

Sustainability Leverage Points

Implementing Systematic Sustainability Thinking in Tourism Development

A Look at the conditions for the island of Öland in Sweden

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Abstract

This study aims to identify the key leverage points of local tourism on Öland in which work can be initiated to bring about a more sustainable development of the tourism industry. To achieve this, an analysis was made of the tourism industry on Öland, and a methodological framework called The Öland Model developed for the initiation of a project to stimulate thinking among the actors on the island. The leverage points are represented by actors that play important roles in the development of tourism on the island and Kalmar County. These actors have been chosen partly because they represent a wide range of different tourism operators and public sector organizations on Öland, and because they can affect the drivers of development of Tourism on Öland. The main reason for the study was that no discussions with this topic had been held before within the tourism industry.

Executive Summary

Tourism is an industry of which the importance is increasing in many parts of the world. In Sweden tourism growth has been fairly strong despite major threats to travel and tourism on a global level in the past few years. The growth of tourism brings with it many good things such as new jobs, better income for local people, and cultural and environmental awareness. However, in many places, the negative impacts can potentially exceed the positive. Leakage of foreign money, degradation of natural habitats and transmission of behaviours on local populations are just some of those impacts. On Öland, the focus area of this study, those impacts are becoming a concern for many tourism providers on the island. To deal with this, many entrepreneurs have set up projects of their own, mostly with an environmental focus, to preserve the industry locally.

In Sweden, domestic tourism is increasing, and tourism with natural or cultural elements is more popular than ever. This is also evident on Öland, where the resources on which to base the tourism industry are realized as increasingly important for the long term survival of the island. Resources of a natural or cultural heritage are by many on Öland believed to be the base of a future tourism. The Regional Council in Kalmar, coming under pressure from both educational institutions and non-profit groups, has realized that centrally organized planning around the concept of sustainable tourism development need to be put into action. To do this, they are engaging in different projects to explore the possibilities of starting to think sustainably within the tourism sector on Öland. The Regional Council, one of a few national trial organisations that are designed to have an overarching and coordinating role over the municipalities in the county, is to a large extent guided in their work by the regional development plan, RUPEN.

The purpose of this thesis is to look at a few actors that are essential to the development of tourism on Öland and then analyze how they, in their daily work, can become pioneers for the move towards a more sustainable destination. The size and influence of the actors are of varying nature but they all contribute to the development of tourism on Öland, one of Sweden's most popular destinations, in that they have some control over the drivers of tourism development on Öland and in Kalmar County that affect the evolution of the industry on a daily basis. The implementation and sustenance of the aimed for sustainability thinking is managed through the adoption of a methodological framework called the Öland Model.

To complete the project, a review of tourism and sustainable development literature was initiated. Then, an analysis was made of the resources and challenges that the island of Öland faces. This was to show the areas where the Regional Council have decided to focus their efforts first and also as an attempt to illustrate the areas where, if found, actors within the tourism industry, are likely to be most successful in implementing sustainability work. The second stage was conducted by leading discussions and interviews with people involved in the tourism industry on Öland and in Kalmar to get a picture of the daily work the current situation for a number of cases, made up of varying tourism operators on the island. The responses then gave rise to the analysis of how the chosen actors could work better with sustainability issues.

Lastly, the project goes into an outlook for the future to show what examples of tourism on Öland could be considered sustainable if developed correctly. These examples are of an alternative nature and have an advantage in that they are not as encroaching on the natural habitat as much other tourism. These examples represent areas where it is believed much progress can be made in the long term and short term to develop a more environmental, socially, an economically sustainable tourism on Öland.

The geographical limitation was chosen to Öland. Kalmar region is a big and rural region with many important tourism destinations. The island, however, offers many of the things that people seek in their vacation and it also represents the major attraction in the county. The topic of sustainable development is one to which one can dedicate many pages. However it will receive limited attention here since the thesis is not a discussion of sustainable development per se, but rather designed to look at the

implementation of sustainable tourism on Öland. Besides, discussions on sustainable development have already been held within the authorities.

The findings of the study show that the Regional Council, The County Tourism Board, and Ölands Turist AB, together with many of the smaller and larger businesses on Öland are in a good position to start with sustainability work. They have a few barriers to deal with that are related to the drivers of development of tourism on Öland. These drivers are best managed by different key actors on Öland. These actors are therefore, chosen as the leverage points at which the sustainability initiatives should start. The actors on Öland can, with the right commitment and support, create a network and cooperate to reach the goals they set. The real challenge is to determine if they are ready to commit to this development and dedicate the time and resource needed. There are a few leaders or enthusiastic individuals that can help lead the way. The support of the Regional Council and other higher public sector organisations is essential to this development.

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1. Introduction

This chapter will provide an introduction to the thesis with its background, problem definition, purpose, scope and limitations. The idea is to introduce the background problems facing the tourism industry and the authorities on Öland, and to describe the reasoning behind this project.

1.1 Background

Tourism as an industry has increasing importance for local cultures, societies and environments all over the world. It is interwoven in many aspects of society and also affects first, second and third tiers of production and service in one way or another. The actions taken in tourism can often be traced into other aspects of society as a result. From commitment on an international level and due to pressure from local governments and institutions many nations are adopting national and regional sustainability plans. In some countries these plans have included tourism as a separate sector, identifying the need to deal with this sector separately and thoroughly, to ensure both its future development and sustainability.

It has become increasingly important for local authorities and companies to look at their own impacts on the environment and surrounding society. This kind of responsibility is especially sought after in the tourism industry since much of the impacts are transcending into many sectors of society and are hard to trace to the source. As a result an increasing number of local governments and enterprises are looking into the importance of tourism in terms of environmental impacts and its contribution to economic development.

In Kalmar County on the east coast of Sweden, about 300 kilometres south of Stockholm, The Regional Council in Kalmar County,¹ has initiated a regional development plan called RUPEN III.² This is a tool working as the main steering document for regional growth and development work that is led by the Regional Council.³ The current RUPEN is the third version, updated after an inventory of the focus areas of sustainable development in the region had been made. Under the RUPEN program there are ten areas of focus when it comes to development. One of them relates to the local tourism and its contribution as an industry to growth in the region.

One project that has been recently concluded in Kalmar is the HUKA project⁴. The purpose of that project was to initiate discussions on the ecological and social aspects of a sustainable regional development. From this project came two ideas, the first of which will be the main focus of this thesis. This topic revolves around looking at tourism as an industry in itself, and the effects from tourism on all aspects of society, on a regional level. This thesis is based on a project idea that was designed to determine what measures could be done to work toward sustainable tourism development in Kalmar County.

The Regional Council, experiencing increasing pressure from external institutions and local governments have decided to initiate a project to determine how they can start incorporating sustainability thinking in daily operations of regional tourism. One of the goals is to promote tourism growth and ensure long-term survival and profitability of the industry in the region. This work has led to the initiative from Kalmar Regional Council to see both what can be done in their region and to get

¹ The full name is The Regional Council in Kalmar County. Hereafter it will be spoken of as both the Regional Council and Kalmar Regional Council to shorten the long name. It will, however, refer to the same organization.

² Regionalt Utvecklingsprogram för Kalmar Län. Author's translation: *Regional development plan for Kalmar County*.

³ The Regional Council in Kalmar County. (2003). *Nya Vägar mot Framtiden - RUPEN III*. [Brochure].

⁴ Sustainable development in Kalmar County. (Author's translation).

a picture of what sustainability work may look like in the future. Commonly adopted as a motto and a goal, sustainable development has tended to become more of a discussion around the definition than around any direct measures. With this thesis, discussion will hopefully become action.

1.2 Problem Definition

Pressures from seasonal tourism leave the economy of Öland fluctuating. It also exerts varying strains on society and the environment there. The overall problem and the background to this thesis is that unless something is done, tourism on Öland is likely to become somewhat stagnant. There is also a fear among the people involved in the County Tourism Board⁵ that unless there is an understanding of what the challenges to the businesses involved in tourism on Öland are and what thinking is needed to meet those challenges, the competitive advantage of Öland as a destination may in time disappear.

In general, the problem definition of this thesis is one that connects to a global problem of tourism being unsustainable in many places. The last few years have seen a rapid development in sustainability initiatives among tourism providers and also an increase in the literature of sustainable tourism development and management. The authorities on Öland and in Kalmar County have initiated this project and are now looking to start discussing how to develop the tourism industry on Öland and in Kalmar County in a more sustainable way.

With the HUKA project Kalmar Region has developed a plan and initiated work for creating a sustainable region. This plan has included environmental and social goals, and assessments of the sustainability of Kalmar County. The HUKA project has also initiated discussions on how to reduce carbon dioxide emissions, how to make the county's inhabitants healthier and happier, what can be done to reduce the eutrophication of the Baltic Sea, and how to improve the equality among and retention of workers in the county, among other things. Even though the HUKA project has been concluded the field of tourism and sustainability has to date received limited attention. In fact, when asked, the county tourism group has no real plan for how to work with sustainability in an organized, systematic manner. There have been a few discussions on the local level among those involved in the tourism industry about its importance and effects on both the environment and the local society and economy. However, no documents showing the results have come out of those discussions yet.

The Regional Council thinks there is more to do and that the topic deserves more attention. It is therefore interesting to look at tourism and especially sustainable tourism to see if there are any concepts or ideas that can be incorporated in the tourism industry in Kalmar County. The problem lies in that in order for a sustained growth, harmonized with the local economy and environment of the tourism industry in Kalmar and Öland to take place, systematic and continuous work with sustainability issues is needed. To reach this goal, people involved in the tourism industry including the Regional Council, the tourism offices in each municipality, and local tourism entrepreneurs all have to gain an understanding for what drives tourism regionally, now and in the future, and how they can systematically work with sustainability issues in their own sphere of responsibility. The next challenge, one that is common in other regions working with sustainable regional development issues, is that sustainability work is often initiated with good intentions but when it comes to maintaining this work in the long term, and further improving it, many fall short and programs die out. The implementation of well planned projects of varying size can bring about innovativeness and creativeness and thus be a good way to achieve results.

Initial interviews have shown that knowledge of what drives tourism development on Öland today is not something everyone involved has consciously reflected upon. Before any sustainability work can be done, each actor needs to see their place in the whole picture and also who the major actors are that can affect the industry in big ways. It is also important for the authorities, in this case the Regional

⁵ Länsturismgruppen. (Author's translation).

Council, Ölands Turist AB (ÖTAB) and the Administrative Board of Kalmar County⁶ to try and understand what the real challenges are to the major groups of businesses involved in tourism. Making a general grouping of companies depending on, for example, size and business sector is one way of separating them.

This is also important to understand the future of tourism on Öland. All those involved in tourism have their own perception of what the future will bring, however what forms of tourism that will be successful from a sustainability standpoint may be familiar to only a few people. Bringing all the actors together, hopefully assisted by the findings in this thesis, may be one way of understanding what can be done today and in the future to ensure sustained growth and limited impacts from tourism on Öland.

To this we must add that when we look at issues of sustainability on Öland, they will often relate to environmental sustainability. The reason is that it can help keep a reasonable line of focus in this thesis and it may also be easier for the target audiences of this thesis to comprehend the work. Since the project of implementing a systematic thinking of sustainability issues among private and public sector operators in Kalmar County is only at its initial stages, diving into analyses of social welfare and equity for minorities along with a discussion of the environmental challenges may make the task too overwhelming. The goal is to reach win-win situations in all areas. The easiest road to win-win situations is usually by implementing smaller environmental improvement initiatives among the local actors, and then reducing the overall costs by doing so. Besides, the economic aspects of sustainability are also often seen to automatically when thinking about environmental challenges. Maintaining a healthy environment and seeking, for example, certification for a local tourism operation can not only help the operator ensure the longevity of the resource base he or she depends on, but also give a competitive advantage that assists in the economic growth of the business. The steps to achieve the goal of a socially and economically conscious industry can then receive more attention in later phases.

1.3 Purpose

The aim of this thesis is to explore the field of tourism development in a regional perspective and to make a qualified documented outlook of what tourism development means for Öland today, and in the future. Moreover, it is an analysis of where and how in this development sustainability thinking can be incorporated in a systematic and continuous manner. The long term goal is ultimately about trying to get people to understand the importance of working with sustainable development when it comes to planning and developing tourism in the county of Kalmar and to initiate and maintain discussions by making them part of the daily agenda of different people involved in tourism development and planning on Öland. It is a matter also for Kalmar to be able to accommodate an increased need among tourists for qualitative and environmentally conscious experiences and to give them material with which they can make decisions to benefit the overall plan of making Kalmar County one of Sweden's most dynamic and well known regions to visit.

The focus of this thesis is on the tourism industry as an industry in expansion and one that should be able to contribute to regional sustainable development on Öland. By demand from the Regional Council it will also make an outlook to give a picture of what sustainable tourism may look like in the next 3-5 years. Naturally, the drivers of tourism on Öland are likely to be similar for the entire county and, to some extent, Sweden as well. However, the whole purpose is to try to limit the scope to Öland due to its suitability and potential for growth and its importance for the tourism industry in Kalmar County. It can be seen as a larger case study within the thesis.

The result will hopefully be a document that can be used by the Regional Council and County Tourism Board to initiate discussions with local tourism providers and politicians on what can be done in the

⁶ Länsstyrelsen. Translation taken from the Länsstyrelsen webpage. <http://www.h.lst.se/english/index.htm>. Access date: 2004, June 28].

county. The report will serve as a discussion help tool in the regional work on making regional tourism sustainable while at the same time ensuring its development and safety for the future.

1.3.1 Research Questions

This objective leads to the formulation of the following research questions:

- What are the factors that determine the development of tourism on Öland?
- What barriers and opportunities exist for the development of sustainable tourism on Öland?
- What are the fundamental criteria for moving on with sustainable tourism on Öland?
- What are the focus areas within sustainable tourism on Öland?

1.4 Scope

To limit the size of the thesis, the project will focus on Öland and the tourism industry there. The geographical focus will be on Öland and the tourism industry. This is partly because Öland is one of the most important destinations in the County and also because it holds some resources, both natural and human that are suitable for initiating sustainability work. The findings, however, are not exclusive to the island itself but can hopefully be applied to any region performing similar studies. Within that focus, there are of course a multitude of actors involved in the tourism industry and different factors that are important and all contribute to the development of tourism on Öland, some of which will not receive any mentioning in this thesis.

The examined system of provision includes literature on tourism and sustainable tourism development. It also includes an analysis of some of the companies involved in tourism on Öland. These companies will represent a number of case studies that will hopefully help illustrate the different needs and challenges companies of different sizes and different fields of business face.

The scope of the analysis of the actors on Öland will also be limited to actors that are involved in the Trade and Tourism network on Öland. The reason is that this network contains a good representation of members from the entire industry on Öland and will also be important for the implementation of the Öland Model in chapter 7.

1.5 Limitations

In this project there are many challenges. The first is related to structure and boundaries. In order for the thesis not to be too vague and extensive, some boundaries have been set that will excluded some topics certainly considered essential by some.

Firstly, related to the literature, some documents will be provided by Swedish tourism authorities and also by the Regional Council in Kalmar and will require translation. In this process there is a chance some essence of ideas may be slightly distorted by the author.

Other limitations revolve around the potentially large scale of this topic. Any lengthy discussions of sustainable development in a region require more space than can fit into this thesis and will have to be shortened. A thorough understanding of what sustainable development for Kalmar County means is needed before any work can be done. It is, however, something that should be left for the authorities in Kalmar County to work on. What is meant by initiating sustainability thinking is also left to the authorities to discover. The thesis is more focused on how to get the process started. It can be assumed

that the initial work done will be in the environmental and economical fields, and that social sustainability will come in later stages.

There are limitations to the definitions adopted and also the applicability of the findings of the study to other areas of Sweden due to the typical nature of the island of Öland and its nature and offerings. Another limitation is that the vast number of operators directly or indirectly connected to the tourism industry on Öland has mandated the selection of a small group of actors for representative purposes. There may, therefore, be actors on Öland that receive no mentioning but are influential on the island. Also, no actors outside of Öland except the public sector organisations have been mentioned. The focus is on Öland, including tourist destination on the mainland would be too extensive a task.

Defining the leverage points for adopting sustainable practices or areas where these issues can be introduced first, may of course be subject to some bias or oversight. The author realizes that there are probably many more areas that may be suitable that may not be included in this thesis. The drivers of tourism are also open for discussions, but those chosen are believed to be the more influential for Öland.

1.6 Methodology

Answering the research questions required both a review of first hand and second hand sources. It included interviews and information gathering from several disciplines. It was done under the premonitions that

-That there is a chance of disagreement and ambiguity among the actors on Öland. There is a difference in perceptions among the people of what the drivers of tourism are and what is needed on Öland.

-The number of stakeholders is large. Öland and Kalmar support the employment of thousands of people in thousands of small companies. Therefore the number of interviews could be increased. Also, that the industry is highly intricate, with the effects extending into many sectors of society, and that data collection from several industries would make the thesis too long.

The approach used to answer the research questions was an initial literature review. The purpose was to discern the impacts and challenges to modern tourism and the concepts of sustainable tourism development. Also, it was done to look at alternative tourism and tourism management to create ideas for the work on Öland.

The second phase was completed by picking out a number of drivers of tourism on Öland. These drivers are not represented by actors but rather by elements that affect the tourism industry on Öland in one way or another, whether it is regulations or cooperation among firms. Then I looked at the actors involved in tourism on Öland and picked out those actors, also termed leverage points, where I think it would be necessary and least complicated to insert sustainability thinking. These actors are also those that can affect in their own way, the drivers of tourism on Öland. Ideally these leverage points are also included in a natural chain of actors that are involved when decisions are made regarding planning, implementing and monitoring measures within the tourism industry of Öland. The leverage points are represented by actors that drive tourism on Öland. In doing so this will hopefully then help the whole industry work with sustainability issues in a systematic manner.

1.6.1 Primary Data Gathering

To determine which factors or actors are important to the development of tourism on Öland today, an interview period has been concluded to draw up a picture of the entire industry on Öland. This process has involved personal interviews and telephone interviews with several people involved in the Regional

Council in Kalmar, the local tourist offices and regular private businesses on Öland operating in the tourism industry, and other knowledgeable people in both Kalmar, on Öland and at the IIIEE.

Although first hand information is very valuable and current, there is always the chance the author has interpreted things in the wrong way, or biases have evolved. Furthermore, there could have been more interviews and discussions to widen the resource base.

1.6.2 Secondary Data Gathering

This research was initiated with a literature and information review of secondary data of the history and trends of tourism and sustainable tourism development. It covered information from authorities and agencies cooperating with Kalmar, its tourism and different projects the Regional Council in Kalmar are involved in. The sources have been books, reports, case studies, journals and electronic sources. Of course a lot of publications from governmental sources in Sweden have been used also. In all research an objective mindset has been the goal.

The first thing to comment on is that for each step in the source chain, there are chance for biases and loss of information. One could also question the primary sources to the reports and books read. Little is known about the ideas of the authors and the extent of their research.

