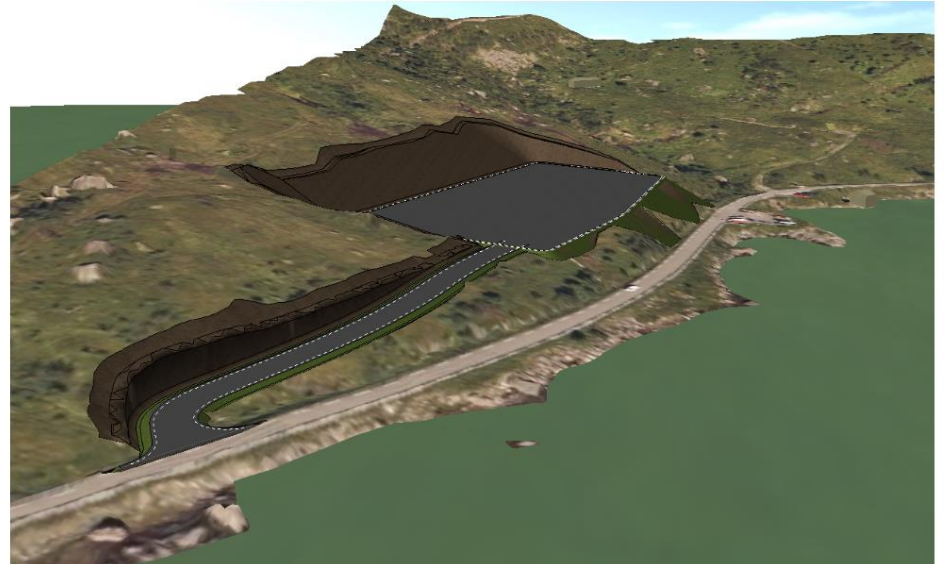


“Crash course” in visitor management



FLAKSTAD FREDVANG KVALVIKA PARKERINGSPROBLEMER POLITIKK

Bygdelag skeptisk til p-plass for 200 biler

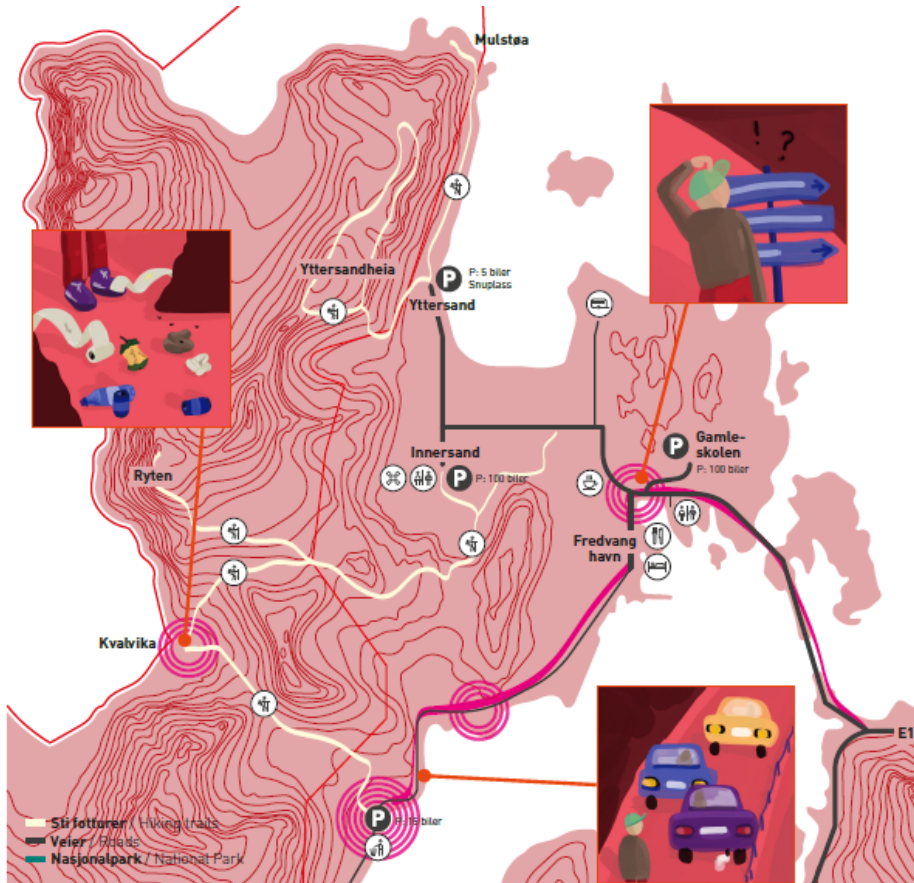


Av Magnar Johansen

Publisert: 05.02.19 06:15

Del

“Crash course” in visitor management



Utopia workshop

- “Instead of asking what the future will be like, we ask **what we want it to be like.** It's about creating visions of a future where society becomes what we want it to be”
Professor Ove D. Jakobsen, Nord University
- Method for creating dialogue about a place's **shared values** and together reflecting on how we want the local community to be in the future
- Bottom-up initiative where the people who live in local communities help **design their own futures**



Tips and lessons

- **Base tourism on the premises of the local communities!**
- **Apply the 5 questions - they are equally relevant to situations of under-tourism (development) and over-tourism (management)**
- **Involve different stakeholders**





2. Engaging local politicians

Engaging local politicians

- **1-hour webinars** for the elected representatives at the municipality level
- Developed in cooperation with The Norwegian Association of Local and Regional Authorities
- Content:
 - **What is tourism?**
 - **What is visitor management?**
 - **What is the role of local politicians?**



Brochure “Visitor Management – why and how?”

Dialogue for sustainable social development

- Follow-up course
- Raising awareness about participation, involvement, and reflection on how tourism can contribute to local development
- **Participants: politicians, administration and community associations**
- Content: visitor management, sustainability, ecological economy and tools for citizen involvement



Samarbeidsråd for
besøksforvaltning og
reiseliv
Vågan kommune



10.01.19
Silje Grande Henriksen

3. Applying visitor management in local planning

Interdisciplinary Visitor Management Teams

- At municipality and County level
 - Discussing visitor management cases
 - Coordinating administrative assessments and decisions
- Participants:
 - Administration and politicians
 - Outdoor associations, local DMOs, sustainable tourism leaders, business associations
- Lessons learned:
 - Building knowledge of visitor management together
 - Interdisciplinary and cross-sector collaboration
