



# **Dalarna's**

**Tourism industry strategy 2030**

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# Introduction – about strategy 2030

## **Why Strategy 2030, and for whom?**

It is in the hospitality industry that growth and employment are created. Drive and entrepreneurship in small and large companies are two of the most important factors that have taken Dalarna to the strong position we have today. The third driving force is our ability to pursue issues together. In 2009, a strategy was drawn up for the entire Dalarna hospitality industry. With that, Dalarna was among the first in Sweden to develop a regional strategy for the development of the hospitality industry. The idea was that it would apply until 2020, but that was not the case. It has simply gone too well for Dalarna. The goals that were set have been met, thanks to the strong development of business and the drive to create new business. The strategies that were formulated have been implemented to a large extent. The mountain package, thematic product development within, for example, Biking Dalarna and the Kurbitis business development program are all results of the decisions made at the time. Now a new strategy is needed where we stretch the bow further and start from what Dalarna and the rest of the world look like now. A lot has happened since 2009.

Strategy 2030 is a plan for destination development in collaboration. It belongs to - and includes - all actors who influence and are affected by the hospitality industry in Dalarna. The tourism companies, the municipalities, regional actors, training providers and many more have a role to play in further strengthening Dalarna's attractiveness. Above all, we all have a lot to gain from pursuing issues together.

## **How did this happen?**

During the autumn of 2017, around 20 actors were first interviewed in depth about the opportunities and challenges of the future. Local meetings to create a decision basis for the strategy have been held in all municipalities in Dalarna. All in all, over 200 people have put their energy and commitment into shaping a strategy that will take Dalarna to 2030. The final touches to the strategy were put at Up to date in November 2017, when roughly 200 people represented by entrepreneurs, municipalities, our support system, etc. fl, took part and gave his input to the draft that was presented.

Visit Dalarna has coordinated the work and compiled the input values for this document.

# 2030 – Our goal

In 2030, visitors and stakeholders will experience Dalarna as:

*Northern Europe's leading and most attractive visitor destination that offers welcoming and genuine experiences all year round.*

## **The key concepts in the target image**

- **Leading** - describes the position we should have in the hospitality industry, with our stakeholders and relative to our competitors nationally and internationally. Within our strategic development areas, we must be the leading region in terms of working methods and strategic competence. We must be a role model in the industry.
- **Attractive** – describes our position in the market. We must be the most attractive destination within our selected themes and product areas for our designated target groups, "top of mind".
- **Welcome** . The hospitality and treatment our guests receive is a crucial part of the overall experience. It should be easy to be a guest in Dalarna!
- **Authentic experiences** . Experiences that are experienced as genuine, genuine and local are the ones that create memories. Authentic doesn't have to mean historic - even the modern design and Dalarna's music scene are "authentic" - it's Dalarna.
- **Year round** . Creating reasons to travel all year round will be an important task until 2030.

## Goals for Dalarna as a visitor region in 2030

- Revenue
- Market share
- Added value / guest nights
- Brand Index

# Dalarna's core values

What positive values does Dalarna want and can stand for? The core values are a summary of Dalarna's identity and personality, the value base and the feelings that we want our place to stand for, live by and convey. These values must govern how we think, act, develop and communicate. In a competitive perspective, the core values must be a differentiating advantage: vis-a-vis the customer they must be valuable and communicable, vis-à-vis a competing site they must be unique and difficult to imitate. The core values must be felt in the communication, in the product and in the treatment in Dalarna

## **Timeless**

This core value allows us to be proud of our history and origins, while at the same time we want to avoid being perceived as stale or stagnant by bringing the past with us into the present. At the same time, this means that we should never deny our traditions or what is the foundation of Dalarna today, but also not forget that The 21st century sets new demands. Man is complex - on the one hand, man is a security seeker and likes to cling to his roots, while at the same time man is restless and stimulated by change. The concept of Timeless gives us the chance to give our visitors both parts. This core value is also an excellent way to allow the preferences of the older target groups to meet those of the younger ones and thus achieve the necessary customer rejuvenation. In the image of Dalarna and different concepts around what we mean with Tidlösa, as new thinking, innovative and influenced, a positive spirit of the future is created in our communication of Dalarna. At the same time, we protect our history, culture, security and our origin and let these parts interact with the more traditional, historical core values that created the image of Dalarna as genuine, authentic, enriching and traditional in a timeless way and with an interesting mix.