1.7 Target Audience

The target audiences are primarily the Regional Council in Kalmar working with the RUPEN plan and the HUKA projects and the County Tourism Board. Next, it will be geared towards the directors of the tourism and their staff in each municipality on Öland and also around Kalmar County. It may also be of interest to local businesses involved in the tourism industry in the region and the environmental offices of the municipalities in Kalmar County. The idea is to focus on the two first audiences to give them the chance to discuss and decide on how to proceed from the time of completion. It is then up to them to decide if they want to use the material and communicate it to the entrepreneurs and local tourism providers on Öland. Preferably this could be done in the form of networking meetings, discussion groups or similar where all parties will be able to give input to the process and work.

1.8 Structure of Thesis

The thesis is divided up into 9 chapters. Chapter 1 covers the introduction, background, problem definition, scope, research questions and limitations. Chapter 2 deals with an introduction to tourism, its importance and effects on the local society, economy and environment globally and in Sweden. It also touches upon alternative tourism and the increasing interest for its application.

Chapter 3 looks at sustainable development and sustainable tourism. It explains what is meant by sustainable tourism development and why it is the topic of this thesis. The challenges to sustainable tourism, as well as tools to measure progress in sustainable tourism projects are also mentioned.

Chapter 4 focuses on Öland, tourism on Öland, the drivers of tourism, and the influential actors in the industry on the island. Also trends for Sweden and Öland are brought up toward the end of the chapter. Chapter 5 covers the 6 cases. They are 6 actors within the tourism industry on Öland that illustrate the challenges within the business.

Chapter 6 analyses the regional perspective, with a look at current projects, initiatives, influential actors in tourism and the structure of the industry on Öland. The seventh chapter introduces the Öland Model, a suggestion of how to work with the local actors in implementing sustainability thinking. The eighth chapter analyses the focus areas that are important to the creation of a sustainable destination

that is Öland. Lastly, chapter 9 sums it up with conclusions, and also recommendations for future research.

1.9 Definitions used in the context of this thesis

Sustainable development: A term that incorporates many things. The common definition to be used here is “development that meets the needs of present generations without jeopardizing the ability of future generations to meet theirs.”

Sustainable tourism: Tourism that doesn't affect future tourism chances to generate income and preserve the environment and resources on which it depends. Lately also a form of tourism closely connected to the preservation of political and social stability.

Tourism: The activities of a person travelling to and staying in places outside his/her usual environment for a period not exceeding 12 months for leisure, business and other purposes.⁷

Tourist: A person that travels to a country other than the one in which he/she resides (international) or to a place within the country in which he/she resides (domestic) but outside her/her usual environment for a period of no more than 12 months for purposes other than an activity remunerated from within the country (international) or place (domestic) visited.⁸

Kalmar County: A 250 kilometre long and 70 kilometre wide geographical area located in the south-east of Sweden. The local main government is situated in Kalmar. The County is made up of the provinces of Eastern Småland and Öland. Kalmar County contains around 3 % of the total inhabitants and covers 3 % the area of Sweden. The largest town is Kalmar with approximately 33 000 inhabitants.

Öland: An island off the south-east coast of Sweden. It is connected by a 7-kilometre, four-lane bridge to Kalmar and stretches about 130 km from north to south and about 16 kilometres across at the widest point. The largest town is Färjestaden with about 4 500 inhabitants.

WTO: The World Tourism Organisation. A specialized agency vested by the UN that is responsible for statistical reports and outlooks for world tourism. The WTO is the largest global organisation for travel and tourism. In 2003 its membership reached 141 countries, seven territories and some 350 Affiliate Members. Its primary mission is to promote tourism so it can be beneficial for all dimensions, social, economic, political and economical.⁹

Regional Council in Kalmar County: One of four unique organizations in Sweden that is responsible for all areas of business regarding the Region, including culture, environment, development, etc. Represents all 12 of the municipalities in Kalmar County and serve as a communication portal, and source of funds for projects.

Länsturismgruppen: (County Tourism Board – author's translation). They are a group of representatives from all the separate tourism offices of each municipality. They meet regularly and discuss development questions and upcoming seasons. The current coordinator is Kerstin Johansson at Kalmar Regional Council.

⁷ World Tourism Organization. (1998). *Guide for Local Authorities on Developing Sustainable Tourism*. Madrid: World Tourism Organization. P. 17.

⁸ World Tourism Organization. (1998). *Guide for Local Authorities on Developing Sustainable Tourism*. P. 17.

⁹ WTO. (2004). [Online]. Available: <http://www.world-tourism.org/aboutwto/eng/menu.html>. [2004-06-10].

RUPEN III: The Regional Development Plan for Kalmar County. This is the regional development plan that the Regional Council in Kalmar is working after. The plan covers ten prioritized areas, including tourism, business development, and creating opportunities for youths. All aspects are part of making the region into a more sustainable one. It will at times be referred to as only RUPEN. It is synonymous with the RUPEN III.

HUKA: Sustainable Development in Kalmar County is a recently concluded project that was initiated by the Regional Council. The purpose was to discuss the meaning of sustainable development and to make an initial inventory of the opportunities for regional sustainable development among the municipalities in Kalmar County.

*Bo på Lantgård*¹⁰ This is a network of farms of smaller size that offer lodging for a maximum of 8 people. The farms are often owned by private families or couples that both have a history of full-time farming and now wish to down scale and expand their current business and generate income in additional ways.

IWGSD. International Working Group on Indicators of Sustainable Development, a WTO Tourism Committee initiative started in 1992 as a working group that was designed to develop indicators of sustainable tourism and report them back to the WTO.

¹⁰ Live on a Farm- author's translation

2. Tourism

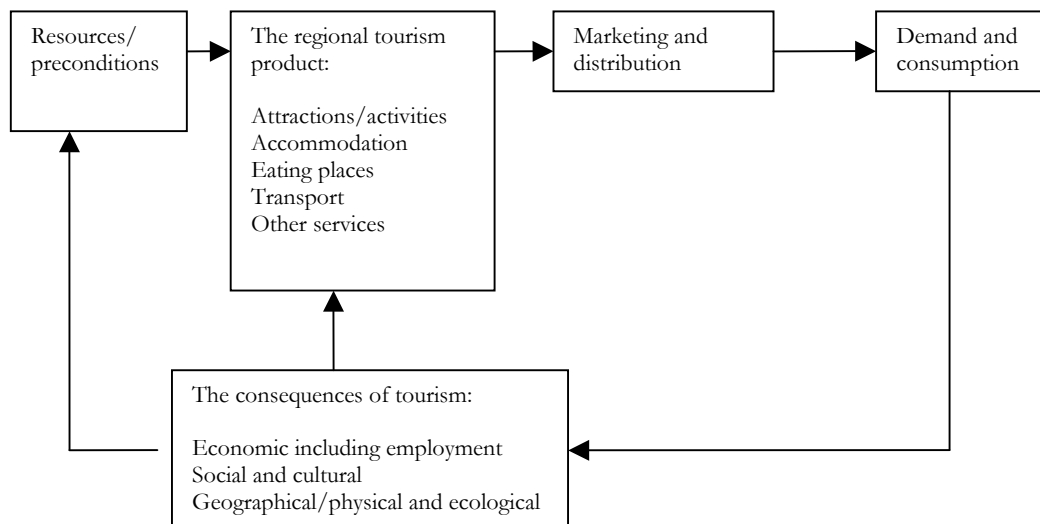
As this thesis focuses largely on tourism, it starts off by looking at the tourism industry in general both in Sweden and globally, including some definitions and some of the effects from tourism that can be relevant to this project. Each sub-chapter will start off with a general overview and where appropriate also a description of the situation on Öland.

2.1 Definitions

Many authors have offered explanations of the word ‘tourist’. Simply put, a tourist is referred in this thesis to as a person that travels to, stays overnight, eats and spends money in places other than his/her normal place of residence. A tourist may also be a person that stays only for a day, during for example a cruise trip, and then leaves again in the afternoon. The intricacy of the industry, with large variations in types of travelling, housing and activities makes it hard to give any definition other than such a general one. Although day trips are common to Öland, overnight stays in different lodging and camping settings make up a major part of the revenue base of the industry on Öland.

It is commonly accepted that there is much cross-border activity and economic flows associated with the tourism industry. Dividing up the industry into separate parts can help structure it better. Fennel (1999) considers it a system of three elements interacting with broader environments: 1) a dynamic element, involving travel to a certain destination; 2) a static element involving housing and stay at the destination; and 3) a consequential element resulting from the above two that deals with the effects on the economic, social and environmental subsystems that the industry relies on.¹¹ In general, the industry can be seen as a spider’s web connecting different parts of society and in which an effect in the any part of the web is likely to be felt in the other parts of the web in one way or another.

Figure 2-1: The cycle of tourism’s production and consumption



(Source: Adopted from Aronsson, Lars. (2000). *The Development of Sustainable Tourism*. London: Thomson. P. 132.)

¹¹ Fennel, David A. (1999). *Ecotourism-an introduction*. London: Routledge. P. 3.

This interconnectedness makes it interesting to look at the cooperative efforts common among tourism regions and the actors within the regions. Understanding the industry as a whole, can help local operators grasp the importance of communication, and holistic planning.

2.1.1 Mass Tourism

There are several different kinds of tourism. For simplicity reasons we can divide tourism into mass tourism and alternative tourism. The words mass tourism are often used when one talks about large-scale, high-turnover destinations found in places like Disneyworld in Florida and resorts along the Black Sea coastline, among many others. Characteristic for mass tourism is that it is built around a few hot spots that then attract a lot of businesses in the periphery. Often, the expansion of the tourism seems unplanned and hasty. The number of visitors is many, and the focus of the operators is often to attract as many people for as long time as possible to make as much money as possible. Mass tourism destinations also pass through several stages of development only to reach a stagnation- or decline-stage. At that point efforts are made to rejuvenate the area or no efforts are made and the operator moves to the next trendy area.¹² Such forms of tourism are also being met with increased resistance since the seasonality and numbers of people often has large impacts of varying kinds on the local environment, economy and population.

2.1.2 Alternative Tourism

Alternative tourism is the second of the two large groupings of tourism. Under mass tourism falls conventional, standard, and large scale tourism and under alternative tourism there are several subcategories. According to Wearing and Neil (1999), alternative tourism can involve several kinds of tourism focuses, but they all usually fall under some form of nature tourism or ecotourism.¹³ The features of alternative tourism as listed by Wearing and Neil can be found below:

Table 2-1: Features of alternative tourism.

Features of alternative tourism:	
1	Protection and enhancement of the resource base which is fundamental for the tourism itself
2	Fostering and active development of tourism that is rooted in the specific locale
3	Endorsing infrastructure that is not destructive, in excess of carrying capacities, or adversely affecting the quality of community life
4	Impact minimizing tourism, especially in undeveloped areas
5	Emphasizing cultural and environmental sustainability through cultural and natural encounters, and education

(Source: Adapted from Wearing and Neil (1999).¹⁴)

Alternative tourism, generally put, is one that aims to work in harmony with social, cultural and environmental values. According to Fennel (1999) alternative tourism can be comprised into socio-

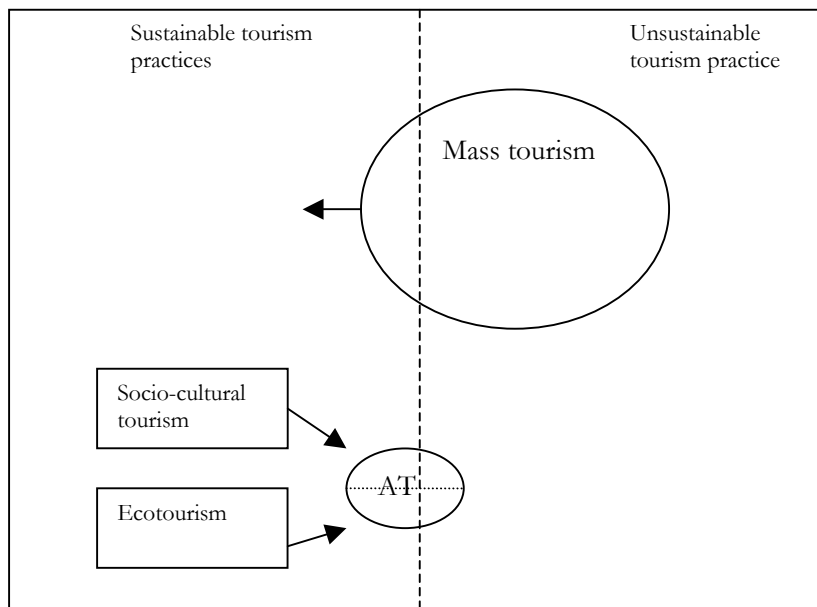
¹² Fennel, David A. (1999). *Ecotourism-an introduction..* P. 121-122.

¹³ Wearing, S. and Neil, J. (1999). *Ecotourism: Impacts, Potentials, and Possibilities.* Oxford: Butterworth-Heinemann. P. 3.

¹⁴ Wearing, S. and Neil, J (1999). *Ecotourism: Impacts, Potentials, and Possibilities.* P. 3.

cultural tourism and ecotourism, both of which have relevance to this thesis. Socio-cultural tourism focuses less on nature and more on the cultural environment around the site, exemplified by farm tourism.¹⁵ The second category is ecotourism, a form that has received a lot of attention in the last decade. Alternative tourism, especially ecotourism, can be seen as a reaction to the mass tourism that is considered increasingly destructive and unsustainable.

Figure 2-2: Tourism relationships



(Source: Adopted from Fennel, David. (1999). *Ecotourism: an introduction*. London: Routledge. P. 27.)

Mass tourism is, due to pressures from different actors becoming more sustainable each year, however, the alternative tourism forms are still, in theory, the most sustainable. Any form of tourism can easily become unsustainable if it involves extensive transportation or an extensive leakage of money out of the region. It is important to be mindful of this when promoting such tourism forms.

Ecotourism

Ecotourism has had many definitions over the years. Some of the more common elements of ecotourism revolve around the travel to relatively undisturbed natural environments. Ecotourism is conservation-led in that it is a response to inappropriate tourism development and at the same time a result of an increase in awareness of the values of local nature, cultures, and populations. Ecotourism also has an educative role resulting from the desire of many travellers to learn about nature and local cultures on their trips. The educational element can go both ways by both educating the local population about their own local area and attraction the visitors are there to see, and also by educating the visitors about the local population, nature and culture.¹⁶ We can see that ecotourism then, by definition, involves and gives back to the local community both on the educational and financial levels. It relies on nature for its existence and also tries to remain small-scale to maintain minimal environmental impact and contribute positively to the environment and surrounding society.

¹⁵ Fennel, D. (1999). *Ecotourism: An introduction*. P. 26.

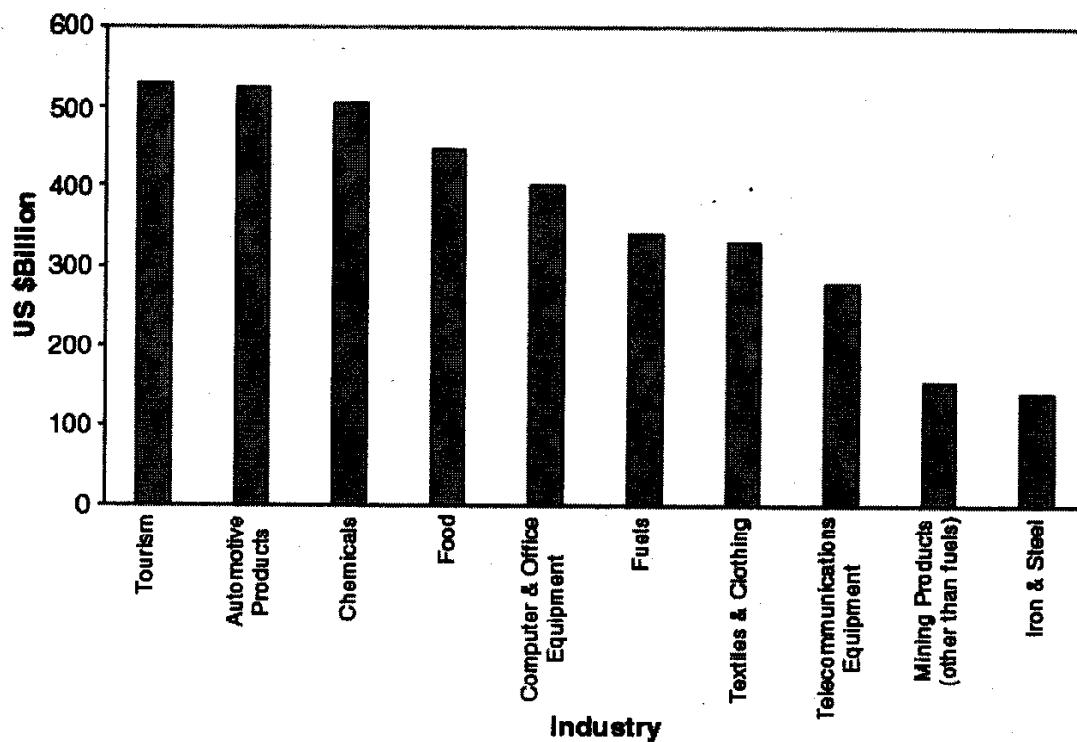
¹⁶ Jenkins, Carson L. (1994). Tourism Academics and Tourism Practitioners: Bridging the great divide. In D. G. Pearce and R.W. Butler. *Contemporary Issues in Sustainable Development*. P. 59-63. London: Routledge.

According to David Fennel (1999), true ecotourism also needs to involve the local community in the planning and decision making of the kind and amount of tourism to the area. It also needs to direct resources to local populations in a complementary manner as to not totally replace or overwhelm the traditional practices such as fishing, farming and other social systems.¹⁷

2.2 The tourism industry

The importance of tourism for many nations cannot be stressed enough. It is acknowledged as one of the world's largest industries, having in the last years competed with the construction, petroleum, and automotive industries in terms of export earnings. From 1988 to 1997 receipts from international tourism increased from US \$204 billion to US\$444 billion.¹⁸ In 1998, it represented 11 % of total global gross domestic product (GDP) and employed 11 % of all global jobs.¹⁹ Tourism is estimated to grow from 612 million international tourist arrivals in 1997 to 1.6 billion international tourist arrivals in 2020. Travellers from wealthy nations make up 85 % of all tourist arrivals.²⁰ Europe catches around 59% of all international arrivals. Overall growth of tourism is predicted, to remain between 2.5 and 4 % annually in the next few years. So, not only is it a significant economic and social activity, but it continues to grow.

Figure 2-3: The Size of the tourism industry in terms of export earnings in 1998



(Source: Taken from Honey, Martha. (Ed.) (1999). *Ecotourism and Certification: Setting standards in Practice*. Washington: Island Press. P. 9.)

¹⁷ Fennel, David. (1999). *Ecotourism: An Introduction*. P. 40.

¹⁸ Pearce, Douglas P. (1994). Introduction. Issues and approaches. In D. G. Pearce and R.W. Butler. *Contemporary Issues in Sustainable Development*. P. 1. London: Routledge.

¹⁹ Honey, Martha and Stewart, Emma. (1999). Introduction. In M. Honey. *Ecotourism and Certification: Setting Standards in Practice*. P 1. Washington: Island Press.

²⁰ World Tourism Organization. (1998). *Guide for Local Authorities on Developing Sustainable Tourism*. P. 14-15.