 - Involve relevant local stakeholders
 - Clarify mandate and roles to implement measures



New tourism planning approach

- Involving the whole community in making tourism strategies and plans
- Discussing tourism development with local villages, using the 5 questions



Course in visitor management for planners

- Initiated and developed in collaboration between NMBU and Nordland County Administration
- Objective: increase the competence of municipal planners and other actors in public and private business (land and environmental management, outdoor life, tourism, and community development)
- 10 credits at Bachelor or Master level



Partner in reseach projects

- LANDTIME (2021-2025) is a project looking at **how planning** according to the Planning and Building Act together with relevant sector legislation **promotes a sustainable societal development**
- Investigate whether the Planning and Building Act is an adequate framework for **regional and municipal planning** to facilitate sustainable industrial and business development, and how conflicts are handled

<https://www.nmbu.no/en/research/projects/landtime>



Tips and lessons

- **Start where you are!**
- **Visitor management can be included in all plans**
- **Think both short-term and long-term - «first aid, surgery and preventive»**
- **Develop knowledge of visitor management together with the administration**
- **Involve the many people who care for the community in different ways**



4. A responsible tourism industry

Responsible tourism

- Project: What is Responsible tourism?
- Destination Management based on local visions for tourism
- We need to change marketing to a bottom-up perspective
 - Ensuring: the right **guest**
 - at the right **place**
 - at the right **time**
 - and the right **cost**



Report: Experiences, reflections, and inspiration for the future work on Responsible Tourism

Information to guests prior to arrival

• Films

- Films made by influencers – explaining the Lofoten Code of Conduct
- Films made with local farmers – the Lofoten Sheep Code of Conduct
- Films made with local kids representing the local community



LOFOTEN CODE OF CONDUCT

Welcome to Lofoten, the world's most beautiful islands!

Please be considerate of your surroundings by following these simple guidelines. This way, you can be sure that your visit does not diminish other people's experience.