## **Exciting**

Experiences satisfy our dreams. The more challenging, different and captivating they are, the greater the experience. Dalarna has a dramatic history and a huge range of unique tourist assets. Regardless of whether it is about the traditions of the landscape, nature, culture or skiing, it is loaded with something different - something exciting. Exciting means a number of things - unexpected, captivating and captivating. They aim to build a sense of expectation and desire in the visitor - dreams. We create an attractive way to highlight Dalarna's assets, but deliberately leave certain parts unsaid. Through this, we want to arouse curiosity in the viewer and implicitly encourage activity. Find out more on your own! By actively working in our communication to create experiences that satisfy the dream phase, we create an exciting image of Dalarna. Are the expectations high, the experience challenging, different and captivating while the visit to Dalarna creates memories that exceed expectations, so we have for a long time strengthened the Dalarna brand with the visitor.

## **Resilient**

S elegant is the same as strong, yet flexible - an optimal combination. Resilience stands for strength, flexibility and the possibility of adaptation. As a contrast to Tidlösa, Spänstiga will also help highlight the lustful, exuberant and energetic parts of the region. Dalarna is made up of and largely consists of hard-working people, organizations and companies, whose will and creativity have put the region on the map, both in Sweden and internationally. With the help of the word Spänst, we will emphasize the stubbornness and pride of the valley people. With expanded core values for Spänstiga such as flexibility, strength and power, opportunities and growth, the image of Dalarna is strengthened in a positive direction. The experiences that Dalarna offers are well in line with these expanded core values as well as with our target groups' areas of interest. Lust, exuberance, energetic, colorful along with will and creativity are further extended core values found under the core value Resilient. The valleys are not about looking back or standing still, they are about driving forces that make things happen at all levels in society.

# Strategies for destination development in Dalarna

## Introduction

The road to the goal, and an even more profitable and successful visitor region in 2030, will require change and development at all levels in Dalarna. This part of the strategy contains the road map - what we in Dalarna need to do and how we should proceed. The concepts you will encounter:

### **Strategic development areas.**

The strategic development areas describe experience production in Dalarna - how we are to find out the market's needs so that we have developed an offer, communicated this and done business - as well as what supporting conditions must be in place. The six strategic development areas are:

- Analyzes and knowledge transfer
- Product development
- Marketing communication and sales
- Competence supply
- Infrastructure and accessibility
- Financing and investments

### **Overall focus areas**

Overall focus areas describe the three most important challenges that we in Dalarna must deal with in order to be competitive in global competition in 2030. If the strategic development areas describe *what* we should focus on together, Overall focus areas describe *how* we should work with the strategic development areas. They must permeate all areas of development, regardless of whether we are working with the market communication of the future or our internal product development. The three focus areas are:

- sustainability
- Internationalization
- Digitization

We work with the overall focus areas by incorporating sustainability, digitization and internationalization in the work with the six strategic development areas. Under the heading "HID" (Sustainability, Internationalization and Digitalization) we point out how the focus areas affect the other strategies.



## Overall focus area – Sustainability

Dalarna must be a sustainable destination from all dimensions – economically, ecologically and socially. For the hospitality industry, it is a matter of survival. From the market perspective, it is a necessity – regions, destinations and companies that are not perceived as taking responsibility from a sustainability perspective are chosen by consumers. For our own sake, it is about our experience production not consuming the resources we have in terms of environment and cultural history, that they are profitable in the long term and that the hospitality industry contributes to sustainable social development in the whole of Dalarna.

## Overall focus area – Internationalization

Growth in the Swedish hospitality industry has been strong in the last 10 years, but it has been almost entirely based on foreign guests. The forecasts indicate that this ratio will not change. If we are to increase our turnover and do more and better business, we must attract international guests. Internationalization will place demands on the entire chain in Dalarna's hospitality industry, from knowledge and competence to product development and international marketing. A product that is viable internationally is also viable nationally - Swedish guests' demands and expectations are also increasing.

## Overall focus area – Digitization

The digital revolution has only just begun. Our guests' lives, consumption and information seeking are moving out into the digital landscape. The challenge in the



coming years will be to accompany them there and be present in all the channels and forums where our potential guests stay. The overall focus area digitization means creating new business models, communicating and selling experiences in Dalarna and how we use new technology to enhance and deepen our experiences and offers before, during and after a visit to Dalarna.