In larger countries, tourism has made up an important part of generated tax revenues and gross domestic product (GDP) for some time. In some areas such as nations in the Caribbean and the Pacific Ocean, tourism represents about 20-25 % of total GDP²¹, almost twice of many industrialized countries, and is likely to grow as these nations keep realizing the potential buying power of foreign tourists. For some regions tourism plays an important role in generating revenues and providing an income to the local population. At the same time, the size of the tourism industry is increasing worldwide, which means that there are an increasing number of impacts on local environments and societies resulting from tourism.

Apart from the financial aspects tourism serves several other important functions. It is a source of dreams of being in other places than the usual and the imagination among people of doing something different. At the same time, the intricacy of the tourism industry and the way it connects so many parts of society, exemplified by the airlines, hotel chains, infrastructure, communications and local transport systems and other representatives of globalization used makes it highly influential in many areas of the world.²²

Some believe that humans are by nature travel prone, that they like to travel and experience new things. The tourism industry has been quick to create products around this desire among humans. Modern humans are also believed to create some of their identity through different forms of consumption, tourism consumption being one of these forms.²³

The last 10-20 years have seen an increase in the diversity of tourism. This is evident in the number of activities, experiences and also whole destinations available. Common, however, for popular tourist destinations is that there is often a main attraction around which services and other attractions are then built. This attraction is often associated with certain values and symbolism that appeals to the tourists. The services and peripheral attractions common to larger destinations like for example Niagara Falls, the Great Barrier Reef, and some of the sun and bathe resort on Greek islands are often non-existent at much of the alternative tourism destinations. This relative isolation is believed to be a strong reason why an increasing number of people are seeking such experiences.

2.2.1 Tourism in Sweden

Tourism in Sweden has managed to remain strong with a slight growth even though several factors worldwide has somewhat limited the development and growth of global tourism. Apart from the new commitment from Kalmar Regional Council to work with the RUPEN development plan and to start thinking more sustainably within tourism development, there is another main reason why tourism is the focus of this thesis. 'Framtidsprogrammet' (The Future Program – author's translation)²⁴ Part of this plan is to allow for initiatives on local levels around the country to both develop the industry and to induce all parties involved to take responsibility for their impacts and generated revenues.²⁵ Kalmar County, as any other county in Sweden, have decided to take responsibility and take measures to make it a competitive industry of its own.

²¹ World Tourism Organization. (1998). *Guide for Local Authorities on Developing Sustainable Tourism*. P. 15.

²² Aronsson et. al. (2002). *Rutter Med Öländska Rötter*. Kalmar: RoUTES-Högskolan I Kalmar. P. 15.

²³ Aronsson et. al. (2002). *Rutter Med Öländska Rötter*. P. 15

²⁴ A tourism development program created by a group of representatives from the government and tourism officials around the country in 1999, has as main tasks to analyze factors that can help Swedish tourism develop and grow, and then create a foundation for a national strategy for the Swedish travel and tourism industry. This also involves suggesting, planning and completing several programs to make it a competitive industry, an industry that also can help market Sweden and increase awareness of Sweden globally.

²⁵ Näringsdepartementet. (1999). *Framtidsprogrammet: Strategier för tillväxt i den svenska rese- och turist industrin*. [Broschure]. P. 7-10.

Swedish tourism is an increasing economic force and generator of export revenues. Tourism made up 4.3 % of Sweden's total export earnings in 2002. Furthermore, 7.2 % of total annual household consumption in Sweden was spent on tourism and related activities in 2002.²⁶ At the same time, with increased global access through internet and telephone conferencing, etc., the need for business travel has decreased resulting in a 10.3 % decrease in business trips with overnight stays from 2002 to 2003. In total, including both business and leisure trips with overnight stays, Swedes are spending 2.7 % fewer nights overseas in 2003 than in 2002.²⁷ Foreign overnight stays in Sweden have remained at approximately the same levels in 2003 as in 2002. Note that this occurred even though global travel decreased by 1.2 % during the same period. Another interesting fact is that Sweden accepts more visitors per capita than the European average at 0.83 versus 0.67. In 1999, a total of 106.000 people were employed in the tourism industry. The largest individual sector was the retail industry with 36% of the total turnover.²⁸

These statistics show that Swedish tourism is stable if not increasing. Swedish tourists are choosing to stay at home more and business travel is decreasing. While spending their time in Sweden, both foreign and domestic visitors spend the most money on housing, food, and shopping. The large number of people employed in this industry shows that tourism is an important industry for Sweden.

2.3 Trends

Looking at global and national trends can help give a rough outline on which we can base an analysis of what future tourists in Kalmar County and on Öland will want. Of course, some of the global trends may not apply directly to Öland or Kalmar but can help illustrate the change in impacts and thus also challenges to sustainability that are to follow.

In general there seems to be two directions within tourism today. One is the consolidation of large firms into a few centrally owned operators, mostly located in the northern part of the globe. These are largely still involved in charter tours and volume-based mass tourism. Then there is the decentralisation and privatisation of smaller firms, mainly located on the southern globe, that make up the base of alternative and ecotourism experiences. These providers are, apart from the ratings they receive from the visitors, also concerned with the health and well being of the local population. Of course, such small scale ecotourism operators exist in Sweden as well. More importantly, the potential for their development is still large on the northern hemisphere.

Other important trends when it comes to tourism today are, according to the World Tourism Organization (1998):²⁹

- More tourists wish to participate in recreation, sports and adventure, and make nature visits, and they are more physically and intellectually active than before.
- More tourists are looking for entirely new kinds of tourism, and dedicating time to special personal interests, opening the possibility of improving and expanding on existent areas.
- The frequency of trips is increasing but their length is decreasing. Short, but qualitative stays are valued higher. An increasing number are unable to plan their travel far ahead.

²⁶ Swedish Tourist Authority (2004). *Fakta om Svensk Turism*. P. 2.

²⁷ Swedish Tourist Authority (2004). P. 3.

²⁸ Swedish Tourist Authority. (2004). P. 3.

²⁹ WTO. (1998). *Guide for Local Authorities on Developing Sustainable Tourism*. P. 19-20.

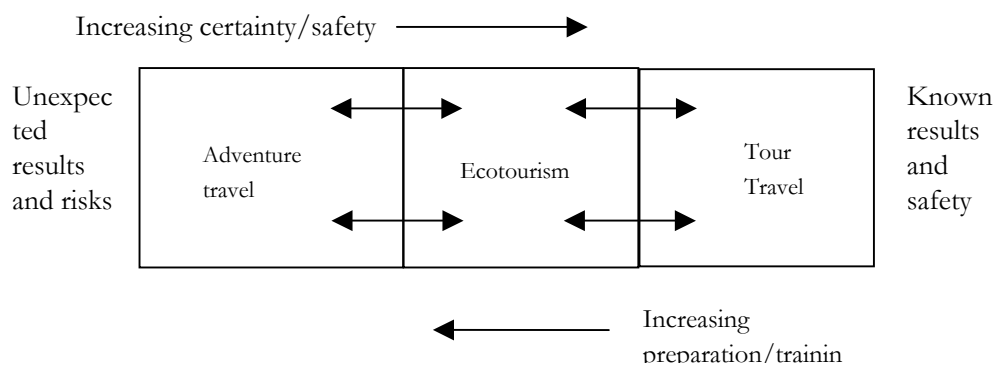
- Tourists are becoming more experienced and demand higher levels of service and quality, which is being met by operators through the use of high technology installations at destinations such as advanced booking systems and the internet.
- Many are becoming more environmentally conscious. They are demanding well planned and managed tourism that avoids environmental and social problems.
- Many tourism destinations are moving toward qualitative offering in line with increased demand for high quality offering among tourists, with well planned and managed approaches. The reasons are believed to be both financial and intrinsic for the protection of the environment and local social environments.

Along with this, concepts like Ecotourism are becoming more recognized everywhere. The realization that the environment and nature are essential assets and need to be managed properly have left many downscaling and turning to less socially and environmentally encroaching alternatives. It is also important in areas in many developing nations where resources for conservation programs are limited. There alternative tourism business like ecotourism is a way to finance and motivate such protection measures.

An example can be seen in the USA where US Forest Service surveys have concluded that nature-based recreation is increasing in the USA. Activities like bird watching, backpacking, and day hiking, and other non-consumptive activities were up by as much as 155%, 73%, and 93% respectively from 1983 to 1995.³⁰

Common for many alternative tourism types is that they are becoming more overlapped than before. Increasing elements of adventure with less structure and certainty that require more preparation and training are shifting the desires away from regular tour operations to more of an adventure and outdoor based tourism.

Figure 2-4: Tourism Activity Spectrum.



(Source: Adopted from Fennel, David. (1999). *Ecotourism: An Introduction*. P. 53.)

On a global scale many destinations are still fighting to keep up with each other in terms of mass tourism alternatives and created experiences that appeal to as many of the human senses as possible. The realisation that building up expectations and creating a vision for tourists through clever marketing

³⁰ Fennel, D. (1999). *Ecotourism: An introduction*. P. 47.

can ultimately bring more tourists has also led to on-site competition among hotels and tour providers for the tourist's money. This race often leaves producers of experiences and operators of the infrastructure blind to the effects they have on the society as a whole.

Any trends notwithstanding, it remains true that tourists and their desires are diverse and that the diversity among tourists and the purposes of their trips makes it hard for providers to concentrate their marketing sometimes and also makes it hard when calculating tourism's contributions to regional and national accounts as well as impacts on the social and environmental surroundings.

2.4 Impacts from Tourism

For local communities, a well planned tourism set-up can bring many important benefits. Potentially, tourism's interactions with all kinds of resources can bring benefits. These benefits can be of environmental as well as economical and social/political. It is important to mention other kinds of impacts, both favourable and not favourable, in areas other than the environmental since sustainability of tourism relates to many other dimensions than just the environmental.

Humans are beneficiaries of tourism in other ways than just the financial. People engaging in tourism do so to get away and experience new things, to be entertained and meet new people, and for many other reasons. Modern tourism, with all its comforts serves as a releaser of stress and a recharging of human energy. Tourism is about people's perceptions and expectations of new and sometimes foreign places, cultures, and experiences and about trying to meet those expectations. Alternative tourism, with for example spas and nature visits, is increasingly appealing to the large number of city dwellers suffering from stress related symptoms.

Moreover, tourism can bring revenues to the local community in the form of taxes and parking fees. A destination's economic benefit is directly related to the level of local ownership of tourism operations.³¹ Tourism is also seen as a way to diversify traditional industry towns in an area based on the fact that many towns are by nature "natural" destinations for visitors. It is an industry that requires a lot of entry level employment, supplying jobs to many who otherwise would be without.³²

Even though there are many good things that have come with tourism over the years and can potentially keep doing so for years to come, much of the focus on tourism and impacts lies in the negative ones, the impacts that need to be addressed in order for a destination to move towards sustainability.

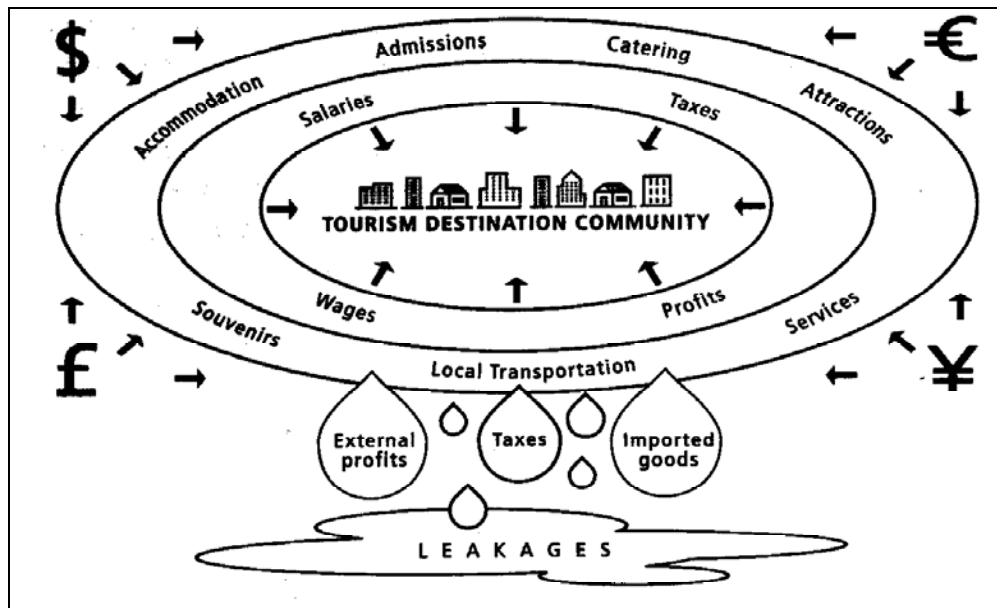
Tourism is unique in that it is an industry where the customer travels to the product. Many other economic activities are characterized by the customer staying put and the service or product coming to them. The travel in itself is a major reason why much of modern tourism is considered unsustainable. Rather ironically tourism is also dependent on fragile and remote environments for survival, the use of which is cause for bigger concern than many other environments. The relatively short visits, usually up to two weeks in length, tend to leave visitors unaware or unconcerned about the impacts their actions may have on the local environment and society. Tourism is also a very diverse and fragmented industry, making it hard to determine exactly where impacts from tourism starts and ends. Often there are no easily identifiable point sources. Instead the conglomeration and longevity of the impacts is what has turned many people's attention to tourism in sustainable development discussions. It is an industry which is hard to control since many companies involved in tourism belong to so many different sectors. The jobs created are notoriously underpaid with lack of rights for the employees.

³¹ Godfrey, Kerry and Clarke, Jackie. (2000). *The Tourism Development Handbook: A Practical Approach to Planning and Marketing*. London: Continuum. P. 35.

³² Godfrey, Kerry and Clarke, Jackie. (2000). *The Tourism Development Handbook: A Practical Approach to Planning and Marketing*. P. 19-23.

In addition to this, many tourist destinations, especially in third world countries, are in need of the foreign exchange resulting from tourism. For many regions with high tourism a lot of investments need to be made in the form of infrastructure and certain skills. These services are often provided by foreign owned corporations in the form of hotels, car rentals, airlines, and package tours. This money generates a potential for increased standards of living, however, many foreign tourism operators have failed to reinvest the generated income from tourists into the local economy. This has led to discontent among local populations and disconnection to the tourism business. In many instances, the investment causes “leakages” out of the country.

Figure 2-5: Leakages associated with tourism



(Source: Taken from Godfrey, Kerry and Clarke, Jackie. (2000). *The Tourism Development Handbook: A Practical Approach to Planning and Marketing*. London: Continuum. P. 18.)

The table below shows a list of potential impacts, favourable and unfavourable as mentioned in several different texts, for example Bramwell et al (1998), Godfrey and Clarke (2000), WTO (1998), and Lockhart and Drakakis-Smith (1997). The impacts are of course all too many to mention in detail here, however I have brought up some of the more common ones.

Table 2-2: Potential Impacts from Tourism

Potential Impacts From Tourism		
Favorable		Unfavorable
Environmental	Use of tourism income as funding for local conservation programs and other environmental programs.	Destruction of the natural environment upon which the industry relies. Often due to both construction and increased strain on local service infrastructure. Exemplified by excavation, sewage discharge, eutrophication, etc.
	Enhanced concern for the environment among locals due to increased awareness and recognition of its economic importance	Aesthetic disturbances due to building and littering
	Renovation of residential and industrial sites.	Increased air pollution due to high energy consumption, by transportation and power plants

Economic	Generation of income and employment through added spending and job creation, especially favorable when minorities and young people can benefit.	Loss of local control of economic activities. Increased land prices and decrease I wage levels.
	Economic diversification in declining regions and activity plurification for marginal businesses like farms	Distortion of local employment patterns with more part-time, seasonal jobs
		Expropriation of profits to outside business interests
Cultural	Enhanced cultural understanding and tolerance through increased interactions	Loss of cultural values due to imitations of visitors by local residents
	Increased pride through promotion and celebration of cultural differences. Revival of traditions, festivals and other cultural activities	Increased standardization of culture
Social	Revival of areas in social decline through new sources of incomes	Rising property prices and costs of living. Increased crowding of public places.
	Increased support for local services used by both locals and visitors like transportation, hospitals, and retail installments	Reinforcement of social inequalities, benefiting educated and capital strong more
	Skills learned in tourism jobs can be transferred to other sectors of society. Increased quality of life for those directly involved	Increased crime, prostitution and drugs. At worst, total resentment towards visitors.
Political	Local empowerment through involvement in tourism planning and management	Increased influence of external businesses, and potential loss of democratic processes and local accountability
	Reinforcement of local identity and pride through promotion of regional and local distinctiveness	

2.5 Conclusion

The chapter shows that tourism is growing as an industry and that with that growth come impacts that need to be carefully monitored and accounted for. The premonition among the Regional Council people that they need to start working on sustainability issues within tourism in Kalmar and on Öland, is right on line with what the trends say. The tourism is of great importance to Sweden. The impacts from tourism both in Sweden and abroad can take a positive form, as with conservation projects, or a negative form, as with leakage of money out of the region. A region that suffers from too many negative effects is likely to fall into a decline after a certain time.

3. Sustainable Tourism Development

This sections deals with the concept of sustainable development and a literature review of what is meant by sustainable tourism development. It also discusses the issues on Öland and a little around the normal methods of working with sustainable development in tourism.

3.1 Sustainable Development

The term sustainable development was introduced in 1987 by the World Commission on Environment and Development. The definition, simply put, stated that current economic development should be realized taking the economic possibilities of future generations into account.³³ In other words it was about making people pay for their external costs to the environment and society directly and not shifting the payment to upcoming generations. Part of the reason for starting to work with sustainable development was the realisation that future ecological effects of economic practices were hard to determine. Some say (Dresner, 2002) that the concept of sustainable development is too vague and that its true meaning can incorporate really anything, a lot depending on the definitions of “development” and “sustainable” separately.

In short, the modern definition of sustainable development is one of more subtle meaning, taking out the exclusivity of hard line environmentalist that proclaim hindering growth, and replacing it with a modified growth strategy. It balances environmental concern with economic growth and provides for trade-off between the two.³⁴ Many environmentalists claim the biggest step toward sustainability is for people in industrialized countries to lower their consumption levels to levels that could be sustained indefinitely. Those who live in the most unsustainable ways tend to be the most affluent and are often opposed to making any drastic changes in their spending patterns. Others say that the real problem will come with population growth in the developing nations and their striving towards western consumption levels, exemplified by the expansion of the car fleet in China over the next decade. Much discussion has revolved around the progress and growth issues. However, it is not only about economic bottom lines and progress, but also about justice, social order and equity, environmental protection and cultural heritage. The three most common elements of sustainability are social, economic, and ecological sustainability.

In general, most successful sustainability work today has been achieved in the area of environmental policy and less in the economic and social sustainability dimensions. The reason is that much of the environmental work has been considered easier to do directly. Even the smallest actor can make small changes on their own to work toward common environmental goals. It has also received a lot of attention in the press. The social elements are in many countries or regions very hard to achieve due to political instability or strong religious control. Social elements of sustainability work have not only been subject to inflammatory discussions but the effects of such work have taken time to see. Economic sustainability is considered the long term strategy of any profit seeking company. The challenge is reaching such growth while taking considering the costs to the environment and society. Much criticism of the goal of economic growth has been that it does not always take into account the costs to the environment of, for example, increased airplane travel.