- 1 CAMP IN DESIGNATED AREAS**
- 2 LEAVE NO TRACE**
Avoid leaving traces in nature, such as cairns, tent pegs etc.
Allow others to have the same great experience that you've had.
- 3 FOLLOW THE PATH AND AVOID THE CREATION OF NEW PATHS**
- 4 THROW WASTE IN THE WASTE BINS**
If you are in an area without bins, bring your waste with you until you can dispose of it.
- 5 USE PUBLIC TOILETS**
If none are present, go in the ocean or dig a pit in the ground.
Avoid using wet wipes, as they take a long time to decompose.
- 6 RESPECT PRIVATE PROPERTY**
Camping closer than 150 metres from an occupied house or cabin is forbidden.
You can only camp on cultivated land if you have an agreement with the land owner.
- 7 BE CONSIDERATE IN TRAFFIC**
The roads in Lofoten are narrow, yet many use them. Keep well clear of cyclists when passing them. Be especially mindful of bicycles in tunnels.
- 8 BAN ON FIRES**
During the summer months, there is a general ban on open fires.
Use designated sites for fire, and make sure there is no risk for a forest fire.
- 9 RESPECT WILDLIFE**
Avoid disturbing animals unnecessarily. Dogs must be kept on a leash at all times.
- 10 IN THE INTEREST OF THE ENVIRONMENT,**
as well as your own experience and safety, we recommend activities organised by a tour operator. You can find a list of such organisers at www.lofoten.info

Welcome back!

 lofoten

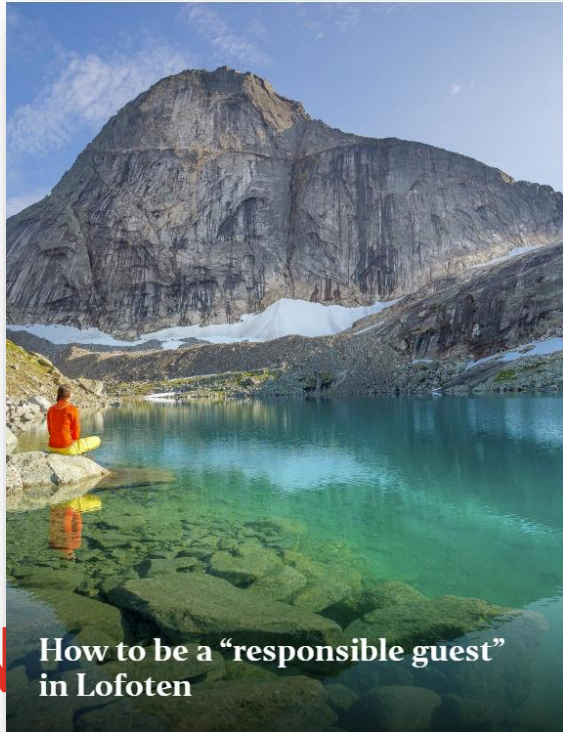
Information to guests prior to arrival

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Information on DMO websites



How to be a “responsible guest”
in Lofoten



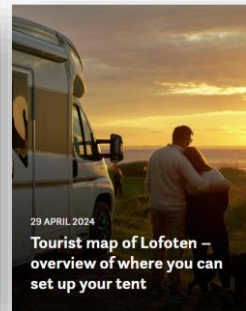
3 APRIL 2024
Drone guide



26 JULY 2023
The “Right to Roam” –
Freedom with
responsibility in the great
outdoors



29 MARCH 2023
Sheep code of conduct



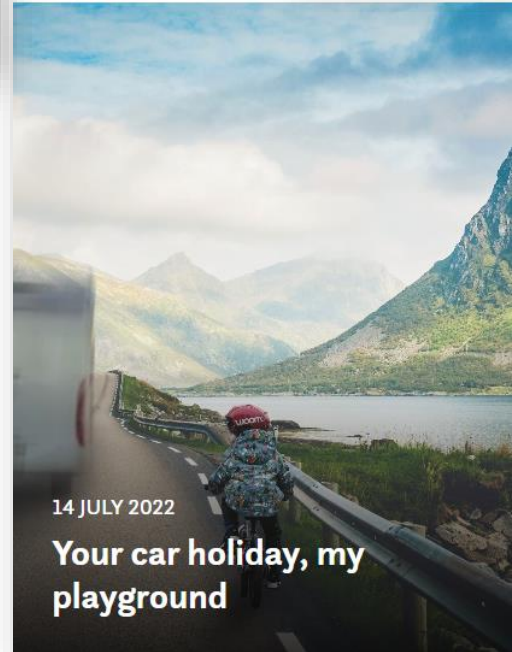
29 APRIL 2024
Tourist map of Lofoten –
overview of where you can
set up your tent



Hi, our lambs are grazing here now.