## Strategic development area – Analyzes and knowledge transfer

Consumers' demands, wishes and demand are changing ever faster. Analyzes and imparting knowledge must focus on Business intelligence – knowledge that can be translated into future business. We need to get better at capturing the customers' driving forces that create business opportunities in Dalarna and we need to create clear processes and tools for how we convey the knowledge

### **Overall objective**

To ensure that all actors who influence and are influenced by the hospitality industry have the best conditions for strategic and business decision-making through Sweden's best knowledge base.

### **Goal**

- The hospitality industry in Dalarna must be a leader in Sweden in translating market and external knowledge into new offers and working methods.
- Dalarna must produce relevant analyzes that create knowledge about the target group, the surrounding world, trends and competitors.
- Dalarna shall increase the knowledge of the hospitality industry's importance, conditions and business logic among the actors who influence the development of the hospitality industry regionally and nationally.

### **Actors and processes**

In addition to Visit Dalarna and the players in the hospitality industry, several players are important in the development area:

- CeTLer, center formation at the University
- Etour
- HUI
- Resource
- Kairos Future
- Visit Sweden

## Strategic development area – Product development

We have started a trip in Dalarna where we sell experiences instead of renting out canoes and beds. The experiences from the trip we made have shown that strong concepts and offers are often produced and delivered by several companies in collaboration.

## **Overall objective**

To strengthen Dalarna's competitiveness and attractiveness through sustainable, internationally viable offers developed based on the needs, driving forces and demand of our target groups. The focus is experiences with high value for a target group with strong purchasing power.

## **Goal**

- Within each theme aimed at leisure travelers there must be at least three active product areas with commercial networks and offers to the market.
- Each product area aimed at leisure travelers must have a clear international focus, with offers aimed at foreign visitors

## **Actors and processes**

Product development is owned by the operators of the hospitality industry. Visit Dalarna coordinates processes and tools for product and business development for the actors.

# Strategic development area – Marketing communication and sales

The marketing communication aims for the messages from Dalarna to reinforce each other. The image marketing of Dalarna should convey a positive image and create a longing and desire to visit Dalarna. When we are in a selectable place in the consumer's mind, the product marketing must provide a concrete offer that leads to a purchase. Repeat guests and additional sales are created via relationship marketing. Our overall focus areas, which state that communication must be digital, international and sustainable, set new requirements.

Consumer demands for accessibility and simple purchase processes will increase in the coming years. Dalarna's offer needs to be available in the channels where our customers are.

## **Overall objective**

To ensure that Dalarna has a strong brand as an attractive destination and a competitive sales and distribution system that makes Dalarna's products easy to find, buy and consume.

## **Goal**

- Increase the number of foreign guest nights to 20% of the total commercial guest nights
- Dalarna will increase our market share in the Swedish market (measured by guest nights)
- Increase the number of guests with a preference for Dalarna in the Brand Index survey on the Swedish market

- Increase the number of guests with knowledge of Dalarna in the Brand Index survey on the priority foreign market
- Strengthen Dalarna's position on the meeting market by coordinating the communication of Dalarna as an attractive meeting place.

### **Actors and processes**

Market communication is an issue that is mainly owned by the operators of the hospitality industry and is coordinated by Visit Dalarna. Other important players in the work to develop the area are:

- Visit Sweden
- ATTA

## **Strategic development area - Competence supply**

Competence can be translated as "the ability to solve a task". The strategy points out a number of tasks that we in Dalarna's hospitality industry will need to be able to solve in order to develop our business in the hospitality industry of the future. The demands for digitalization, internationalization and sustainability will place demands on new knowledge and skills for everyone in the hospitality industry. Competence provision includes a number of important efforts, from being able to attract and recruit the right competence, to raising the competence of the hospitality industry in everything from quality assurance and business development to product development and export maturity. It also includes influencing educators and industry organizations to create training in the shortage areas that are important to the hospitality industry. We need to have close cooperation with training organizers to ensure relevant training to initiate research areas and that the results from this benefit the industry.

### **Overall objective**

Ensure that the entrepreneurs and staff of the hospitality industry have access to the right skills to make Dalarna the leading destination in northern Europe.