Before any work can be done, it is about understanding the concept instead of trying to agree on a meaning of the words. The following sections address some of the reoccurring criteria and principles that can be found in the literature on the topic and by doing so, determining what the critical elements are, in their most general forms, that make up sustainable development.

³³ Bramwell et. al. (1998). *Sustainable Tourism Management: Principles and Practice*. Tillberg: Tillberg University Press. P. 26.

³⁴ Dresner, Joe. (2002). *Principles of Sustainability*. London: Earthscan. P.63.

The search for a common definition of the words has removed some of the potential progress in the field. However, there are some reoccurring critical elements. The report “European Sustainable Cities,” (Expert Group on the Urban Environment, 1996) mentions five broad, generally applicable principles of sustainable development³⁵:

- Recognition of *Environmental Limits* and identification of environmental thresholds, adopting the Precautionary Principle when doing so.
- *Environmental Efficiency*, where maximum benefit is obtained for each unit of resources used and wastes produced. To be done using simple means, like closing resource loops, consuming renewable resources at rate of or lower than replacement, and increasing technical efficiency of resource conversion.
- *Demand Management* with reduction or re-directing of certain demands.
- *Welfare efficiency*, where the greatest human benefit is derived from each unit of resources used.
- *Equity*. Inequitable distribution of wealth leads to unsustainable behaviour and makes change more problematic, now and in the future. Social solidarity is essential for sustainability of development.

Apart from the principles mentioned above, there is a need for strong cooperation and collaboration between local governments and the private sector, especially when it comes to formulating a development strategy, and using a long term approach. Also, some kind of enforcement is needed to ensure that the work in one place is paralleled with sustainability work in other places. One fundamental concern is that new mechanisms must be found to affect systems at an early stage. There should be widespread knowledge and involvement in environmental issues, if environmental issues are to be safeguarded against other interest in the future³⁶ and there should also be some knowledge among people and companies about their own role in the whole context to help motivate them.

The principles are assumingly applicable globally as well as regionally but on a local, regional scale the focus is higher on local knowledge, smaller ecosystems, and systems of waste, resource use, and utilizing educational institutions. Regional sustainable development also requires extra collaboration among and commitment by local authorities and industries.

3.1.1 Challenges to sustainable development

The effects of some measures today are hard to predict in the future, and therefore making adjustments to avoid those effects can be difficult. An example is the death of many forests in Europe due to acid rain caused by sulphur emissions. There were limits to emissions long before trees started dying because people were suffering from eye irritations and respiratory problems. The effects on the trees that came many years later were unforeseen. Partly it is a result of thresholds and synergetic effects in nature that makes it hard to make predictions. The same goes for current CO₂ emissions. The effects of current emissions are predicted to have bad consequences in the future if nothing is done. The point is that the effects of human actions are often underestimated and therefore extra measures should be taken now to avoid catastrophes in the future.

³⁵ Expert Group on the Urban Environment. (1996). *European Sustainable Cities*. Luxemburg: European Commission. P. 40-43.

³⁶ Swedish Environmental Protection Agency. (1994). [Online]. Available: <http://www.naturvardsverket.se/>.

3.2 Sustainable Tourism Development

As mentioned before, much of the high-mobility high activity style tourism is believed by many to be unsustainable. Even though sustainable development in tourism in its strict meaning is close to impossible to attain in modern society there are ways of trying to make it more sustainable than today. As the concepts surrounding sustainable development have been receiving increasing attention lately, together with the fact that tourism as an industry is one which has profound effects on many local environments and societies, there has been a rise in amount of literature advocating a combining of the two.

3.2.1 Criteria for Sustainable Tourism Development

The realization of the detrimental impacts at tourism destinations and the rise of environmentalism in the mid 1980's forced governments to reassess the role of tourism on a regional level. The major impacts were needed to be addressed. The Agenda 21 initiative started in Rio³⁷ contained some points that explicitly state the importance of tourism and the possible contribution it could make to regional development. A lot of the "development" part of sustainable development relates to growth and to increasing the welfare of impoverished nations. The fact that tourism works as a vehicle, on an international and local level, for growth and has an inherent potential to grow as an industry makes it a very important industry in sustainable development discussions.

Due to pressures from environmentalists and local governments many tour operators involved in mass tourism are changing some of their practices. Although fairly straightforward, some measures can make big differences in cost savings and local environmental impacts. Three examples are reducing electricity use in resorts, sorting wastes, and establishing stricter laundry cycles in hotels. However, tourism is an industry of which the operations transect into many different areas of society, from national parks associations, hotels, to local traffic authorities. Reaching a truly sustainable society requires measures in all areas, economic, social, and environmental. Often, however, projects within the environmental field are a great way to get people to start thinking along the right lines.

Many definitions of sustainable tourism cover the same aspects. Three different "packages" of criteria are presented in this chapter, WWF (1998), McCool (1985), and Fennel (1999). A synthesis of these criteria will be used in our analysis later on. The WTO also has its own definition and it is worth mentioning since it is considered widely accepted. The WTO has adopted a sustainable approach to tourism, as have many nations following the Earth Summit in Rio in 1992. The WTO consequently applies sustainable development principles in all tourism planning and development studies.³⁸ The WTO definition on developing sustainable tourism:

Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems.³⁹

According to the definition, in sustainable tourism the quality of the tourism area is maintained or improved, which tells us that proper sustainable tourism could lead to various improvements that spread throughout society. It is also about connecting how tourists feel about sustainability to the work on site and making analyses on how the destination and community is enhanced through tourism.

³⁷ UN Earth Summit, a meeting of world leaders to discuss matters of environmental concern.

³⁸ WTO. (1998). *Developing Sustainable Tourism*. P. 21.

³⁹ WTO. (1998). *Developing Sustainable Tourism*. P. 21.

The World Wild Fund for nature has presented a list of ten “commandments” to be considered in the development of more sustainable tourism⁴⁰:

- Utilize resources in a sustainable way
- Reduce over consumption and pollution
- Maintain biodiversity
- Integrate tourism in local and national planning
- Benefit the local economies
- Cooperate with local populations
- Consult with all interest groups and stakeholders
- Educate staff
- Market the tourism in a responsible way
- Execute and make follow ups on surveys

In tourism, each branch must be responsible for identifying and working with the environmental problems related to its own sector. The environmental aspects must form part of the actual basis of the development work. The environment is after all, an important part of many tourism destinations. Also essential is that tourism development is planned and managed so that the socio-economic benefits are spread as widely as possible throughout the society of the tourist destination. One way of doing this is to engage in community-based tourism projects. Tourism must also be politically acceptable without compromising its sustainability. (WTO, 1998)

The keys to success as stated in Fennel (1999) is that people involved in sustainable tourism projects must:

1. Be as culturally sensitive as possible in developing a sustainable development strategy.
2. Work within existing institutional frameworks instead of creating new ones.
3. Realize that multi-sectoral planning is critical to a sustainable development strategy and means must be created to allow all affected stakeholders to participate in decision making.⁴¹

In order for sustainable tourism to be successful, human must also consider the following: (1) How tourists value and use natural environments; (2) how communities are enhanced through tourism; (3) identification of tourism's social and ecological impacts; and (4) management of these impacts.⁴² Others go on to say those sustainable tourism policies must include national support and advanced planning, appropriate pricing and revenue policies, and local participation and benefits. There is a need to maximize the benefits from tourism and at the same time minimize the negative effects and costs. It is also about limiting the development of tourism to standards that are regionally or locally accepted.

3.2.2 Lifecycles of tourism

Due to its strong influence in some areas, tourism can be seen as a great way to motivate changes and initiating sustainable practices on a local level. Looking at regions with lots of tourism and their work to develop sustainability plans, some of the efforts needed will likely be in areas where tourism already has degraded, or can in other ways potentially affect the environment. Not only is it easier for local

⁴⁰ (Freely translated from the Swedish Tourist Authority report, *Sustainable Tourism Development in the Swedish Tourist Industry*, 2003)

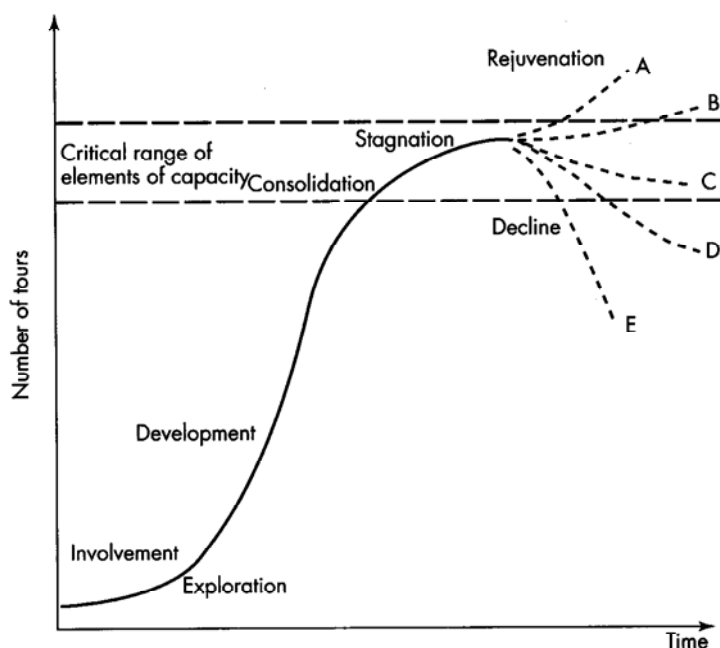
⁴¹ Fennel, David. (1999). *Ecotourism: An introduction*. P. 16.

⁴² McCool, S.F. (1985) *Does wilderness designation lead to increased recreational use?* Journal of Forestry, January: 39-41. Taken from Fennel, David. (1999) *Ecotourism: An Introduction*.

governments to see the results, but when resources are low it is easier to motivate work to improve already affected areas.

The difference between mass tourism and sustainable tourism in terms of lifecycles is that the fluctuations are not as big for the latter. A well designed sustainable tourism set up will reduce the risk of a drastic decline in the number of visitors when the destination has reached and passed its perceived stagnation stage and the carrying capacity of the destination is reached. According to Fennel (1999), island environments have received a lot of attention since they are more vulnerable to such cycles. Therefore, local authorities on islands have to make an effort to define the nature end characteristics of the use of the areas on which they depend as to ensure they do not fall into a prolonged period of ecological decline.⁴³

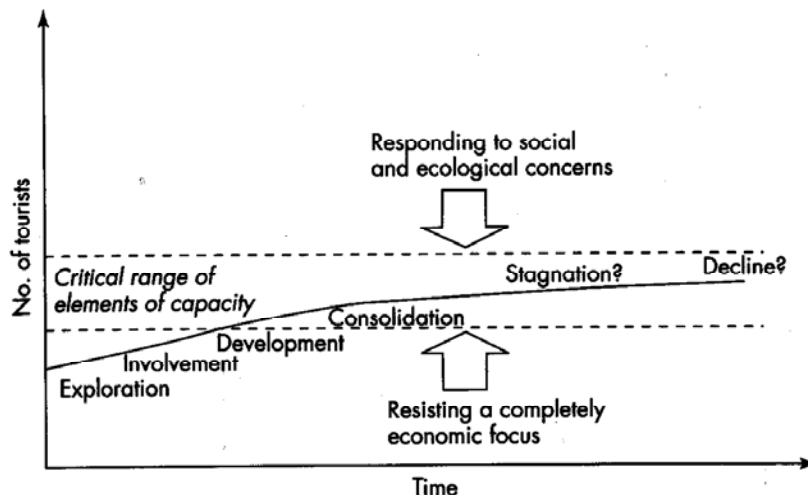
Figure 3-1: Stages of mass tourism



(Source: Taken from Fennel, David. (1999). *Ecotourism-an introduction*. London: Routledge. P. 121.)

⁴³ Fennel, David. (1999). *Ecotourism: An introduction*. P. 122.

Figure 3-2: Stages of sustainable tourism



(Source: Taken from Fennel, David. (1999). *Ecotourism-an introduction*. London: Routledge. P. 123.)

3.2.3 Challenges to sustainable tourism

Much of the modern literature covers the steps needed for sustainable tourism. However, there are also researchers who say it will never be a reality, claiming that tourism will lose sustainability because (1) it is an invisible industry in that the effects of it are hard to determine throughout society; (2) there is a distinct lack of leadership within the industry making it vulnerable to political attacks and fights for land from other industries; (3) it is too reactionary; (4) and it is electorally weak and thus receives little backing politically on a local level.⁴⁴

Also, due to its fragmented nature there is a need for all aspects of the industry represented by several echelons of society to work in unison. It is also a matter of encouraging consumers that they demand accountability of tourism providers.⁴⁵ These challenges give us a good idea of the difficulty in implementing sustainable tourism totally. Therefore, any steps that can be taken on a local level in the right direction should be met with enthusiasm and support.

3.3 Tools for promoting sustainable tourism development

Currently there are many tools used to both reach a sustainable tourism development and to determine where the progress is. One main reason is to ensure that projects that have been started do not fall into nothing, as has been common for many projects.

The word “tool” refers to the various kinds of measures, indicators, and reference points one can use in the pursuit for sustainable tourism. In many cases working with sustainability measures within tourism are fairly easy to start on paper but as soon as talk about continuous or systematic work comes up, the situation becomes a little more difficult. This section mentions some of the tools that are commonly used to measure progress and to initiate projects. Although Öland and Kalmar County are in the early stages of initiating a sustainable approach to tourism planning and work, some of these tools may become useful later on. They may also be useful since there is a high ambition among the individual businesses on Öland to become more qualitative in their daily work.

⁴⁴ Pearce, D. and Butler, R. (1999). *Contemporary Issues in Tourism Development*. London: Routledge. P. 5-10.

⁴⁵ Fennel, David. (1999). *Ecotourism: An Introduction*. P. 28.

Overall, the tourism industry is considered relatively free from direct regulation. Often policies and regulations are indirect in nature. Designing the right policies can help steer the development of national and local tourism in the direction both the public and private sectors want. However, the tourism industry is highly interconnected and highly price sensitive which makes it hard to place any stringent regulations without effects on the industry.⁴⁶ Voluntary arrangements like labelling and certification is therefore receiving increasing attention.

Policy instruments can take the form of zoning to control tourism development, taxation of energy use and waste treatment services, and investment in traffic management infrastructure.⁴⁷ Policies have different purposes and serve different function so a mix of policy instruments is important. The mix should be created based on the goals and objectives set up by the main policy implementers.

Important to realize is that implementing sustainable tourism policies are not always easy. Many factors can hinder or limit a proper implementation. For example, implementing a policy that advocates a moderation in tourism resources use, as an environmental protection effort, is not necessarily met with a reduction in resource use among local residents. Other issues to take into account are political and economic restructuring.

3.3.1 Indicators

The first work with indicators related to sustainable tourism was done in 1993, when the WTO Tourism Committee assigned the task of developing indicators to a group of people later called The Working Group on Indicators of Sustainable Tourism. With the knowledge that tourism has increasing impacts on our environment, the use of indicators has become more widespread. Properly adapted and planned indicators can help decision makers in the tourism sector understand and manage their own impacts. They are, after a policy has been adopted, a way for internalise the externalities of tourism development. Indicators should then ultimately help reduce the future risk within the tourism industry.

It can be said that in general the purpose of having indicators is to help decision makers on making policies and providing information to the public. It is also a way to measure progress towards or away from certain goals. However, finding the right indicators for the cause may not always be easy. The previous section mentioned the difficulty in tracing the impacts from tourism throughout society. Consequently, this also makes it hard to design indicators that can capture the right impacts. In general, it is hard to create indicators for the environment on a national level, like there are with economic progress indicators for example. Therefore, starting and focusing locally is easier. Designing projects of an environmental nature could therefore be the first step among private businesses on Öland.

Indicators are highly dependent on the goals chosen. So, firstly, a region such as Kalmar County must have a clear set of goals, not only for the tourism industry but also for the environment and what priority the goals are to be given. Of particular importance are indicators that can help determine if decision makers are doing enough. These are indicators that measure management action and the impacts of management. Another note is that much of the work of local authorities can be helped by national or international organisations and their indicators. The work of UNEP and OECD for example can help reinforce the environmental information available to tourism decision makers.⁴⁸

⁴⁶ Pearce, D. and Butler, R. (1999). *Contemporary Issues in Tourism Development*. London: Routledge. P. 5-10.

⁴⁷ Ramm, Niels H. (2001). *Towards Sustainable Tourism Destinations*. P. 31.

⁴⁸ International Working Group on Indicators of Sustainable Development, (IWGSD). (1993). *Indicators for the Sustainable Management of Tourism*. Winnipeg: International Institute for Sustainable Development. P. 10.

Examples of indicators

For tourism development, indicators are often related to the load carrying capacities, such as ecological, infrastructural, and social load carrying capacities. These limits should be set according to economical and environmental analyses. Together they basically determine where the limits go in terms of how much tourism an area can take. As the environment is an important asset to modern tourism, measuring the environmental impact alone is important. Commonly indicators are chosen to measure change over time, but it may also be good to choose those that measure existence of a factor. Many indicators found in the literature, for example (IWGISD, 1993) and (UN Division for Sustainable Development, 1996) are designed for national initiatives. Some of them can be used locally while some may not. The most appropriate approach is therefore to make sure there are national indicators for use at the higher levels and then local indicators including key site specific indicators to support local planning.⁴⁹

Although hard to determine what kind of indicators are best suited for islands and local communities, an attempt has been made here to mention a few that could be appropriate. The list below is comprised of indicators both from the NEST program in Söderslätt⁵⁰ and the IWGISD book on sustainability indicators.⁵¹ The NEST program developed a set of recommended indicators. Although they are not island specific, they were created with the promotion of sustainable tourism practices in mind.⁵² The NEST Program indicators are designed to work as an evaluation of the destination's tourism industry and to fix the start point for the work in the destination.⁵³

Some examples of good indicators for island communities working with sustainable tourism development are:

- 1) Those that can identify the attributes of both the natural and cultural environment which are critical to supplying the product and most sensitive to the impacts of tourism. This includes an inventory of cultural and natural environments, especially those that are sensitive or extra critical.

- % of area protected
- number of designated protected sites/areas
- number of blue flag beaches and harbours⁵⁴
- number of endangered/threatened species

- 2) Levels of consumption/use. These cover the measurement and monitoring of resource use among tourists. They should also cover monitoring of cash flows and levels of investment in local infrastructure.

- total area owned/managed by tourism industry operators
- net tourist balance of trade
- amount spent per tourist day
- volume of solid and liquid waste production per tourist

⁴⁹ IWGISD. (1993). P. 23.

⁵⁰ Nordic Industrial Fund. (2003). *A Guide to the NEST Destination Management Tool*. [Online]. Available: http://destinet.ewindows.eu.org/aMenu/PDF/g1_uk.pdf. [2004, September 15]. P. 6.

⁵¹ IWGISD. (1993). P. 21-23.

⁵² See appendix for more information on the NEST program and the Destination Management Model.