Keep your dog on a leash - all the time!

Greetings from Hedda and Henrikke!



14 JULY 2022

Your car holiday, my
playground

Tips and lessons

- Evaluate the **goals** in your tourism strategies – are they volume or value-based?
- What is your **vision** for your destination?
- How will you measure **success**?
- How will you **communicate** the values at your destination?
- Create **guidelines** for marketing and the photo bank. Which places, activities and values should be marketed?
- Discuss how you can combine and handle the **variety** at the destination

What are the next steps for Nordland County?

New tourism strategy 2023-2027

Strategic move: "A community-oriented tourism strategy and mobilization for the **transition to a regenerative tourism**"





**THE
REGENERATIVE
PERSPECTIVE**

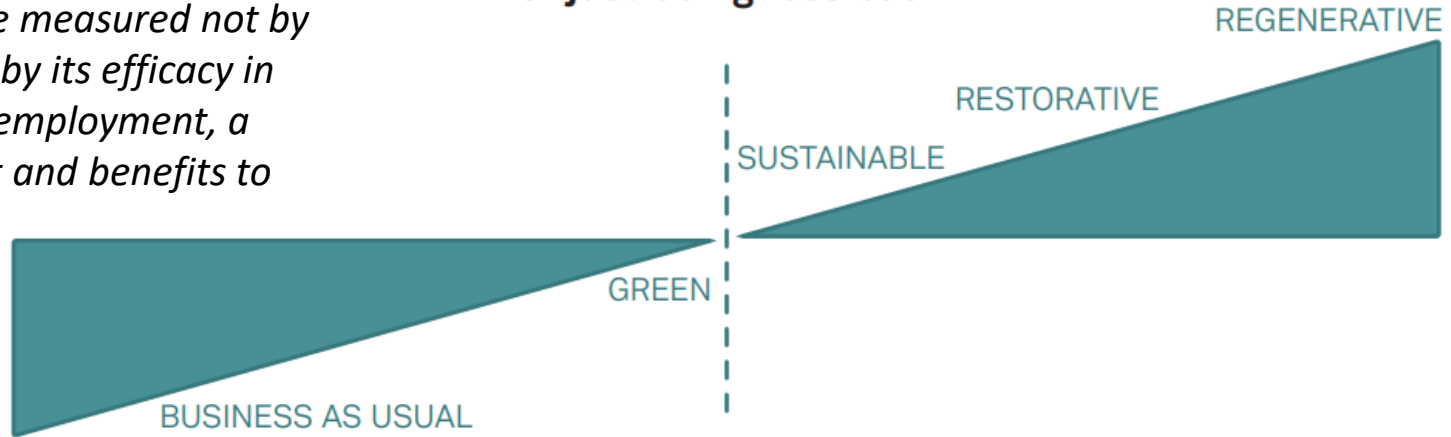
The need for radical innovation

Stop chasing volume,
start chasing value!

“Tourism needs to be measured not by visitor numbers, but by its efficacy in creating prosperity, employment, a healthy environment and benefits to the destination”

Cillian Murphy, Ireland
(The Loop Head Peninsula)

We no longer have the luxury
of just being less bad.



What does regenerative tourism imply?

- We need to change and improve **the tourism model**
 - From volume to value
 - From growth to improvement
 - From competition to collaboration
 - From strategy to partnerships
- *“The future belongs to those who are willing to disrupt the status quo”*

(Noreena Hertz 2021)

«The ability to shift from reacting against the past to leaning into and presencing an emerging future is probably the single most important leadership capacity today»

(Otto Scharmer)



Improving the tourism model

**From volume to value
using bottom-up
initiatives**

