

JÄMTLAND HÄRJEDALEN

Strategy 2030: For the Tourism Industry

"Jämtland Härjedalen – leaders in nature based experiences"



The more chefs
the better the soup

“Together” is a word that defines Jämtland Härjedalen, and which describes the work and ambitions of the organisation Jämtland Härjedalen Tourism, JHT, as well as their primary partners and owners, the destination companies/organisations.

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

JHT has produced this strategy together with the county’s tourism industry, with the help of the various destinations and the county’s public organisations in connection to the national tourism industry’s strategy.

Recipe for success

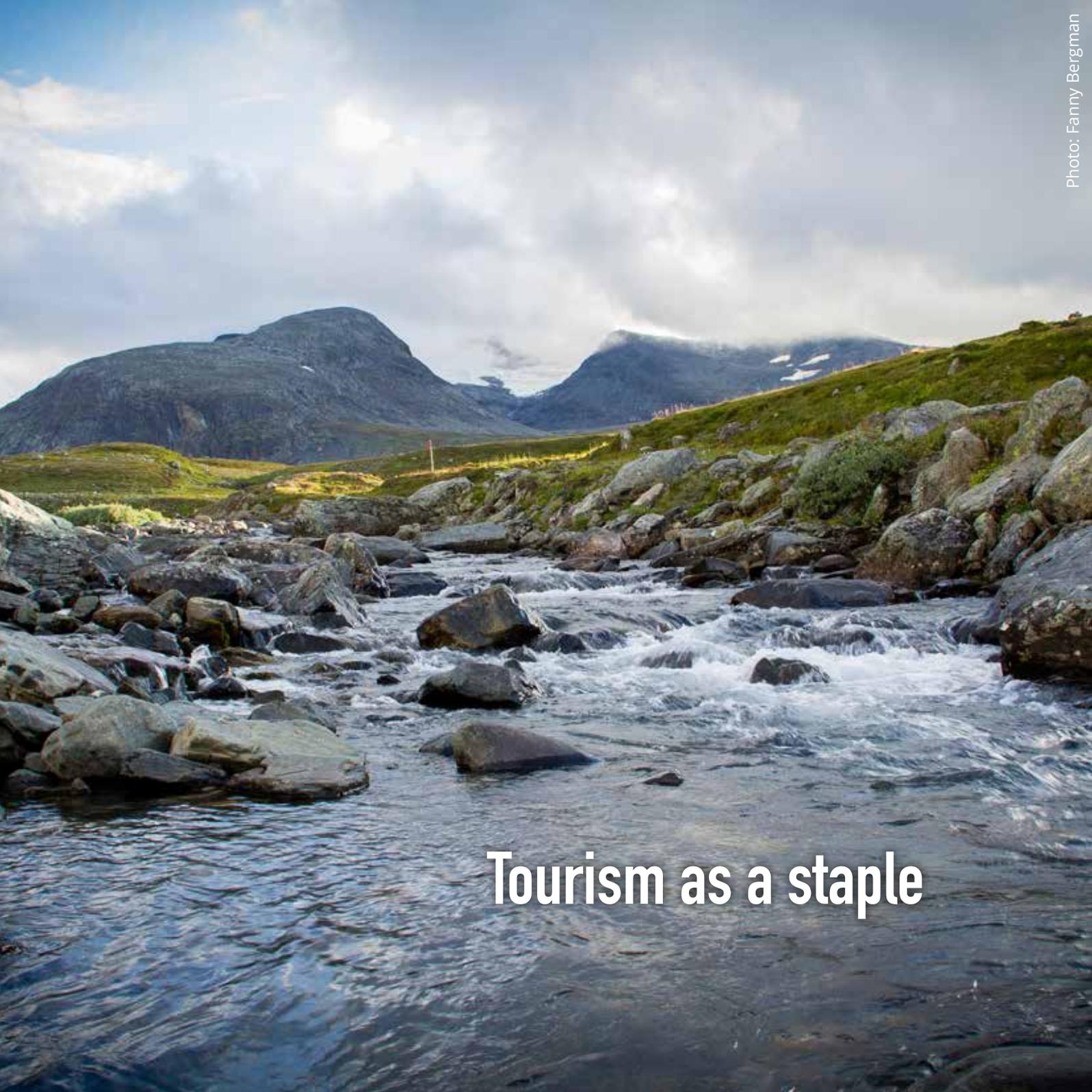


In order to increase the region of Jämtland Härjedalen and its destinations visibility on the market and allow it to achieve its relative competitive position, we need to sharpen the tools available to us and learn how to use them correctly.