⁵³ Nordic Industrial Fund. (2003). *A Guide to the NEST Destination Management Tool*. [Online]. Available: http://destinet.ewindows.eu.org/aMenu/PDF/g1_uk.pdf. [2004, September 15]. P. 6.

⁵⁴ See the next few pages for other examples of tools, including the Blue Flag certification scheme.

- 3) Management activity/Measured response to Management actions. This section includes indicators that can reveal the existence of any sustainable tourism plan/strategy. It also includes measurement of key regulatory instrument on pollutants, investment, and the overall effort of creating and implementing strategies to protect the environment and the resource base on which the industry depends.

- level of expenditure on programs directed at environmental tourism
- changes in areas protected
- changes in investment in environmental programs
- existence of an action plan approved for sustainable tourism

Overall, the goal is to design a set of indicators that can illustrate the existence of certain measures and also to monitor the response to existing or new measures. It is also mainly about measuring impacts and changes in the resources base that is crucial to the industry, whether it be environmental or social/cultural.⁵⁵ There are of course other indicators that will cross over those used by the tourism industry since the goals of sustainable development is shared by many other than just tourism officials. Optimally, centrally planned strategies from local public sector groups can be discussed and the results shared amongst themselves.

The above list is only a tip of the iceberg attempt to draw up some of the guidelines that are believed appropriate by the author. This is not a complete list. Such efforts should be left to more extensive studies of the role of indicators in tourism settings. Certification schemes and labelling

3.3.2 Certification Schemes and Labelling

An increasingly popular method to improve the environmental, economical and social performance among companies is to certify or label their operations and products. Today there are approximately 50 certificates and environmental management systems for “green” tourism in Europe. The most prominent network of eco labels is the VISIT network, started in 1991 as collaboration among mainly accommodation eco labels in Austria, France, Italy, Latvia, Luxembourg, the Netherlands, Nordic Countries, Spain, Switzerland and United Kingdom and the Blue Flag International. In 2004 it was completed as the VISIT Association, the European platform for partnerships and further progress.

In general certification schemes and labelling are receiving increasing attention, especially among small enterprises who find it hard to compete against large tour operators in some areas. Early certification programs covered quality and safety aspects at the tourism destinations, accommodations and sites. With the rise of ecotourism and environmentalism in the 1980’s and 1990’s there was a need to establish certification based on both environmental and socio-economical criteria. Today, there are certification programs for both conventional tourism and alternative tourism operations. They are categorized by the methodology or by the sector of the industry they cover. The sustainable tourism and ecotourism certification programs are the ones that offer the most promise in long term sustainability. They are in combination with other tools, one way of rewarding and distinguishing responsible tourism.⁵⁶ Below is an overview of a few examples of labels and organisation working with labelling in Sweden, and internationally.

⁵⁵ IWGISD. (1993). P. 23.

⁵⁶ Eco-Tip. (2004). *Eco-labels and awards in tourism in Europe*. http://www.eco-tip.org/Eco-labels/ecolabels_mf.php3. [2004, August 24].

Nordic Swan

The Nordic Swan is similar to the Eco-labels in that it works with certifying hotels to reduce their impacts on the environment. Elements include transportation, waste handling, and routines for purchasing among staff. The Nordic Swan also works with certifying many other products. Currently there are 625 licences, or approved products covering many things from batteries, detergents, to tables and furnaces.⁵⁷

Blue Flag

The international “Blue Flag” Campaign is an eco-label for beaches and marinas launched in 1985 in France. The Campaign was started on European level by the Foundation for Environmental Education in Europe (FEEE) in 1987. In Sweden it is monitored and managed by the organization 'Håll Sverige Rent' (Keep Sweden Clean). Several partners are involved in this project, among them the UNEP, the WTO and many national tourism boards. There are 27 criteria for beaches and 22 for marinas, which include the following points: water quality, environmental education and information, environmental management, safety, services and facilities. Most of the criteria are imperative, while a few are guideline criteria. They are continuously updated and national peculiarities are considered and integrated in those criteria.⁵⁸ The interest for the label is increasing. Among boating people the recognition for the label has increased. In 2004 there are 67 harbours and 55 beaches that are certified.⁵⁹

Ecotourism and Nature's Best

The Swedish Ecotourism association is not a certification scheme in itself. It is a society that promotes and encourages responsible travel and ecotourism. It started in 1996 to gather different kinds of parties involved in travelling and tourism in Sweden to project Sweden as a country with strong Ecotourism opportunities and to give it a competitive advantage globally. They are also responsible for the labelling of Nature's Best.

The label Nature's Best was developed in 2002 as the first national label for providers of responsible nature-based tourism, also referred to as Ecotourism, in the northern hemisphere. The people at Nature's Best are gathering as many of Sweden's nature tourism providers to try to get them under one label. The main goals of the concept are to promote nature-based tourism that takes the social and environmental values of the destination into consideration. The goal is also to make it a strong label under which only the best nature-based providers are gathered to make it easier to do collective marketing efforts and also to induce other operators to join.⁶⁰

Destination 21

An example of a voluntary individual initiative is found on the island of Mön in Denmark. There the tourism industry is working on certifying the island as part of Destination 21, a Danish destination certification scheme being tested in 7 locations in Denmark. It requires the formulation of a vision and an action plan for the sustainable development of a destination area.⁶¹ The focus of the vision and action plan lies in the development of the area and requires the involvement of all involved parties, including tourism businesses and authorities. Planning the development of the area is based on

⁵⁷ Miljömärkningen Svanen. (2004). [Online]. Available: www.svanen.org. [2004-07-23].

⁵⁸ Foundation For Environmental Education in Europe. (2003). <http://www.eco-tip.org/php3/kurzinfo.php3?typ=umwelt&mid=115&clang=en&tlang=en>. [2004, August 24].

⁵⁹ For more information on the Blue Flag criteria, see appendix.

⁶⁰ Ekoturismföreningen. (2004). [online]. Available: www.naturesbästa.com. [2004, August 5].

⁶¹ Ramm, Niels. (2001). *Towards Sustainable Tourism Destinations: An analysis of the Danish destination recognition scheme Destination 21 and the island of Mön*. IIIEE Reports 2001:1. P. 50.

sustainability criteria taken from certain sustainability indicators. The scheme also gives autonomy to the area since it sets its own goals depending on the results of mapping and surveying the local area to see what the local conditions are.⁶² The Mön example, although an interesting attempt to certify a whole destination, has now in the aftermath proved to be a little too complicated and has more or less failed in several of the trial areas.

Even though goals can seem fairly broad, supplying them with a set of good objectives can make them more complete. Then the targets are the measurable outcomes. If the goals are not translated into adequate objectives and targets they will possibly not become operational. Although a tough task to complete, the advantages are that the process of attempting to certify a whole destination can help create a holistically planned destination with environmentally friendly transportation, culturally enhancing activities, and involvement of local businesses, among other things.

3.3.3 Tourism projects and implementation

Before a project is designed, the destination authorities need to know what it is they want and what the goals and objectives are. If they, for example, wish to have a certain type of visitor, then they can design a project accordingly. If they are aiming to increase awareness of the economic opportunities of working with and preserving the local environment, they can design a project for that. Tourism does not function as a separate section of the economy but is an integrated part of many sectors. It needs to be planned accordingly. According to Godfrey and Clarke (2000), planning tourism strategies and projects should be done under the supervision of groups knowledgeable in different fields, chosen depending on their⁶³:

- Knowledge and experience of the destination area
- Commitment to the local industry and its opportunities
- Ability to invest enough time and energy to get things done

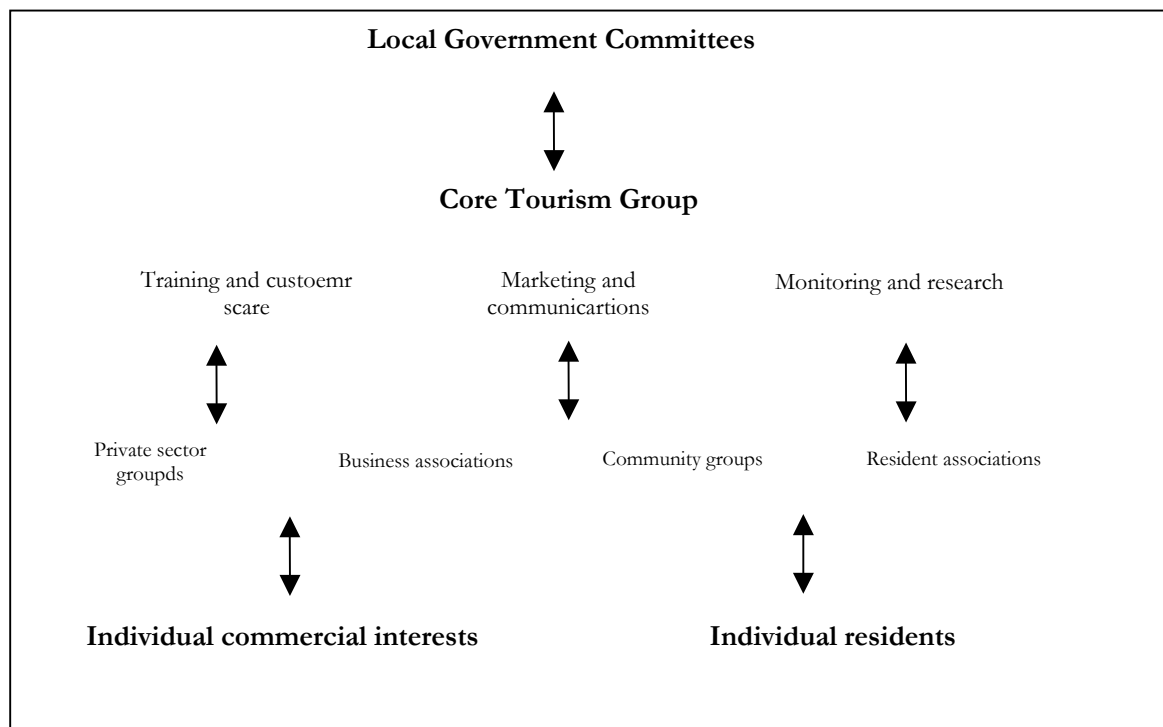
The integration of both public and private sector organisation can help integrate the concerns of tourism businesses with public community interests. The reason is that tourism is considered in land use and planning issues as a development issue, not just a promotional tool. It is easy to use tourism solely as an activity to shine a light on an area, not realizing the potential it has to make changes and represent the interest of different community groups. Of course, the people involved need to be both knowledgeable and legitimate in that they are taken seriously.⁶⁴

⁶² See appendix for more information on the Destination 21 Scheme.

⁶³ Godfrey, K and Clarke, J. (2000). *The Tourism Development Handbook. A practical Approach to Planning and Marketing*. P. 51.

⁶⁴ Godfrey, K and Clarke, J. (2000). *The Tourism Development Handbook. A practical Approach to Planning and Marketing*. P. 51.

Figure 3-3: Model Participants in a Local Destination Tourism Group



(Source: Taken from Godfrey, Kerry and Clarke, Jackie. (2000). *The Tourism Development Handbook: A Practical Approach to Planning and Marketing*. London: Continuum. P. 52.)

The NEST project in Söderslätt and other Nordic Countries used networks that consisted of many different types of members. The criteria upon which to base the creation of a network is that the network should offer a chance for exchange of experiences and ideas, public authorities to manage their destinations in other ways than the centrally controlled, and organisations and companies to both be innovative and responsible.⁶⁵

3.4 Conclusion

Chapters 2 and 3 have gone over the tourism industry and sustainable tourism development literature to lay a ground work on which to base the analysis in the next chapters. The impacts from tourism and the trends mentioned are perhaps not all applicable directly to Öland per se, but serve as an illustration of what is brought up in the literature as more typical types. For Öland, some of the trends are highly relevant, making the work towards creating systematic sustainability thinking on Öland quite urgent.

3.4.1 Developing sustainable tourism

The development of sustainable tourism is a process that takes a lot of time. It cannot be done in all fields simultaneously but is often done in steps. Most commonly, it is a matter of designing projects and keeping them alive. The projects can take different forms, but will likely be smaller and very local in a location without any major support from higher authorities. As is the NEST project, developing a guideline for the management of local tourism can be a useful way to initiate projects and keep the development on track with sustainability goals. Furthermore, as mentioned in Fennel (1999), there are a few things to think about when deciding on projects to do with sustainable tourism. Both the WWF

⁶⁵ Nordic Industrial Fund. (2003). *A Guide to the NEST Destination Management Tool*. [Online]. Available: http://destinet.ewindows.eu.org/aMenu/PDF/g1_uk.pdf. [2004, September 15]. P. 3.

and the WTO have their own theories on what to consider. To conceptualize the problem the authorities on Öland face we can use these guidelines and compare to the actual work being done on Öland, and also use them in the development of the framework for future work on Öland. These four criteria are only a few out of the long lists presented in the literature.

The main criteria as mentioned in Fennel (1999), by the WWF (1999), and Godfrey and Clarke (2000):

1. To be as culturally sensitive as possible in developing a sustainable development strategy.
2. Work within existing institutional frameworks instead of creating new ones.
3. Realize that multi-sectoral planning is critical to a sustainable development strategy and means must be created to allow all affected stakeholders to participate in decision making.⁶⁶
4. Market tourism in a responsible way.
5. Integrate tourism in local and national planning.
6. Consult with all interest groups and stakeholders.

3.4.2 Using indicators and other tools

The measurement of progress and existence of elements of sustainable tourism has in many cases been done through the use of indicators. So is the case on for example Mön and in Söderslätt. Choosing the right indicators for Öland will not only be based on the goals they set but also by the actors that influence the development of the industry on the island. The goal is to create indicators and certification projects that can be maintained during business as usual.

The next sections will look at Öland and the actors on the island to see what sustainability thinking can mean for them in their daily work. The findings will hopefully work to guide the Kalmar County authorities in their work.

⁶⁶ Fennel David. (1999). *Ecotourism: An introduction*. P. 16.

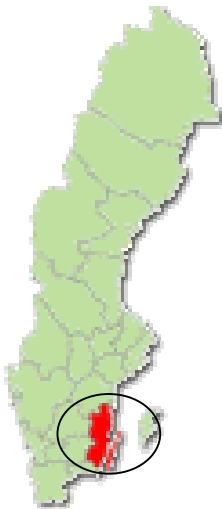
4. Öland

4.1.1 The Site

Öland is an island located off the South-East coast of Sweden about 10 kilometres from the mainland. It belongs to Kalmar County. Kalmar County is made up of 12 municipalities, two of which are located on Öland, Borgholm and Mörbylånga.⁶⁷ Kalmar County with Öland represents approximately 3 % of the area and population of Sweden. Öland is connected to the mainland by a bridge and also trafficated by regular ferries. The island itself is about 130 kilometres from north to south and 16 kilometres across at the widest point.

Important industries in Kalmar County are manufacturing within handicrafts, glass, and heavy industry. Agriculture and forestry are also important industries, covering approximately 79 % of the total land area in the County. The proximity with many Baltic States has led to cooperation on many different levels and also a modern university-college in Kalmar with the Baltic Business School and marine research laboratories.

Figure 4-1: Map of Sweden. (Kalmar County in darker shade)



(Source: Kartbolaget. http://www.infosverige.com/visa_lanskarta.php?lan=08&lang=sv.)

⁶⁷ Kalmar Regional Council. (2002). *Fakta om Kalmar län*. P 37-38.

Figure 4-2: Map of Kalmar County and Öland.



(Source: Adopted from The Kalmar Regional Council webpage.
http://www.kalmar.regionforbund.se/turism/kartor_kalmarlan.asp)

4.1.2 Tourism on Öland

Öland has for many years been a place in Sweden that has among the most sun-days per year. In 2001 the average temperature was 8.3°C, beaten only by a few communities in southernmost Sweden. None of the attractions in Kalmar County or on Öland were among the top 25 most visited sites in 2002.⁶⁸ However, when it comes to total overnight stays, Kalmar County is in fifth place after the counties

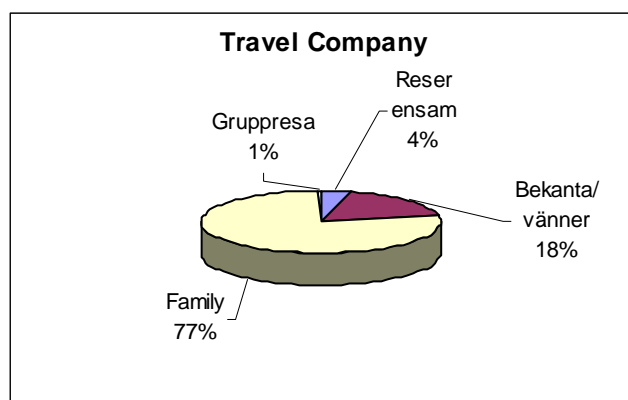
⁶⁸ Swedish Tourist Authority. (2004). *Fakta om Svensk turism*. P. 25.

with the major metropolitan areas Stockholm, Västra Götaland, Skåne, and Dalarna.⁶⁹ Among the visitors from nearby Germany, Denmark and Norway staying at camping grounds is most popular, whereas with other visitors, hotels, cabins and hostels were more popular.⁷⁰ During 2003, 2 600 000 overnight stays is made in Kalmar County, representing 5.9 % of the national total. Of these, 88 % were Swedes, which is 10 percentage points higher than the national average. The travel and tourism industry on Öland had a turnover of around SEK 1.3 billion in 2003. Öland represented 37% of the total turnover in the County and 1.58% of the national total in 2003. The total turnover increased by SEK 215 million or 19 % from 2002 to 2003.

The years 1998-2000 saw a decrease in total turnover on Öland, but after 2001, the trend has been one of strong growth. This increase may be a sign of the future to come, that people are increasingly choosing to engage in commercial tourism on Öland and that as a result, questions relating to the environment and economy will receive ever more attention. Important to note is that much of the traditional commercial tourism has the highest impacts on both the environment and local populations and societies. Also, a lot of the campers on Öland are either older citizens or families. Due to a large section of the population that belong to the so called “baby boomers” that are well-off financially and many of whom will be at or near retirement in the next 15-30 years, this industry is likely to be even more important to the future of Öland.

Looking at a recent survey of visitors⁷¹, some interesting facts stand out directly that make Öland a very special island in terms of visitor statistics. For example, only 12% of the visitors to Öland are foreigners. Of them almost 40% are German. Furthermore, 77% of the visitors come with their family, requiring activities for both old and young.

Figure 4-2: Travel Company



(Source: Adopted from the visitor survey by Ölands Tourism AB in 2003.)