### **Goal**

- Dalarna must ensure that competence-enhancing initiatives for the industry are carried out annually
- Dalarna must work for high participation by companies in our competence-enhancing efforts
- Dalarna must work to create training courses and training places in the areas of competence where the hospitality industry has a need.
- Dalarna must work to ensure that Dalarna's hospitality industry is perceived as an attractive employer

### **Actors and processes**

Visit Dalarna has an influencing role. Important actors regionally:

- Hospitality college ek. for (collects all training in the hospitality industry from upper secondary level to university)

- The competence platform for Dalarna (Region Dalarna)
- Other training providers in Dalarna

At national level:

- YH authority
- School Board
- Visit

## Strategic development area – Infrastructure and physical accessibility

We compete with destinations worldwide for our customers' attention and money. A trip to Dalarna is compared to a trip to the Mediterranean. If it is not easy to get to Dalarna and to get around between places and experiences in Dalarna, we risk being selected. The tolerance for waiting times and inefficient communications that take time away from experiences is low.

The issues of accessibility and infrastructure are spread over a variety of actors at local, regional, national and international level. The hospitality industry in Dalarna cannot make decisions about these, but by rallying around the needs and clarifying the societal benefit with accessibility that benefits the hospitality industry, we can influence the decisions in the right direction. We must be active in the right network and take the initiative for meetings and forms of collaboration between the actors involved, in order to facilitate and speed up the processes.

### **Overall objective**

To ensure that Dalarna can offer flexible transport to and within the destination in line with the range of experiences, and that Dalarna must have a well-functioning digital infrastructure.

### **Goal**

- Ensure that the hospitality industry is involved in the forums where decisions are made in the infrastructure sector
- Ensure that the needs and conditions of the hospitality industry are well known to the actors who make decisions in the infrastructure sector,

### **Actors and processes**

Visit Dalarna can take an influencing role, and work with the actors who own the issues in the area:

- Region Dalarna: County Transport Plan and Regional System Analysis
- The county council: The public transport plan,
- The Swedish Transport Administration
- Digital Dalarna
- Carriers: SJ, Tåg i Bergslagen, Dalatrafiken (Lt) Scandinavian Mountain Airport, Bus company

# Strategic development area – Financing and investment

Being a leading destination in Northern Europe will place demands on the development rate of the hospitality industry. Being a leader in the national and international competition will require creativity, cooperation and knowledge – but also capital. The growing companies in Dalarna's hospitality industry need financing solutions that are adapted to the hospitality industry's conditions, and we need to be an attractive region for investments and establishments.

## **Overall objective**

To develop and consolidate the hospitality industry in Dalarna as a base industry and growth area, and strengthen Dalarna's attractiveness as an investment object.

## **Goal**

- The number of investment requests in the hospitality industry is increasing in Dalarna.

## **Actors and processes**

- Private investors regionally, nationally and internationally – Invest in Dalarna, Banks, ALMI, Business Angels
- The support system: Region Dalarna, County Administrative Board, Leader, Goal 2, TVV:

# Marketing and supply strategy

## Dalarna's range

The interests and motivations of the potential visitors are the most important starting point for being able to do more and better business in the hospitality industry. These interests must be met by clear offers. Few visitors spend time looking for an activity and then finding accommodation, somewhere to eat and a way to get to their destination on their own. It must be easy to see, buy and consume the experience. A challenge for Dalarna, just like for many other destinations and regions, is that there are too few clear, communicable and above all purchasable offers, products and reasons for travel.



### *Thematic supply strategy for Dalarna*

The bidding process above has been our model for the development of the strategy for how we should clarify Dalarna's touristic offer. The process now becomes the tool for product development, packaging and marketing that we operate according to. Our challenge is to create a movement forward, and go to clear packaged offers and a range that is easy for the customer to buy.

## Concepts

### **Themes**

The first step has been to identify themes for Dalarna as a visitor region where we have natural conditions to offer competitive tourist products. A theme primarily has an internal development perspective - they must act as a driving force for product development. Actors and companies that have offers within the same theme can find each other and create travel reasons in collaboration.

The valleys' themes:

- **Outdoor spring, summer and autumn.** Outdoor activities during the snow-free part of the year. This theme has existed since strategy 2020, and is still important. A strong development has taken place, for example, in the bicycle product area, but there are more product areas with potential.
- **Outdoor winter** . Alpine skiing is the backbone of Dalarna's tourism industry, and this theme has also remained since strategy 2020. Alongside

alpine skiing, other activities in snow and ice have increased, and there is continued potential.

