

JÄMTLAND HÄRJEDALEN

Strategy 2030: For the Tourism Industry

"Jämtland Härjedalen – leaders in nature based experiences"



Photo: Sandra Lee Petterson

"Togetherness" is a word that defines Jämtland Härjedalen. It describes the work and ambitions of the organisation Jämtland Härjedalen Tourism, JHT, as well as their primary partners and owners; namely the destination companies/organisations of the region.

In your hand is a manifesto that describes what the region's tourism industry needs to improve on and how we together can responsibly increase and optimise business opportunities.

JHT has produced this strategy in collaboration with the region's tourism industry, with the help of the various destinations and public organisations in connection with the national tourism industry's strategy.

Recipe for success



In order to elevate the region of Jämtland Härjedalen on the market and strengthen its competitive position, we need to sharpen the tools available and learn how to use them efficiently.

Just think about how efficient a fine dining restaurant operates. Everybody in the establishment knows what they need to do in serving a first-class gastronomic experience for their waiting guests.

In order to achieve this, the team needs the best tools, knowledge of how to use their tools and an awareness of how to prepare the ingredients. Last, but not least, they need a well-planned kitchen.

In Jämtland Härjedalen, the natural environment of the forests, mountains and streams are the primary ingredients working together with our cultural history and traditional food production. Add a pinch of astute investments; a dash of renowned hospitality and the meal is soon complete.



Tourism as a staple

In Jämtland Härjedalen, tourism is a core industry, an industry that is of greater importance with regards to employment and growth than in many other regions in Sweden. Large investments and major players, along with a tradition of small businesses and entrepreneurship has led to a strong enterprise base in tourism and events.

It is important that the **Regional Development Strategy**, (RDS), continuously supports the regional tourism industry. There are substantial opportunities for development, thanks to the unique natural, environmental and cultural values, in combination with innovative and strategic development and continued investments.

Other areas that require further development for the region to become **the leaders in nature based experiences**, are sustainable destinations, product and business development, marketing and improved competence.

The Swedish domestic market is the most critical market to our region. But there is a need for further actions, in order to activate and increase the **international market**.

It is necessary to continue developing the **means of travel** to the region. Rail accessibility needs to strengthen its image and availability. Moreover, an increase in direct flights need to be established, collaboration with airports on the Norwegian side of the border can be further developed and accessibility of the road network are necessary.



VISION

**”Jämtland Härjedalen
– leaders in nature based
experiences”**

Multi values



Sweden is at the cutting edge when it comes to responsible and sustainable development in the tourism industry. This comes naturally for people living in a relatively sparsely populated country and having a tradition of familiarity to nature and the surrounding environment.

Our visiting guests are increasingly making stringent demands when it comes to how the tourism industry handles issues of sustainable development. Particularly in Jämtland Härjedalen, where the pure, magnificent and accessible countryside is accentuated and forms the base as one of our most vital assets.

Responsible investments in sustainability provides a competitive advantage in the market. This is why it is imperative to work hard in promoting sustainable development from all perspectives. This increased value embodies financial, ecological as well as social and cultural matters – multi values.

RESPONSABILITY AS A BASE VALUE MAKES THE FEAST LAST LONGER

To promote a responsible and sustainable development of tourism, the strategic measures of the destinations, companies and the regional developers needs to focus on:

Seeing things from the visitor's perspective, being a superior host and deliver high quality services exceeding expectations.

Example: Hospitality training and increasing staff's understanding of guest needs. Customise the products and guest reception out of the current situation.

Creating firm financial foundations.

Example: Organisational development, a clear vision and strategy, financing of strategically important investments, increased business and profitability, and facilitating the generational shift in the workforce.

Trend awareness and tracking future changes.

Example: Monitoring the media and current research, carrying out guest and customer surveys and being open to inspiration from other destinations and industries to form future tourism products and services.

Valuing and incorporating our natural and cultural heritage.

Example: Incorporating local culture into products and packaging. Making local products unique by adding local history, foods and crafts. Training staff to become good interpreters. Highlight the value of reindeer herding and farming in the region.

Keeping resource consumption and waste production to a minimum.

Example: Sorting refuse and avoiding single-use products. Reuse, reduce, recycle and focus on energy efficiency.

Reducing the effects of tourism-related transport.

Example: Utilising eco-friendly alternatives, developing car pools, rail travel and direct flights. Making the region more accessible for cycling.

Cooperating with local stakeholders to create an attractive society.