Just think about how efficient a leading restaurant kitchen operates. Everybody in the kitchen knows what they are meant to do and they all do their jobs with the final outcome as their target - to serve a first-class taste experience to their waiting guests.

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

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



Tourism as a staple

In Jämtland Härjedalen, the tourism industry is a primary industry, an industry that is of greater importance with regards to employment and growth than in many other regions in Sweden. Along with a tradition of small businesses and entrepreneurship, this has led to a strong enterprise base in tourism and events.

It is therefore also important that the **Regional Development Strategy**, (RDS), continuously supports the regional tourism industry strategy, as tourism, experiences and events are traditionally strong growth areas. The opportunities for continued development are still large, thanks to the unique natural, environmental and cultural values, in combination with innovative and strategic development and continued investments.

The Swedish domestic market is the most critical market to our destination, but there is also a need for **further actions abroad**, in order to activate and increase the international import market.

It is necessary to continue developing the **travel opportunities** to the destination of Jämtland Härjedalen. More and sustainable direct flights need to be established to the region, collaboration with airports on the Norwegian side of the border needs to be further developed, accessibility via train to the other parts of the region that can be reached via this mode of transport needs to improve and further efforts in terms of the road network are necessary.

Other areas that require further development for the destination to become **the leading nature based experience destination**, is sustainability in the destinations, product and business development, marketing and training.



VISION

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

Increased value

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

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

A clear and responsible investment in sustainability also provides competitive advantages on the market, which is another reason why it is imperative to work hard in promoting sustainable development from all perspectives, being financially, ecologically and socially/culturally – this we call increased value.

SUSTAINABILITY AS A BASE VALUE MAKES THE TREATS LAST LONGER

All tourism-related activities in Jämtland Härjedalen should be characterised by the sustainability policy with a view to helping to promote sustainable growth in the region. To promote the 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, delivering high quality service and leaving the visitor with an experience that exceeds their expectations.

Example: Training staff in hospitality and increasing their understanding of guests and the industry. Customise the product and reception out of the current situation.

Creating a firm financial foundation.

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

Being aware of trends and tracking future changes by means of strategic analysis.

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

Valuing and incorporating our natural and cultural heritage.

Example: Incorporating the local culture into products and packaging. Increasing the unique factor of local products by incorporating local history, foods and local crafts as well as training staff in the area. Express the value of reindeer herding and farming, keeping the open landscape.

Keeping resource consumption and waste production to a minimum.

Example: Sorting refuse and avoiding single-use products. Recycling, reusing and focus on energy efficiency.

Restricting the effects of tourism-related transport.

Example: Utilising eco-friendly alternatives, developing car pools, rail travel and direct flights. Allowing for bicycles on trains.

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 destinations and products that promote safety, security and wellbeing.

Example: Developing corporate policies for investment in security and safety. Training staff on first aid.

Increasing accessibility for all visitors.

Example: Creating more products and activities that are 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, for the export value is to increase from SEK 94bn to 150bn and for the employment numbers to increase from 160,000 to 242,000 over the same period.

The overall ambition for the tourism industry in Jämtland Härjedalen is that the region's share of the total Swedish tourism industry is to evolve proportionally. Jämtland Härjedalen is to have a strong development and be one of the three regions nationally that have the best qualitative development.

DEVELOPMENT IN JÄMTLAND HÄRJEDALEN	2005	2015	2030
Overnight stays in commercial beds, m*	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 character, 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 the future

In order for us to achieve the vision and objectives, we need to implement our best efforts and initiatives that are long term sustainable and based on a visitor perspective. The on-going work with strategic and structural matters to create strong destinations and reasons to travel shall continue, but will be complemented with further efforts within product and business development, market communications and sales.

In order to provide the industry with the necessary skills required, collaboration with Mid Sweden University and other actors in R&D and Innovation is equally important, as well as with training in other levels in the industry, such as colleges and technical schools.

Furthermore, the work shall be reinforced in order to enable more strategically important investments including the collaboration with national and international actors.

Recipe 1:

Sustainable Destinations

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

Example

An upgrade of local strategies and target 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 less many brands.
- Collaboration with actors that hold a strong market position.

Example

Communication strategies with clear positioning and create models that effectively work with content, channeling and sales.
An export masterplan.
Target events as a mean of communication and marketplace.

Recipe 5:

Competence Development

- R&D and innovation collaboration for knowledge driven tourism development.
- Strategic intelligence and analysis for increased knowledge of the client.
- 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.