- **Culture and lifestyle** . The interest in the local, genuine and special aspects of this particular place is an important reason for our guests to travel. Within culture and lifestyle, we create travel reasons that showcase who we and Dalarna are, from midsummer celebrations to industrial history, from modern art and design to Sami culture as well as food and music.
- **Peace and quiet** . Dalarna is for many a place to unwind and relax, get away from their everyday life and perhaps find themselves again. As a complement to the active Dalarna above, we will create opportunities to just be in Dalarna, on the visitors' own terms.
- **Events** We are good at events in Dalarna, in everything from sports to music and tradition. The events are an important reason for travel in themselves, but also a showcase and a chance to create a relationship with new visitors who may become returning guests.
- **Meetings and business travel** . Meetings and conferences are an important part of the hospitality industry, where turnover per visitor is significantly higher than for leisure guests. The theme focuses on strengthening Dalarna as a meeting place for companies and organizations, and taking care of the business visitors we have and getting them to return as private individuals to Dalarna.

## **Product areas**

The valleys' themes are a bit too broad to communicate to a potential guest. Here we break down the themes into product areas. Compared to the market, the product areas must have a clear target group, be communicable and distinctive. The product areas must show the clear travel reasons we offer within each theme. By working with themes and product areas instead of marketing places and geography, we get a better hit with the target groups. Product areas within each theme will be developed during the strategy period, and ultimately depend on the companies and destinations. A product area is defined by the fact that there is an offer from Dalarna and an interest from the market.

## **Profile carrier**

For each theme there are also profile carriers – the events, products or destinations that today represent our themes in a good way, and can be used to sell Dalarna's other offerings. A profile carrier must create lighting power for the theme and act as an engine in the packaging together with other actors. Therefore, the profile carriers need to have a strong national and/or international appeal. The idea is that the profile bearers should build the image of Dalarna in the outside world and strengthen the common brand. They will portray the image of Dalarna. The profile carriers are not necessarily what attract the most visitors, but should primarily create publicity and interest. The profile carriers should also help highlight the lesser known.

## Target groups

For each theme and product area, we define markets and target groups. The ambition here is to be as precise as possible in the target group definitions. One way to become that is to describe the target groups more in terms of their interests and driving forces.

## Dalarna's markets and target groups

Developing business in Dalarna's hospitality industry requires us to be clear. For whom should Dalarna be the most attractive destination? With the help of market research, the industry needs to prioritize which geographic markets and target groups we should target when we communicate Dalarna and our themes and product areas.



### Starting point - Visit Sweden's driving force segment

Previously, the starting point for the segmentation has often been demographics, where the visitors were described in terms of age, gender, family composition or length of trip. In the work with Visit Sweden, Dalarna will define the target groups in terms of interests and driving forces rather than in demographic terms. What determines which segment a traveler belongs to is the reason, or their driving force, for making a trip. With a focus on driving forces, you get segments that go across demographic differences such as age and family situation, as many studies show that individuals behave less and less like "their age" or family situation.

Instead, it is interests, values and driving forces that determine which decisions are made and which type of holiday is booked. This approach fits in well with Dalarna's themed supply strategy. Visit Sweden's overall drive power segments are described below. The master plan work will start in these, and clarify them further with the help of Dalarna's supply strategy.

- **Curious explorers.** People in this segment want to experience new cities and places. Nature experiences and round trips are strong driving forces. They



want to learn something new on their vacation. There is an interest in local and genuine Swedish culture and lifestyle. Curious explorers want to see and do as much as possible on their Sweden holiday and want to learn something new about Sweden while they are here. The orientation fits well with the theme "Culture and lifestyle":

- **Active nature lovers** . People in this segment want to experience everything possible, but the driving force is above all to experience nature, be active and move around. The driving forces match well with the focus on the themes of our outdoor themes.
- **Contagious everyday enjoyer of life** . Everyday connoisseurs who enjoy life above all want to relax, escape routines and feel free on their holiday. They like to enjoy good food & drink during the holiday. Community is important to them, to have fun and to experience new things together with those you travel with. The driving forces match well with the direction of the theme "Peace and tranquility" .