Example: Providing information on the significance of tourism. Arranging events with local support and involve the local population in the development of products that benefit every level of society.

Developing the labour market for the tourism industry.

Example: Greater all-year-round employment, skills development, coordinated recruitment and cooperation between companies and education providers.

Creating safe and secure destinations.

Example: Developing corporate policies for investment in security, safety and wellbeing.

Increasing accessibility for all visitors.

Example: Creating more products and activities accessible to all. Improving information on accessibility.



Development goals

According to the National Strategy for the tourism industry, the aim for the industry turnover is to double in value from SEK 252bn in 2010 to SEK 465bn in 2020. Furthermore, the export value is to increase from SEK 94bn to 150bn and employment numbers are to increase from 160,000 to 242,000 over the same period.

Jämtland Härjedalen tourism industrys long term ambition is to develop proportionately in relation to the total Swedish tourism industry. Furthermore, the strong development initiatives aim to place Jämtland Härjedalen as one of Swedens top three overall tourism performers.

DEVELOPMENT IN JÄMTLAND HÄRJEDALEN	2005	2015	2030
Overnight stays in commercial beds, mn*	2,47	2,96	3,55
Turnover within the tourism industry, bn SEK	3,1	4,7	7,1
Direct man-years within the tourism industry	3500	4400	5800
Turnover/overnight stay, SEK	1255	1588	2000

**In 2030, the number of foreign guests in commercial beds will have increased by 30%. This number measured 21% in 2015.*

- The number of sustainable events of national and international character will in 2030 have increased to include ten annual events. From the year 2030, the region shall host at least one mega event, being a World Championship or similar, every three years.
- The number of customers rating they are very happy with our tourism product, based on joint and destination specific guest surveys, shall be 95% in 2030.



Recipe for success

In order for us to achieve the outlined vision and objectives, we need to implement our best practice and initiatives that are sustainable in the long run, based on a visitor perspective. The continuous work with strategic and structural matters in creating destinations worth travelling to will continue, but will be complemented with ongoing efforts in product and business development, market communication and sales.

In order to provide the industry with the necessary skills required, collaboration with actors in research, development and innovation is critical. Training across levels of the industry remain important, partnering with Mid Sweden University, colleges and technical schools.

Furthermore, the ongoing ambitions are reinforced in order to enable strategically important investments. This includes the collaboration with national and international actors that benefit both major and smaller businesses in the region.

Recipe 1:

Sustainable Destinations

- Organisational development and clarification of responsibility and forms of co-operation.
- Financing of strategic investments and tourism infrastructure.

Example

An upgrade of local strategies and documents with a clear focus on sustainability.
Clear criteria and goals for responsible development.
Increased focus on the tourism industry in all societal planning.

Recipe 2:

Reasons to Travel

- Product and business development within relevant themes.
- Development of events, conferences and congresses.
- The seasonal perspective as an outlook for priorities.

Example

Implementation of business development programs.
New financing models for major strategic investments.
Regional cooperation for major events.
Matchmaking investors - business objects.

Recipe 3:

Infrastructure & Accessibility

- Clarify the needs of the tourism industry.
- Lobbying activities.
- Development of new forms of cooperation with various actors.

Example

Basis for planning and decisions.
Lobbying, consultation, conferences.

Recipe 4:

Market Communication

- Support for communication with selected markets and target groups.
- Rationalize brand portfolios, creating fewer brands.
- Collaboration with actors that hold a strong market position.

Example

Communication strategies that promote content.
An export masterplan.
Target events as a means of communication.

Recipe 5:

Competence and training

- R&D and innovation collaboration for knowledge driven tourism development.
- Strategic intelligence and analysis for increased knowledge of the clients.
- Increased access of relevant and comparative statistics.

Example

Collaboration with educators, research institutions and innovation systems.
Market and guest surveys.
Developed hospitality educations.
Hospitality training.



STRATEGY 2030

FOR THE TOURISM INDUSTRY IN JÄMTLAND HÄRJEDALEN

The strategy for the tourism industry in Jämtland Härjedalen was originally developed November 2009. This version is updated May 2016.

Jämtland Härjedalen Tourism (JHT) is an economic association founded in 1995. It is the professional business platform for the development of the tourism industry in Jämtland Härjedalen. JHT represents the region's tourism industry in national and international contexts. JHT is owned by and cooperates with the county's destinations and tourist companies, representatives of the public sector and stakeholder organisations. The association board is made up of representatives of the county's tourism industry and representatives of the municipalities and the Regional Association, Region Jämtland Härjedalen.