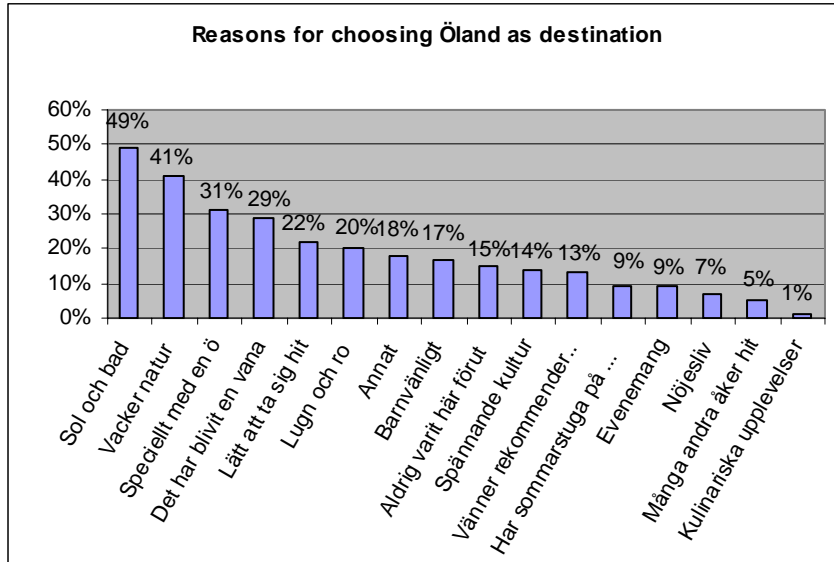
⁶⁹ Dalarna does not have a major metropolitan area like the others but is ranked as number four due to its large number of visitors year round. The reason is a long tradition in camping and midsummer celebrations.

⁷⁰ Swedish Tourist Authority (2004). *Fakta om Svensk turism*. P. 25, 33.

⁷¹ Ölands Turist AB (ÖTAB). (2003). *Besökarundersökning*, (The 2003 visitor survey performed by Ölands Turist AB. A survey of 1000 visitors about their visit and attitudes to Öland as a destination. Used as the main guidance document for marketing and promotion for ÖTAB.)

Sun and bathing together with the beautiful nature (author's translations) are the two biggest reasons why people visit the island:

Figure 4-3: Primary reasons for visiting the island.

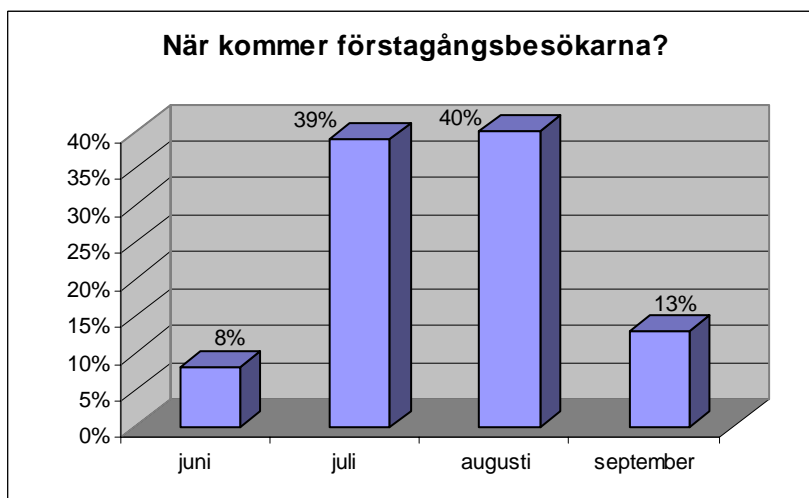


(Source: Adopted from the visitor survey by Ölands Tourism AB in 2003.)

The Internet has the last few years passed catalogues and brochures as the largest source of information for the visitors, making an efficient and professional website management with online bookings and email addresses to the businesses on Öland very important.

80% of tourists are repeat visitors. Of those who are first time visitors 97% say they will visit the island again. 80% of the first time visitors come in July and August, which could be interpreted as a need for the island to ensure qualitative experiences during these two months.

Figure 4-4: What time of the year do first-time visitors come to Öland?



(Source: Adopted from the visitor survey by Ölands Tourism AB in 2003.)

Öland appeals to many different tourists since it has a diverse offering of activities and sights all collected on one island. On Öland one can for example visit a 1000 year old castle during the day and then go clubbing in modern nightclubs in the evening. Öland also holds a world heritage area called Alvaret, a large area of land based on a foundation of 500 million year old limestone, with vegetation and animal life that covers roughly 1/3 of the southernmost part of the island. Some believe the high intensity, multi activity type of tourism that has been popular for some time now is unsustainable, and the Alvaret area and others like it are presented as alternatives that could serve a more socially and environmentally beneficial purpose.⁷²

4.1.3 Island Tourism in General

Island tourism has been the interest of many tourism researchers for some time now. The foremost reasons are related to issues of resource consumption, traffic and travel, and economic development policies. Since the 1960's travel to islands has increased drastically. Along with increased wealth among people, cheaper and more diverse flight offerings and packaged tours to more remote and exotic islands people have increasingly sought their way to off-shore sites for vacation. Also, it is believed that the remoteness and the independence along with great weather have made islands among the most popular sites to visit nowadays. Tourism has become the major economic force on many islands, and tourism has long been focus of development discussions on these islands.⁷³

The relative isolation of many islands has also made it easier to define the economic boundaries and the environmental impacts, one reason why Öland was chosen as a case study in this thesis. It is also an argument why Öland is a good place to start with projects in Kalmar County.

4.1.4 Main tourism attractions on Öland

The tourism industry on Öland is dominated by a large number of smaller enterprises and a few larger operations. In 2001, 69% of all businesses in Kalmar County were businesses without any employees. Companies with 9 employees or less represented 24% of the total.⁷⁴ In the beginning of 2004, Öland had around 3 412 registered places of employment.⁷⁵ The island does not have any mass tourism operations of the scale that can be found overseas, but the largest companies represent a segment that relies on the numbers of visitors to be as high as possible each year. At the other side of the spectrum, alternative tourism operations on the island are most often represented by the smaller firms.

The Öland's Näringsliv network (Öland Trade and Tourism – author's translation) is an organization of companies involved in the tourism industry there.⁷⁶ Although it currently only contains around 200 companies out of the little over 3000 companies on Öland, most of the bigger and more influential actors are involved. It is also believed to contain a fairly good representation of the overall tourism industry on Öland. The organization has divided its members into several different categories mainly depending on size and the field of business they are in. The list below covers the main categories as explained by Felix Hjalmarsson at Ölands Turist AB (ÖTAB) and spokesperson for the network⁷⁷:

- Trade oriented businesses (Stores and shops. Often with more than one employee)

⁷² See chapter 8 for more information about the world heritage area and the interview with Kerstin olofsson.

⁷³ Lockhart and Drakakis-Smith. (1997). *Island Tourism: Trends and Prospects*. London: Pinter. P. 1-10.

⁷⁴ Kalmar Regional Council. (2002). *Fakta om Kalmar län*. P 36-37.

⁷⁵ Statistics Sweden. (2004). www.scb.se/templates/Standard_37420.asp. [2004-08-15].

⁷⁶ See chapter 4 for a more detailed description of Öland Trade and Tourism.

⁷⁷ Hjalmarsson, Felix. 2004-08-20. Personal Interview.

- Lodging and dining (hotels, “Live on a Farm”⁷⁸ arrangements, restaurants)
- Camp Grounds (Ekerum, Sofia’s)
- Activities and event providers (Paintball, go cart)
- Museums and expos
- Gas stations
- Bank and insurance (service related companies)
- Manufacturing (industry)
- Handicrafts (pottery, glass)
- Voluntary organizations
- Other

In an attempt to illustrate the challenges faced among the firms on Öland, interviews have been conducted as part of the next chapter with few firms operating in the first four categories in the list above. The first four have been chosen because they make up a large part of the total turnover on Öland and they are all represented by one or more companies in the Öland Trade and Tourism network.

As mentioned before, Öland should be looked upon as a large case study within the County. Each company that has been approached is, in turn, a small case on Öland. Öland represents a geographical limitation of appropriate size. Tourism on Öland is of importance since it brings a lot of income to the island. The statistics also show that Öland is a very important reason why people visit Kalmar County and that the number of visits was increasing more than the county average. It is also an important tourism destination in Sweden.

4.1.5 Drivers for Tourism Development on Öland

The question of what drives tourism on Öland forward and who are the main parties involved becomes apparently complex when one dives into it. There are many factors and people involved in the process. The complexity of the industry itself lets us understand that there is more to it than can be presented within the scope of this thesis. However, the next few sections cover important drivers that may be essential for Öland and the applicability of systematic sustainability work within those areas.

First of all it is about motivational factors for small businesses. Since most of the industry is run by small enterprises, their motivations for being in business will also to a large extent determine the development on Öland. The other group of actors of importance are the large camping providers that make up a large part of the guest nights each summer on Öland. They should also be seen as a major decisive force in the tourism industry on Öland.

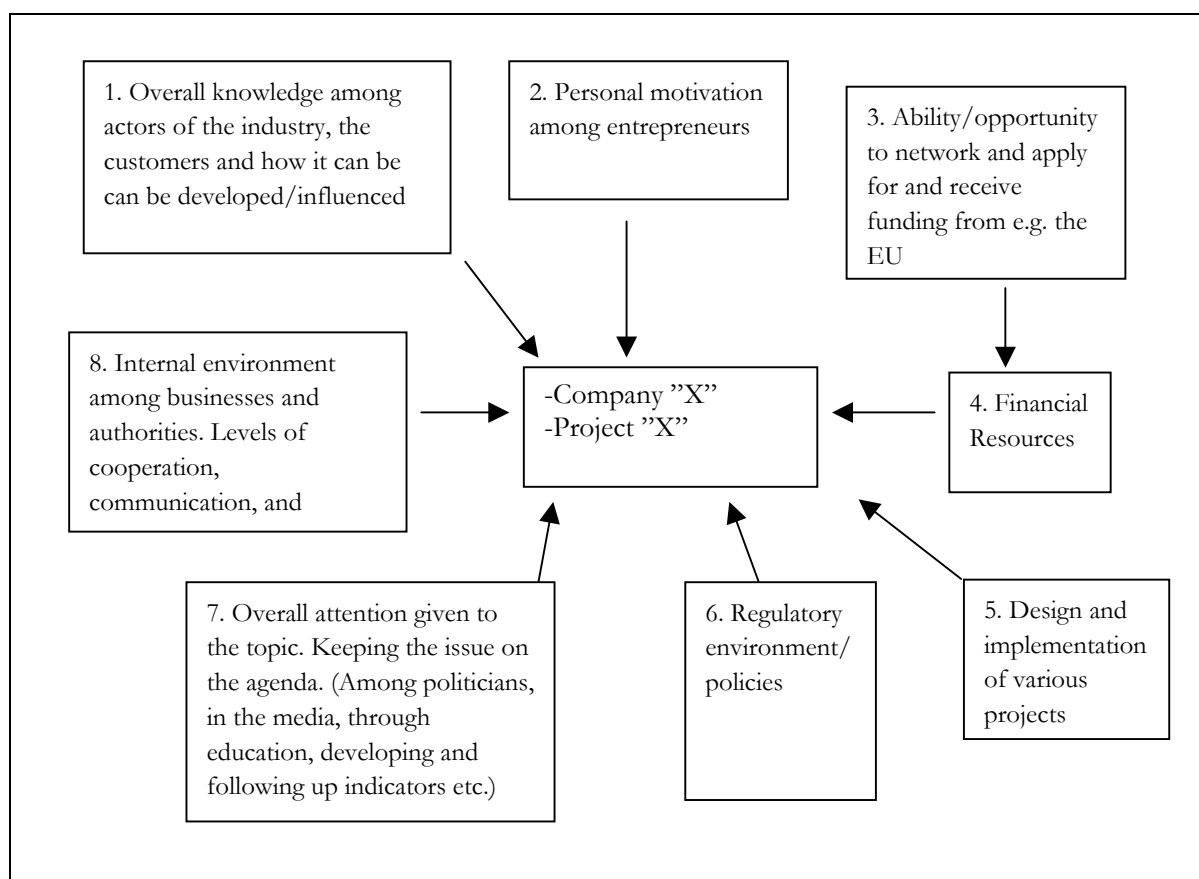
Among all the influences on the tourism industry on Öland there are a few that have emerged as the major drivers for tourism development. The word driver here refers to anything that can affect for good or bad, the development, emergence or closure of any tourism operations on the island. The main drivers on Öland are presented in the figure below. Note that these drivers are not represented by companies, organizations or other “actors” that are working within the industry. These we will get to later.

Tourism on Öland is to a large extent driven by the enterprises themselves. Many initiatives are taken on a small level. The initiative for an idea or a project, like starting a small Bed and Breakfast can be presented to the municipality, but for it to receive any external financial support it needs to be approved by the municipality. Ultimately it is a financial decision. Since much of the tourism industry

⁷⁸ *Bo på lantgård*. Simply put a concept where visitors live on a local farm and help out with daily chores if they wish.

on Öland falls under the category of culture and recreation, in the municipality budget planning, there are not a whole lot of funds to go around. If tourism as an industry was to be categorized under, for example, business investment or the trade and industry department, there would be considerable resources available.⁷⁹ It is also a matter of initiating and be approved for projects of different kinds, whether they be large regional projects or very small on-site projects. It is, according to Stefan Classon, about getting the trade and industry people in the regional political spheres to realize that many firms within tourism belong to this sector too.⁸⁰ Moreover, the regulatory environment is an aspect that can determine the outcome of many projects on Öland. Lastly, the cooperation and communication levels among firms and authorities on Öland and in Kalmar County can to some extent determine the development of tourism.

Figure 4-5: Drivers for tourism development



(Source: Adopted and adapted from texts from WTO (1998), Aronsson (2000) and from interviews on Öland)

1. Overall knowledge of the industry, the visitors and how it can be developed/influenced

This refers to the knowledge among entrepreneurs and business owners. If they know the business well, the ease of entry is higher and reluctance is lower. Also, if they know who to talk to get things done, the chances that they will get an idea approved may increase. It also refers

⁷⁹ Interviews with both Stefan Classon and Rune Berglund have shown that the tourism industry receives less money than many other sectors.

⁸⁰ Classon, Stefan. [2004, June 14]. Personal Interview.

to the knowledge of what the customer wants. This knowledge is of course something that should be shared among the businesses and authorities.

2. Personal motivation among entrepreneurs

Without motivation, there is little development on Öland. Many of the initiatives on Öland have been started by one or two people, often without any help from the municipalities.

3. Ability/opportunity to network and apply for and receive funding from e.g. the EU

This is a main determinant for many projects on a regional level. Receiving money for innovative projects within tourism is one example. The networking ability and the application skills can determine the amount of funding a region receives.

4. Financial Resources

This is an important factor in any development, whether it is tourism or other forms of development. Often the finances come from the entrepreneurs themselves or the regional authorities if their business falls within the lines of EU funded projects. Financing can also take the form of grants, venture capital or loans.

5. Design and implementation of projects

The design and implementation of projects is considered important since they can stimulate thinking and creativeness. A project can also be legitimate for funding and is a good way to gather different actors around one plan. The projects are the operational part of the drivers of tourism. They belong to the last steps a region takes in developing tourism.

6. Regulatory environment/policies

The regulatory environment is increasingly important for tourism since it has become known that the impacts often extend into other sectors of society. The regulations often relate to environmental protection, spatial planning and building, and alcohol serving rights.

7. Overall attention given to the topic, keeping the issue on the agenda. (Among politicians, in the media, through education, developing and following up indicators etc.)

This point is of importance once a project has started. If the authorities on an island like Öland do not work continuously with tourism development plans, either through meetings, by involving educational institutions, or by setting goals and designing indicators, the development may stagnate and lose momentum.

8. Internal environment among businesses and authorities. Levels of cooperation, communication, and support, etc.

This is the last but not the least important point. Often it is the support given to smaller enterprises in the form of ideas, networking, workshops, that can stimulate entrepreneurs to develop new ideas and to take local tourism to another level.

Ultimately, all these drivers affect, in one way or another, the company or project “X” that is active within the industry. For some the influence of, for example, regulations are more prominent such as with owners of environmentally sensitive areas such as beaches, while for others the knowledge of customer preferences is most important like with some activity providers.

4.1.6 Influential tourism actors on Öland

To better understand the industry on Öland, the table below has brought up a few examples of operators on the island that are of varying size and work within different sectors but are important in one way or another for the islands image and annual tourism. These actors can be seen as the most influential when it comes to affecting the drivers of tourism mentioned in the previous section. There are actors from different tiers of society, both public sector and private sector. After interviewing people on Öland and reviewing literature, it is perceived that these sample actors could be the ones to be approached with sustainability thinking.

Examples of larger actors are Ölands Djurpark (Öland’s Adventure Park – authors translation), Borgholms Castle, Solliden, the Långe Jan lighthouse, and several of the larger 4 or 5-star camp grounds with conference facilities like Ekerum, and Sonja’s Camping. The smaller actors are the shops, restaurants and Live on a Farm sites. On top of these, there are public sector actors like the municipalities and the Regional Council. A more detailed analysis of the influential actors will be made in chapter 6.

Figure 4-6: Influential tourism operators on Öland

Type of Organization	Grouping	Examples
Public Sector/ Centrally operated organizations		The Regional Council
		The county tourism group
		Ölands Turist AB
		The Administrative Board of Kalmar County
Private Enterprises	Camp grounds	Ekerum
		Sonja’s
	Other large sites	Öland’s Adventure Park
		Borgholms Castle
		Eketorps Borg
		Böda Sand
		Ekerum Golf
	Small-scale businesses ⁸¹	Bo på Lantgård
		Convenience stores
		Restaurants
		Activity operators

4.2 Trends within Swedish tourism

When developing a picture of what drives development of tourism on Öland, it can be help to look at some trends within local tourism. It is important even for local authorities to understand global trends and future expectations of tourists to plan for sustainability. This analysis is, however, outside the scope of this thesis. Of course, it is important for the local authorities in Kalmar and in Sweden to determine the local and regional trends first of all to plan their sustainability work.

⁸¹ A selection of representatives from several sectors would be appropriate here. They all affect the drivers of tourism in different ways but make up an important force together.

Swedish and global tourism has been fluctuating the last few years in terms of revenue and trips made. In July 2000 the Öresund Bridge was opened, allowing for a totally different kind of passenger flow between Sweden and Denmark. This has affected the whole southern part of Sweden in that it has made these areas more accessible to European travellers coming by car. Under 2001 the Swedish Krona was weakened making it cheaper for foreign tourists to visit and spend their money in Sweden. Global and Swedish tourism has also suffered from epidemics and wars such as the September 11 attacks on the USA in 2001, the SARS epidemic, the war in Iraq, and terrorist activities worldwide, etc. As a result of these threats, the number of people choosing stay in Sweden for tourism has increased steadily from year 2000. Many say this is also a result of some warm summers at home and overall trends like the need for shorter weekend trips and a desire among people to stay in cottages and cabins of their own.⁸²

In 2002 34.4 million of the total 44.1 million, or approximately 78%, overnight stays in Sweden were by Swedes, an increase by 4.5% from the previous year.⁸³ This shows that Swedes are increasingly choosing to stay at home for vacation. Sweden is ranked well above average in Europe when it comes to number of foreign visitors per capita at 0.83 or 7.4 million.

The trends show increases in tourism and employment therein. There was a 34% increase in employment 1995-2002 within tourism, mostly in the fields of recreation, culture and retail sales, compared to a 6% overall increase in employment nationwide.⁸⁴ Also, Swedish tourism travel has increased slightly while the rest of the world has seen a decrease of 1.2% during 2003, the largest decrease ever. The perceived security of Sweden during instable times globally could also be seen as a factor that has maintained its attractiveness as tourist country for domestic tourism. Summers represent the time when the highest strain is on infrastructure and facilities and the last few summers in Sweden have meant increased private travel but a decrease in business travel, which gives the most income. Simply put, more strain on the environment, but less money for it.