# Forms of cooperation

## Introduction

The tourism industry in Dalarna consists of a large number of actors - public, private and non-profit - which together create reasons for travel and conditions for attractiveness and competitiveness. Our ability to get these actors to move in the same direction is crucial to creating the leading and most attractive destination. When we described where we want to go in 2030, Dalarna is a destination. It is among the most challenging parts of this strategy. It is through our working methods and processes that we ensure that we achieve our goals. In this part of the strategy, we describe the cluster model for development that will take us to 2030.

## The hospitality industry companies are at the center of the strategy and development

It is in the hospitality industry that growth and employment are created, through the drive and entrepreneurship that have taken us to the strong position we have today. The hospitality industry is therefore also the most important actors in that strategy. The strategic development areas and overall focus areas are identified by the industry and so that the industry has the conditions to grow. With the central role comes opportunities, but also a responsibility to get involved in destination development.

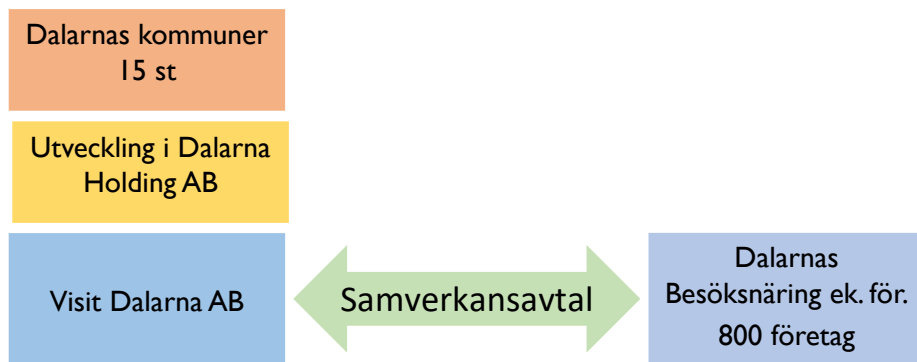
In addition to getting involved in local networks, the companies have the opportunity to get involved and take part in the development work through, among other things

- Involvement in the thematic product area networks, such as Biking Dalarna, Taste of Dalarna and more.
- Participation in concrete market initiatives
- Competence and business development efforts, such as business-driven networks, Kurbits and others

Where and how to get involved is governed by the level of ambition of the individual company. Do I want to operate in Sweden, the Nordic countries, Europe or on a global market? All companies must have opportunities to develop based on their conditions.

## Coordination through Visit Dalarna AB

Visit Dalarna AB is Dalarna's joint company for destination development. Visit Dalarna is jointly owned by Dalarna's 15 municipalities through Development in Dalarna Holding AB. Visit Dalarna also has a close connection to the hospitality industry through the collaboration agreement with Dalarna's hospitality industry. for, which has approx. 800 companies in the hospitality industry as members.

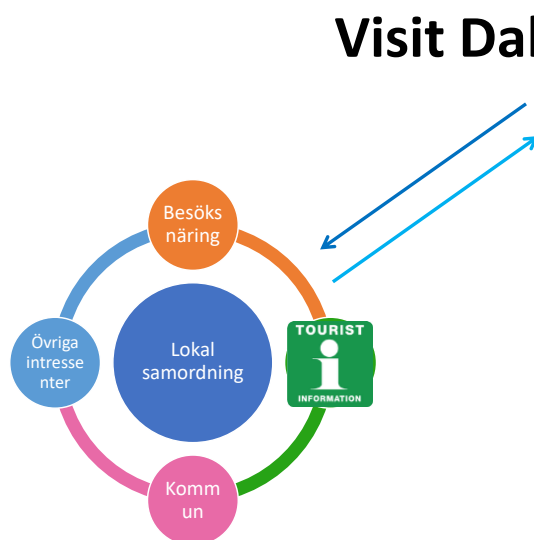


*Visit Dalarna has a close connection to both public Dalarna and the hospitality industry*

Visit Dalarna AB is responsible both for the strategic coordination at a regional level, and through business developers in each municipality, also for the local coordination of players in the hospitality industry. The regional strategy is translated in Visit Dalarna into a business plan that describes which parts of the strategy the organization is pursuing, and how this should be done.

## Strong local anchoring through local networks

The development of the hospitality industry takes place in companies and organizations that meet the customer. Through locally responsible business developers, Visit Dalarna also coordinates the local networks in Dalarna's municipalities.



*Public, commercial and non-profit actors in local networks*

In these, it is central that the hospitality industry, other stakeholders and both politicians and officials from the municipal organization get involved. The regional

hospitality industry strategy should be broken down into local plans and/or strategies for the development of the hospitality industry where each municipal network clarifies its way of working, business creation and role distribution through annual activity plans.

## The role and working methods of the municipalities

The expectations of the municipal organizations in the realization of the strategy and the further development of the hospitality industry in Dalarna are that:

- Contribute to forming and maintaining the local network, as well as running this together with the local coordinator from Visit Dalarna
- Ensure that the right people with the right mandate represent the municipality in the various issues
- To develop local strategies for the hospitality industry based on the overall strategy's structure and content, in dialogue with the local networks and supported by the local coordinator.
- Prerequisite-creating activities in the form of observing the needs of the visitor industry in decision-making about infrastructure, signage, cleaning, business development, planning and permit matters, etc.

## Clusters – our model for collaborative destination development

A cluster can most simply be described as a number of stakeholders who work together to be able to pursue common issues and create conditions that are highly adapted to the needs of the companies in the cluster. It can be said that the hospitality industry in Dalarna forms a geographical cluster with a concentration of companies within a certain industry. Because in the hospitality industry, we have always had to collaborate in various ways so that the guest can have a total experience. It is very rare that a single actor owns the total product (travel, stay, eat, make, shop, etc.).

In Dalarna, we have formed Visit Dalarna AB as a clear cluster engine to pool resources in a better way to coordinate the companies and drive organized development work to strengthen growth and competitiveness.

In general, the work of the cluster initiatives leads to even better growth because the cooperation between the companies increases.

Today, the more mature clusters usually also contain the actors who indirectly influence the development of an industry. Examples of actors that are involved are Universities and Colleges, Institutes of Technology, Science Parks, Financiers, Regions, municipalities and other actors that influence the conditions of the industry - the support system.

During the current program period, the EU operates with a strong focus on "Smart specialization". In short, this means that countries and regions should focus on the industries where they have the greatest competitive advantages and growth potential.

The idea is that the regions should start from their natural conditions. In Dalarna is a designated area for smart specialization, the "Experience Industry". In that area, the hospitality industry is particularly highlighted.



In the cluster for the hospitality industry in Dalarna, we have gathered all the actors who influence the conditions for our industry to be able to grow and develop. Many of these stakeholders are in our own region. With these, we want to have a formalized collaboration and a continuous dialogue, where, based on Strategy 2030, we identify the issues that we need to pursue in order to create the best conditions for the hospitality industry to grow.

In our support system, there are also important national collaboration partners that we include in our cluster. We will also meet with them continuously, often in specific matters where their role and competence are crucial for us to succeed. Together we identify who or which of the cluster members should own or contribute to the various issues in order to achieve results.

Visit Dalarna will be the cluster engine, i.e. the one that holds the cluster together and that leads and follows up the work. In addition to Visit Dalarna, the following stakeholders are included:

### **Business**

Cooperation between the companies within the cluster. It happens in many different ways. For example in market groups, campaigns, business-driven networks, thematic networks, local networks.

## **Research**

Dalarna University and Hospitality Collage Dalarna are central players in our cluster. They contribute actively to our competence supply and with research and development.

## **Training**

The competence platform for Dalarna (Region Dalarna)  
Education provider in Dalarna from grammar school to University  
Hospitality College  
At national level there are:  
The YH authority, the National Education Agency and Visita

## **Capital**

Private investors regionally, nationally and internationally – Invest in Dalarna, Banks, ALMI, Business Angels. From the Support System there is Region Dalarna, the County Administrative Board, Leader, Mål 2 and the Agency for Growth.

## **Public**

Municipalities  
Region Dalarna  
County Administrative Board Dalarna  
Dalarna County Council  
Tillväxtverket  
SKL (Swedish municipalities and county councils)  
The employment agency  
The Swedish Transport Administration

## **Global**

International sales and cooperation with parties outside Sweden.

## **Other clusters**

Collaboration with other clusters in Sweden and abroad.

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# Final words

The strategy is not set in stone. As we work with it, we will see new opportunities, product opportunities and development needs. Now it's all over, now we're driving!. Hope you want to join the journey until 2030!

Carl Johan Ingeström  
Visit Dalarna AB

Mark Baljeu  
Dalarna Besöksnäring ek. for.