For Sweden, some trends differ from the international ones. Swedes are spoilt with their relatively untouched nature and the realisation that this is in fact fairly unique has made it even more attractive to domestic tourists as well as foreign. The Swedish 'Allemansrätten' (Right to Nature – author's translation) is something that has always been free of charge. Charging a fee for the use of nature would perhaps change the perceived value of Sweden but allow local people to maintain this freedom for all in the long term. This prospect specially applies to Öland since much of its tourism is reliant on nature in one way or another.

Swedes are after Danes the European holiday makers who feel that places of historical and cultural interest like museums and monuments are most important in their decision making.⁸⁵ 40.2 % of responses felt this way, whereas 18.7 % though cinemas and theme parks were more important. Of nothing it at least shows in theory where what Swedes look for when choosing vacation. Chances are that nature will become even more important to the future of Öland.

Looking into the future of Öland, the enlargement of the EU and the further integration of the Baltic States will make the region open to more markets. Also, Sweden in general has a large body of people born in the 1940s and 1950s that upon retirement will be financially strong and are predicted to spend more of their time travelling. The increased density in many European cities will induce the inhabitants there to travel to areas offering unique nature and cultural experiences. Sweden has historically been

⁸² RESURS AB. (2003). *Ekonomiska och Sysselsättningsmässiga effekter av turismen på Öland*. P. 5.

⁸³ Sveriges Campingsvärdars Riksförbund. (2001). *Officell Volymstatistik Inom Svensk Camping (SCR Rapport Nr 024)*. Uddevalla: Sveriges Campingsvärdars Riksförbund. P. 17.

⁸⁴ Swedish Tourist Authority. (2004). *Fakta om Svensk Turism*. P. 18-20.

⁸⁵ Janson-Verbeke, Myriam and Lievois, Els. (1999). *Heritage Resources in European Cities*. In D. G. Pearce and R.W. Butler. *Contemporary Issues in Sustainable Development*. P. 85. London: Routledge.

less progressive than other Nordic countries when it comes to establishing year round tourism in many places, however with these trends there is a likelihood that the desire to complement the so strong summer tourism with spring, fall and winter activities will grow.

Recent studies of tourists on Öland show that less people are environmentally demanding now than a few years ago but encourage environmental initiatives on site at the tourism location.⁸⁶ Talking to people involved in tourism on Öland, many mention the increased demand for relaxation and time away from pressures on their vacation. Also, small scale providers of alternative tourism such as ecotourism are believed to be the source of more sustainable tourism on Öland in the future. Studies made by RESURS AB in 2003 show that women chose nature experience as the most important reason for choosing a destination. Among Swedes Kalmar County as a whole placed in eighth place as destination of choice in the same survey. Possibly, Öland on its own would have placed higher.

Overall, Swedish tourism still is relatively undeveloped. It represents only around 2.6% of the total GDP⁸⁷ whereas the European average is around 7 %. An increase here would, of course mean more opportunities for work as well as tax revenues and international exposure. Of course, this exposure and increased visitors would have other effects directly related to sustainability. According to Stefan Classon Sweden cannot be seen as a mass tourism country but should instead focus on clear trademarks and experiences of high quality that can compete on an international level.⁸⁸ Talking to providers on Öland, there seems to be little desire to expand more than what is covered by current levels. If so, the analysis by Classon may tell us that nature-based tourism, alternative tourism, of small scale and with high quality may be one way to put Sweden on the international tourist map.

The Experience Industry

The experience industry is identified as an area with great growth opportunities. Kalmar County has a leading position within Swedish experience industry, of which tourism is one aspect, with attractions like Astrid Lindgrens Värld, Glasriket, Öland, and the Hultsfred festival as some examples. The goal is to make the region one of the strongest in Europe when it comes to delivering experiences. The experience industry is believed to be one of the largest areas for growth in the next 5-10 years in Sweden.⁸⁹

4.3 Conclusion

Chapter 4 has illustrated the importance of tourism as an industry for Öland and for Sweden. It also shows some trends such as an increasing desire among visitors to Öland to come with their families, to book on the internet and to engage in nature based tourism. It also touches upon the drivers of tourism development present on Öland. The drivers are all of varying importance to different operations and actors, but together, they make up an umbrella of regulations, mental models and other factors that have to be considered when designing projects for sustainable tourism. These drivers are best approached and managed using some of the major actors within the industry on Öland. It is these actors that will represent our leverage points for sustainability thinking.

⁸⁶ Both interviewees Stefan Classon at Crescér and Rune Berglund at Ekerums Camping have said that they believe a strong environmental focus can help retain customers and repeat business.

⁸⁷ Swedish Tourist Authority. (2004). *Fakta om Svensk Turism*. Figures are from 2002. P. 2.

⁸⁸ Classon, Stefan. (2004). *Ekoturism I Kalmar Län*. [Report made for The Regional Council]. P.

⁸⁹See appendix for a description of the Experience Industry.

5. Six Actors

This section examines a number of separate actors in the tourism industry on Öland. These actors should be looked upon as separate cases that briefly illustrate the challenges faced for some of the businesses on Öland. The actors do not include public sector organizations since it is the entrepreneurs and private businesses that make up the largest reason why people come to the island. Each case starts with an intro and a description of the business, and then moves into a discussion of the concerns each entrepreneur has about the development of tourism and their specific industry on Öland. This will then help the analysis in the next chapter and also motivate the Öland Model in chapter 6. The main purpose is to present an interview base from which opinions and issues have been drawn.

The actors presented in this chapter belong to different groups according to size and field of business. We can refer back to the list developed by the Näringsliv Network:

- Trade oriented businesses (Stores and shops. Often with more than one employee)
- Lodging and dining (hotels, Live on a Farm arrangements, restaurants)
- Camp Grounds (Ekerum, Sofia's)
- Activities and event providers (Paintball, go cart)
- Museums and expos
- Gas stations
- Bank and insurance (service related companies)
- Manufacturing (industry)
- Handicrafts (pottery, glass)
- Voluntary organizations
- Other

From this list, examples from the first five have been chosen and presented in this section. Of course the selection could be made more extensive but for space reasons it has been limited to 6. Note that these cases are not to be confused with the table of drivers of tourism development in 4.1.4 or the actors in 4.1.5. These companies are merely used since they represent an appropriate mix that is believed to be typical of the industry on Öland.

The interviewees were asked different questions relating to their business and the drivers of development (depicted in section 2.2.2.). In many of the cases, the discussions became very informal and strayed from the initial outline. Also, as most of the interviewees had quite a lot to say, some of the questions were answered indirectly and thus were never asked. The questions below are a representation of the questions that were designed before the calls or meetings were made. There is no specific order in which they were asked.⁹⁰

1. What do you perceive as the most important drivers for the development of tourism on Öland?
2. What do you perceive as the most important drivers for the development of your own business?
3. What are the main challenges, the main hurdles you have to overcome to run an efficient business?
4. Do you discuss these challenges with anyone outside your organization?
5. How does the communication with the public sector work?
6. Do you feel you get enough support when it comes to project/idea development, and marketing?

⁹⁰ Note also that the questions were all asked in Swedish and translation and linguistic variations may exist.

7. What is your perception of the Ölands Trade and Tourism Network?
8. Do you do any work for the environment?
9. On whose initiative did you start with such work?
10. What have these initiatives given you?

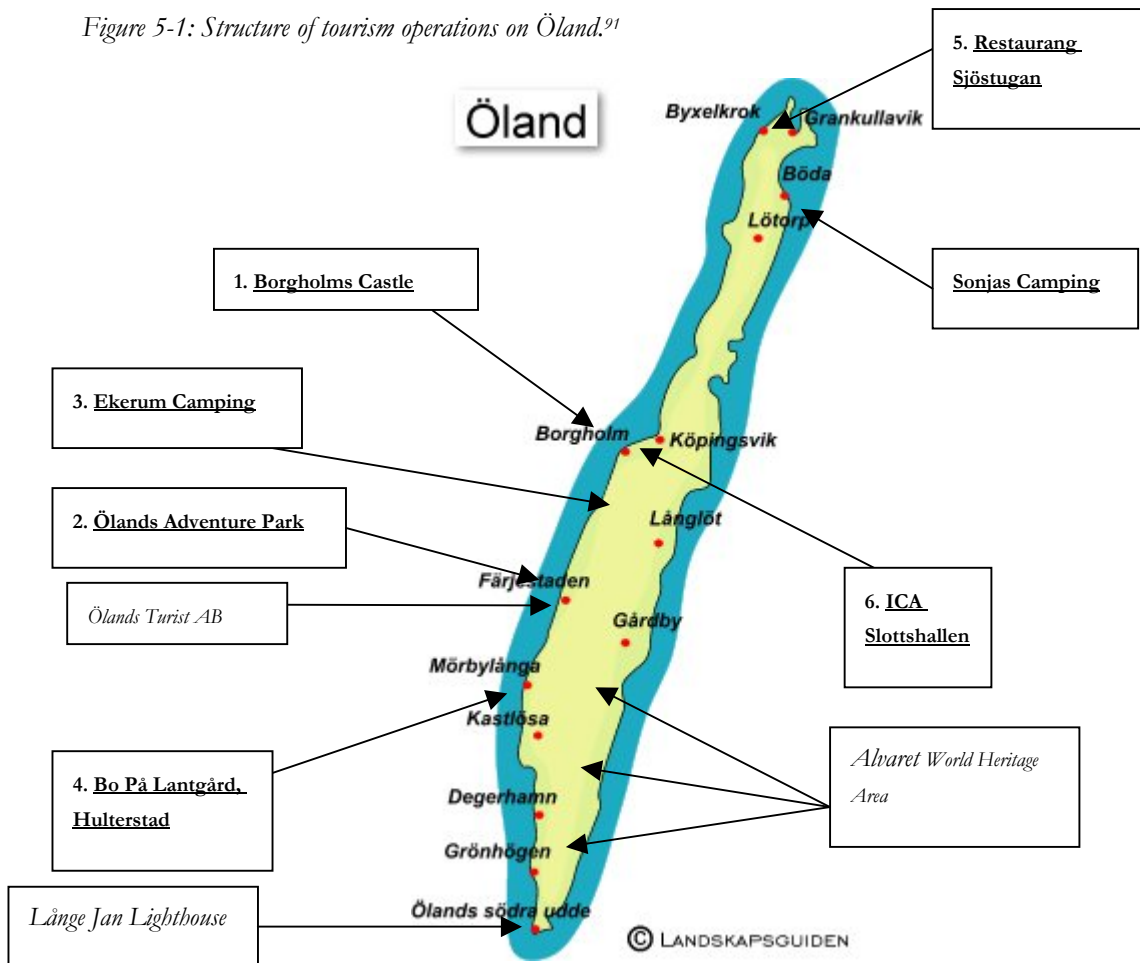
Apart from this list there were some business-specific questions for each person. The question session is not a complete survey but merely a way to try to get a grip of what the common feeling was among the businesses on Öland for the industry as a whole, their field of business, and their everyday challenges. It also shows that many businesses have the same perceptions of the situation on Öland and that some of the drivers of development even though all are important, are more prominent than others.

The companies are divided into two groups. The first three cases, group 1, are made up of the largest sites in terms of visitors and relative influence when it comes to the attractiveness of the island of Öland. The cases mentioned here are Öland's Adventure Park, Ekerum Camping, and Borgholms Castle. They operate under different markets and offer different services to the visitors but are due to the large number of visitors (usually over 100 000) and turnover arranged under this group. The challenges these actors face will not necessarily be the same but they are of another dimension than for the other, smaller operators in the next group (cases 4-6). Under the second group we find a majority of the companies on Öland, service, trade and lodging providers.

Table 5-1: The six cases

Case	Sector
1.) Borgholms Castle	Museums and expos
2.) Öland's Adventure Park	Activities/Camp grounds
3.) Ekerum Camping (including Sonja's Camping)	Camp grounds
4.) Hultestad Bo på Lantgård (Live on a Farm)	Lodging (and dining)
5.) Restaurang Sjöstugan	Dining
6.) ICA Slottshallen	Trade

These firms are all represented in the Trade and Tourism network on Öland. However this choice is deliberate. Firstly the results from the questions are likely to be similar from external companies, and secondly, the network is involved in our Öland model later on in the report. It is considered a good starting point for the sustainability work in the future.

Figure 5-1: Structure of tourism operations on Öland.⁹¹

(Source: Adopted from www.landskapsguiden.se.)

Borgholms Castle

Borgholms Castle is one of a few unique cultural heritage sites on Öland around which a tourism attraction has been created. The dynamic history of the over 800 year old castle has made it possible to build a concept around it and arrange a modern museum and a place for exhibitions and concerts. Annica Hedman, the castle director has a staff of around 30 people during the summer months and around 6 people the rest of the year. Normal visitor numbers circulate around 110 000 to 120 000, which makes the castle one of the most popular sites on Öland and Kalmar County. The castle is self sufficient in the sense that all revenues go toward financing day-to-day operations of the castle.

The castle is a special case on Öland. Due to its status as both historical archeological site and architectural building, many different organizations are involved in its development and operations. Unlike many other operators, the castle is open for exhibits and galleries most of the year, albeit with a drop in attendance during the summer.

The first issue raised regarding the drivers of development is that administrative capabilities of the county are mostly collected on the mainland. Often there seems to be a feeling among the operators on Öland that they receive too little focus in the daily agenda of these organizations, such as both the

⁹¹ Note that the companies in italics are not on the list but are there for geographic representation of the diverse nature of the industry on Öland.

county tourism group and the Regional Council. The fact that Öland is split into two municipalities (Mörbylånga and Borgholm) makes it harder to create a united front, in terms of lobbying for money and to political decisions on the mainland.

Kalmar County is very good at delivering tourism and experiences, however, too often at the cost of Öland. If Öland was to be removed from Kalmar County, what would happen then, would people come to the region for tourism?⁹² The goals should be to get visitors to Kalmar to become visitors to Öland also, for example by exposing tourism operators on Öland in the proportion to the total number or total number of visitors. If for example Kalmar County has 5 000 000 guest nights annually, and Öland makes up 3 000 000 of those, they should receive more exposure in collective marketing documents. Currently, each municipality receives approximately equal amounts.

The difficulty in initiating projects, as mentioned also by other interviewees, can be a reason why there is a lack of long-term views for project start-ups, according to Annica. Many are engaging in the tourism industry to make some quick money since they are afraid of getting stuck in bureaucracy and running out of financing or ambition. This is to some extent also true for the castle who struggle with getting projects approved through the several different public sector organizations.

Another challenge is the relative disengagement among local population in the development of tourism. Many are reluctant to see further growth, or are not enlightened enough to understand the benefits it could bring. Efforts to consolidate and communicate with local people are therefore needed. Overall it is the level of information about the operations, plans and wishes among both the entrepreneurs on the island, the tourism industry operators, and the local population that needs to be shared among all.

Kalmar is a county that is proportionately rich in cultural and historical heritage sites. Yet, the island of Gotland, smaller in size than Kalmar County and with fewer sites, receive up to 10 million more in funding for their work with cultural preservation.⁹³ The resources on Öland need to be presented more and made known so the island can benefit from this and use this together with the natural aspects to better its identity among visitors. In line with this, the road authority of Kalmar County, although heavily strained with road and footpath repairs after summer months, receives the least amount of money of any region. This is a decision on a higher level but shows that Kalmar and Öland need to receive more focus to be competitive in the long term.

Lastly, the issue of roads came up. But it is not only Öland but rather the whole region that needs an upgrade. If there are efforts to increase the number of visitors to Öland, the road authority needs to make improvements to the roads also to accommodate the changes. Also, the bridge that connects Öland to the mainland has put Öland in a different category, apart from traditional island, and therefore has harder to apply and receive money from the EU.⁹⁴

Ölands Adventure Park

Öland's Adventure Park is the second of the larger operators. It represents one of a few large attractions on the island around which a lot of other services and activity providers are built. The park is located in Färjestaden, the first town visitors pass after crossing the bridge. It houses rollercoasters, arcade halls, and a wildlife section with several large animals like lions, tigers and zebras. It is a family owned park that has grown in steps from its opening in 1974. Öland's Adventure Park is one of the 5 largest parks in this genre in Sweden. It attracts around 330 000 visitors annually, up from 8000 in 1974

⁹² Hedman, Annica. (2004, Spetember 1). Telephone Interview.

⁹³ Hedman, Annica. (2004, Spetember 1). Telephone Interview.

⁹⁴ Hedman, Annica. (2004, Spetember 1). Telephone Interview.

and 300 000 in 1993.⁹⁵ All the income is generated through admission fees which makes the park relatively self-sufficient. The revenues are reinvested in the park and other external projects they are involved in.⁹⁶

When it comes to individual initiatives the park managers have elaborate systems for waste handling, and policies for purchases of food and equipment. They have a good cooperation with other campers in the Camping Öland network. They also meet with representatives from other parks in Denmark and Germany to exchange ideas on camping and activities.

Ölands Adventure Park is an actor that is highly dependent on the 10 week summer period that makes up the peak season. Not only do they have lodging that needs to be full or close to full during the summer, but the absolute biggest portion of the revenues generated during the year is made from entry fees during ten weeks in the summer. The winter is spent renovating and investing the money made during the summer. If the island is struck with prolonged periods of bad weather or if anything happens in the park that can affect the number of visitors negatively, the fact that the season is so short can prevent them from repairing any damage to the financial situation. Prolonging the season is however, not a goal of the park. Instead the work needed is to keep the customers they already have and to create a united concept of Öland outwards of which the park could be part. According to Karin Larsson, the focus on Öland should not necessarily be to extend the season but to focus marketing on Swedish tourists and to make each visit more qualitative. In this a presentation of Öland as a very diverse place to go, a place that has something for all visitors, is needed. The number of visitors in total to the island is of relevance and bringing the tourism actors on Öland together can help increase the number of visitors.⁹⁷

The visitors to the park, and people interested in nature in general are often automatically concerned and careful with the environment, so educating them in this matter is not high priority. Many of the people involved in tourism on Öland, among them ÖTAB and the Trade and Tourism network as well as individual entrepreneurs strive towards the same goals. The real difficulty is to get them all to work together.

Another concern for the people at Öland's Adventure Park is the communication with Ölands Turist AB. As mentioned, the goal is to keep tourists on the island and have them come back year after year and ÖTAB can serve an important function here. The contact between ÖTAB and Ölands Adventure Park is not optimal. The adventure park is not involved as much as they would like to be. ÖTAB show good faith and listen to the people at the park and are often supportive to any ideas they may have, but their level of support is still low. An optimal situation would, according to Karin Larsson, be a more active role from ÖTAB and more initiatives from their side.

Another area of concern is the bridge. The fact that the road authorities started construction on the bridge before the season started and then extended it into the busiest peak season should be seen as a case of bad planning and communication. It is an example where the authorities in Kalmar and on Öland should work proactively with the road authorities to make sure the precious season is not interfered with.

For Ölands Adventure Park, knowing their customers is important. To develop and expand, they must learn what their visitors need and the difference in preferences among visitors. To cover this need members of the staff circulate among the customers within the park and feedback boxes are placed around the park to collect comments from visitors. Another important aspect for the park is the

⁹⁵ Ölands Djur och Nöjespark. (2004). <http://www.olandsdjurpark.com/historia.html>. [August 17, 2004].

⁹⁶ Larsson, Karin. (2004, August 17). Personal Interview.

⁹⁷ Larsson, Karin. (2004, August 17). Personal Interview.

financial aspect. Their vulnerability to financial shortages could be supported by any kind of investment projects on the island.

Ekerum Camping

The Ekerum camp ground is another of the first group companies of the six. It is a five star site and the largest camp ground on Öland with a full-time staff of 10 and a total of 70 people in the summer. It is located along the road from Färjestaden to Borgholm. They have around 130 000 guest nights annually divided up between mobile homes, tents, cabins and trailer homes.

Figure 5-2: Solar heating on the roof of the main building at Ekerums Camping.



(Source: Photography taken by the author)

Ekerum represents one example of entrepreneurial commitment to the environment and the long-term sustainability of tourism on Öland. At Ekerum there were several measures that had been taken to increase the environmental and financial sustainability of the resort. Among some of the examples were Blue Flag certification the camp ground beach, putting solar heating panels on the roof of the main building (see figure 5-2) using water saving showers, and top of the line collection facilities for caravan and motor home waste. Ekerum also leads guided cultural and nature tours in the nearby sensitive forest lands. Such small-scale projects have according to the owner, Rune Berglund, not been too complicated to install and have been self financed. There are also plans to build a new spa resort with a golf course nearby and a connecting bicycle path.

The vast range of choices of housing and the fact that Öland has so many 4 and 5-star camp grounds gives the island a strong advantage in attracting not only the stereotypical camper of a middle to low income family, but also the high income segment. To respond to this trend, Ekerum has invested in permanent trailer homes that can be rented long term. They are situated in a more exclusive are of the camp ground with small garden lots and their won porch. This is also one of the reasons why the decision has been made to build a spa and golf course, to better cater to he interests of influential customers. Many are willing to pay large amounts to just stay for a while in nature and manage themselves. Families from Germany and Holland especially are in need of the calm natural environment and one environment where they can dictate their own pace. Sweden with its right to nature provides this exclusive opportunity.

Rune Berglund is involved in the Trade and Tourism network. He is also engaged in local nature preservation groups. The issues for Öland and Ekerum revolve around a few topics. As with the Öland Adventure Park, Ekerum Camping finds itself struggling with getting municipal support for new ideas. Many new projects like building the cabin village with a spa and golf course, a new mini-golf course and the new trailer homes, are largely self financed through good and long standing contact with the local bank. Had the situation been optimal a project proposal offering a holistically planned resort with bike paths and nature based activities should be encouraged and perhaps even backed financially by local authorities. As it is now, a lot of the EU money that is received by organizations in the region never really reaches the small entrepreneurs. Instead there should be a system where these entrepreneurs could receive help in applying for such money. Overall, the commitment to the industry is too low.⁹⁸ Also, national and regional beurocracy when it comes to approval of building projects and landscaping has delayed the new spa resort at Ekerum for 5 years. For newcomers to Öland wish to open a business, the difficulty in finding funding and the time it takes to get ideas approved may make them reconsider their choice of location giving Öland a disadvantage as a destination.

Also, for camping to develop on Öland, more cooperation with authorities is needed. There is the network known as Camping Öland that brings camp grounds of the island together for marketing and communication. They produce a large brochure together with a number of leading camp grounds all over Europe. Such initiatives, however, are initiated by the companies themselves.

Lastly, the knowledge among camp ground owners of their visitors is important since it determines what kind of investments should be made during the summer, and what, if any, improvements need to be made. Different trends as mentioned earlier have brought about changes in the offerings among camp grounds on Öland.

Sonja's Camping

Since camp grounds are so important to the tourism on Öland, a second camping case will be brought up in the form of Sonja's Camping. Sonja's camping is situated in the north eastern part of Öland near Böda Sand. It accommodates around 44 000 guest nights⁹⁹ annually and employs 24 people during the summer months. This figure drops to a minimum of 3 employees during the rest of the year when most of the tasks relate to restoration, reparation and reinvesting any money made during the summer months.

Camping on Öland is on the forefront nationally, Sonja's camping has, for example, set up a children's' bathing room where they can, together with other kids, bathe and play. All the amenities are dimensioned for children making it a grown-up free world. Sonja's is a pilot case where all other camp grounds will watch and take after. The financing is taken from summer revenues. The trend of more wealthy visitors in both tents and caravans is also prominent at Sonja's. The summer visitors are almost exclusively sun and bath tourists. Nature or culture based tourism is more popular in the spring and fall season.

Drivers for development are firstly the banks and their willingness to lend money for initiatives. The banks are often supportive of the smaller firms, although they demand that the ideas presented, the projects are based on a long-term perspective and can be sustained with the current criteria tourism on Öland exists under.

One major hindering factor, as has been mentioned by other interviewees, is national legislation and taxation that often works against the employment situation for companies on Öland. It also affects the timing of summer vacations for school children, something that could be changed. Nearly all schools in

⁹⁸ Berglund, Rune. (2004, June 15 and August 31). Personal and telephone interviews

⁹⁹ 44 000 guest nights spread over 12 000 guest groups averaging 4 huests per booked group.

Sweden have summer break during the same time period. With a differentiated timing, like for example a shift of the summer vacation so it starts and finishes two weeks later for some schools, could release some of the strains on the island of Öland.

For Sonja's Camping the closing of the nearby Arla dairy will most likely mean a 60% increase in the water and sanitation maintenance fee. This fee will be taken out in the form of camping fees to the customer. The risk, according to Sonja, is that some customers will camp outside campgrounds or park their cars and caravans in free parking lots. In turn, these areas that are by tradition free of charge for anyone will be littered and degraded, leaving Öland as a destination less attractive to the customers. Charging money for camping in nature or using parking spaces may be a way to offset the trend.

Another issue is the number of temporary trade businesses on the island that close in the beginning of august. There should be rules or legislation that forbids them to leave before the last of august so that the season is qualitative as long as possible. This also ties in with the schools that start earlier and earlier, moving the summer up into weeks where the weather is not as good. Extending the summer vacation can help supply customers to those businesses that otherwise would leave early.

Ica Slottshallen (Supermarket)

Richard Teern runs an Ica supermarket in Borgholm called Ica Slottshallen. Richard is also involved in the Öland Trade and Tourism network. He is a representative of the trade companies on the island and brings up a few interesting points.

The real goals should be to increase the quality of the services and activities on Öland. Currently there are too many unregistered businesses that not only compete with the legitimate operation but also cause a decrease in the perceived quality of businesses on Öland among tourists. Among the businesses in the Trade and Tourism network the communication is good. There are often meetings to discuss future projects and to try to get all parties on the same page, working together. This was something that was sought after by the adventure park people also.

The major challenge for businesses on Öland is to survive year round. To do this there must be a dialogue on what is important for the individual businesses to know what kind of investment to make. The motivation behind any investment that cost the members money also needs to be motivated so that everyone understands. Shops like Ica Slottshallen are not as exposed to the seasonality as many other businesses since there are locals who do their shopping there year round. However, the summer is still of high important to them since this is where he generates most of his revenue.

Overall the holistic picture of Öland as a qualitative destination is making progress, although it will take a long time.¹⁰⁰ Examples of investments are high quality cabins, better routines for employment and accounting practices to eliminate as many companies working illegitimately as possible. To help this process surveying the ground for companies who are dedicated to making efforts to increase the quality of the offerings on Öland is important. This will ultimately create a stronger network with more companies that can do a lot of internal marketing. In turn, this will induce other firms to join the network and feel they need to be part of it to stay in touch with the development.

Other discussions among the entrepreneurs relate to the precautions of an environmental disaster like a major oil spill. Also, environmental work lies in working on the visible environments like the beaches and common areas to give that qualitative and pleasant face towards the customer. The natural environment is of an essence for the survival of Öland. This nature should be used more in the marketing of the island. However, the procedures around buying the right things and creating routines

¹⁰⁰ Teern, Richard. (2004, August 24). Telephone Interview.

among the businesses on making environmentally conscious choices in their purchasing behaviors still needs some work.¹⁰¹

Restaurang Sjöstugan

Restaurang Sjöstugan is a larger restaurant located in Byxelkrok on the northern part of Öland. The restaurant is open every day the 8-10 weeks that make up the peak season, and then it keeps weekends open, except for January and February when they are closed. This period is spent repairing and reinvesting the money made during the summer. At the most they employ 35 people. This is necessary to cover the 40 000 guests they have each year.

On the individual plane, Sjöstugan and the owner Mats Bengtsson try to work with local companies to manage their internal and external environment. They also partake in discussions with the local municipality people who are good at listening and asking about the concerns of Sjöstugan and other businesses in the area. There is a local business interest association that has mapped out 125 companies in the area around Byxelkrok. This business network relies on the regional association for external marketing.

The first topic that comes up is that the concept of Öland is something that should be presented as one united destination. Well there, the operators, restaurants and camp grounds can fight for the tourists' money, but not before they get there. Also, there must be opportunities for companies to exist. With that is meant that both financial and communicative resources must exist.

The money that comes in to the Regional Association and the municipalities should be spent on upgrading the entire municipality, not just single businesses. It is the holistic view of Öland that will keep the customers coming back. Rarely do they come to the island for one single attraction.

The seasonality was also brought up as a concern, just as with Sonja's Camping. In the end of the season, foreign tourists make up an important part of the purchasing behaviors since they eat out a lot. The challenge is to extend the season little by little. Trying to get entrepreneurs to imagine themselves in business one extra week each year can make all the difference, and prevent early closure of some businesses. It is all about the mindset among people. The discussion has been up at the municipal level where some of the politicians are starting to commit to the new mental model.

Bo på lantgård – Hulterstad

In Hulterstad there is a farm that offers a smaller housing arrangement for four rooms, eight beds. The concept of Bo På Lantgård can be translated to "Live On a farm." It is a concept that builds upon getting close to nature and coming away from everyday stress. Much of the Live on a farm sites originated in farms that were owned by private people that wanted to downscale their production and needed to generate some income during the off season. The Live on a Farm concept also builds upon a small scale bed and breakfast set up no bigger than 8 beds. The visitors can partake in the everyday chores if they wish. In not, they can just relax and use the time to get away from everyday stress.

At the Hulterstad farm Jenny is in charge of the housing part and her husband runs the farm. The summer of 2004 has been one of the worst since they started their business around four years ago. Normally, the summer season is fully booked and Jenny receives at least around 30 calls that she has to decline. The weather is believed to be the reason for the lack of visitors.

¹⁰¹ Teern, Richard. (2004, August 24). Telephone Interview.

Figure 5-3: Hulterstad Live on a Farm.



(Source: <http://www.hulterstad.oland.com/kontakt.html>.)

There is a live on a farm network that includes all the farms that offer housing along the lines of the concept. The marketing is focused on the concept in general. The online website also mentions all the live on a farm sites on Öland.

When we talk about issues there is a reoccurring theme with the other interviewees. The number of illegitimate provider of lodging is of a concern to the people at Hulterstad. The regulations are not always beneficial to those who operate a legitimate operation according to Jenny.¹⁰² If one wishes to expand the number of beds beyond 8, there is a whole set of new regulation for fire safety, for example. This is something unregistered operators do not have to deal with. During peak season they can just place a cardboard sign in the street and get full occupancy without any major efforts. Instead, there should be better support and favorable regulatory environment to benefit those who operate in a legitimate manner. Overall, the live on a farm concept is one for the future of Öland. It is a way to get people to live in and around the Alvaret area of natural and cultural heritage and also understand Öland for its small actors, not just the large ones.

5.1 Conclusion

The cases in Chapter 4 illustrate that each business has different needs and different opinions about the challenges to tourism and sustainability on Öland. Some think safeguarding the environment is the biggest task, while others think that communication and cooperation need to be improved. For some actors the regulatory environment is not always favorable to their development. Many of the drivers mentioned in the development model in section 4.1.4 are directly or indirectly covered in the cases above. Apart from illustrating the importance of certain drivers for the development of the tourism industry, the interviews have also showed that there are other concerns among the businesses on Öland and that some of these concerns need to be vented on a regular basis.

¹⁰² Holdar-Johansson, Jenny. (2004, August 25). Telephone interview.

Table 5-2: 6 actors within the tourism industry on Öland.

Case	Sector	Employees Summer /winter	Visitors per year /guest nights	Topics brought up in discussion
1.) Borgholms Castle	Museums	30/6	120 000	Involving Öland more in regional planning. Barriers to entry. Lack of finances within tourism and infrastructure. Cultural assets need more focus.
2.) Öland's Adventure Park	Activities/Camping		330 000	Communication and cooperation with authorities. Knowing the customers. Planning and implementing projects (infrastructure, environment)
3.) Ekerum Camping	Camping	70/10	130 000	Beurocracy and barriers to entry. Lack of assistance in applying for funding.
<i>Sonja's Camping</i>	<i>Camping</i>	<i>24/3</i>	<i>44 000</i>	Moving the season to later weeks. Financial support for the entrepreneurs.
4.) Hulterstad Bo på Lantgård	Lodging and dining	-	764	Need more stringent rules for legitimacy of business. Use nature as more of a resource. Regulatory barriers.
5.) Restaurant Sjöstugan	Dining	35/-	40 000	Bringing all parties together, make a united concept of Öland. Prolonging the season.
6.) ICA Slottshallen	Trade			Raising the quality of services on Öland. Increase discussions with authorities. Prolonging the season.

In general all the drivers for development are important to varying degrees. There are no tangible differences between the first and second group of companies in terms of what is important to them. The drivers for tourism development on Öland are confirmed as the regulatory environment as shown in the Hulterstad case, the communication and cooperation with authorities as shown in the fun park case, and also the interest and dedication among businesses, as illustrated by the comments from Mr. Steen at Ica Slottshallen.

What we can see is that the larger companies, accommodating more than 100 000 visitors are all struggling with beurocracy on both the regional and national level. The source is believed to be a lack of communication and oversight of the industry on Öland. It is also a result of lacking commitment and projects to ease the barriers to entry and the individual development of certain actors.

For the smaller actors, there is a larger need for prolonging the season and receiving help with financing and communication form the authorities. The municipalities, although split into two on Öland, are essential for both supporting the businesses in financial matters and for lobbying for regulation and larger national programs. Overall, its seems, Kalmar County with Öland as its main hotspot receive proportionately little support, both in terms of funding for tourism, and infrastructure expansion.

The development of different kinds of projects among the 6 cases above has taken various forms. Many are affected by regional efforts while other are occupied with their own small-scale projects. Although time consuming and at times frustrating for the entrepreneurs such projects can be sources of change in mentality. Approaching a project before it has started to eliminate some of the barriers, and then implementing project could be a way to get actors on Öland to think more sustainably.

The next step then is to move on and make an overall analysis of the actors on Öland that can help affect these drivers on Öland in their daily work. These actors are primarily those presented in the list in section 4.1.5.

6. Analyzing the Regional Perspective

This section is dedicated to an analysis of the situation on Öland. It will start by looking at the strengths and weaknesses of the region in terms of sustainability, and then it will look at current work and evolve into a discussion about what the influential actors in tourism are and what kind of sustainability work can be done there. The development model in chapter 4 illustrated the different drivers of tourism development, the elements that directly or indirectly determine the development of the industry on the island. This section will also look at the influential actors within tourism and also the current environment in which they operate. It will cover the regulatory environment as well as bring up the initiatives taken across the island to increase sustainability within tourism.

6.1 Analyzing the opportunities for sustainable tourism development on Öland

An analysis of the strengths and weaknesses of the region is a natural step after both having interviewed actors on Öland and other people from the authorities, the university, and private businesses. This analysis is provided as an objective element that can help the County Tourism Board in identifying the areas of urgency. It will also help support the creation of the Öland Model in the next chapter.

6.1.1 Planning for tourism on Öland

One of the goals with this thesis is to create awareness and to initiate thinking among the public sector authorities for how systematic sustainability thinking can be achieved. To manage this, the previous sections have suggested some tools to monitor progress. To be able to determine what any form of progress means, there is a need for a strategy, with objective and goals among the authorities on Öland. Both the Destination 21 project on the island of Mön and the NEST project in Söderslätt had clear strategies. The NEST Destination Management tool even helped local authorities create a strategy and follow it through.

To arrive at a situation where such goals and objectives are formulated, some of the questions the authorities should ask themselves on Öland are:

- What do we want with tourism on Öland?
- Do we have a plan for how to reach those goals?
- What kinds of tourism are desired on Öland?
- What are the consequences, both environmental social and economical, of developing tourism on Öland?

The ÖTAB organisation has a strategic plan for the tourism industry on Öland. Together with a careful survey of the visitors to Öland, the strategic plan makes up an important information package for the planning of upcoming seasons. There is a proposed strategic plan developed by the Regional Council for 2004 that contains certain strategies and guidelines. Out of them, the most relevant have been listed here¹⁰³:

¹⁰³ Kalmar Regional Council. (2003). Förslag till marknadsplan för länsturismen 2004. [Printed memo].

- When needed, work should be done in working groups. Each tourism manager in each municipality is responsible for the work of coordinating the tourism and cooperating with local businesses.

This is shown on Öland in the Trade and Tourism Network. Mitte Nilsson, tourism manager for ÖTAB is responsible for this work.

- A large part of the marketing efforts in the region will be directed towards the foreign market. A brochure for the entire county is printed and distributed in Sweden and Germany, Norway, Denmark and England. It is designed to attract people's interest so they will keep looking on the county tourism common webpage in search for more information.

This effort is not entirely in line with the entrepreneurs comments on Öland, who all say they need to put more effort in keeping the tourists they have on Öland, through more qualitative and personable offerings. Also, if the importance of making a great webpage that receives many so called "hits" in internet searches increases.

- Other marketing efforts include fairs and advertising, cooperative projects with Poland and study trips for journalists and travel operators. Again the German market receives a lot of priority. The argument is that they make up the second largest visitor group, number close to 90 million people, and are often well off financially.
- Brown/White road signs in Kalmar County. Going into the season of 2002 a trial was made to set up special road signs to show the way to 46 of the county destinations. The destinations have to apply to be approved by the road authority.

Such an effort is a good way to make Kalmar County stand out from the rest of Sweden. It also gives an impression of quality and effort behind each destination/site. The feeling one gets is that most of the signs are located outside of Öland. Maybe due to the fact that some of the operators on Öland are unaware of such an effort or the island receives proportionately little focus, as was the feeling among some interviewees. Where implemented, this effort has been fairly successful so far and continues to be developed today.

The strategic plan for 2004 brings up general marketing efforts and what markets to penetrate. There are no specific goals as in number of tourists or number of eco tourism operators, number of blue flag certified beaches, number of visitors per off-season, or anything that can be achieved. Such kinds of goals are a good way to determine where the efforts are to be directed in the future.

6.1.2 Strengths of the Region

Öland and Kalmar belong to some of the environmentally most well kept counties in Sweden. The relative small amounts of rainfall allows for less acidic precipitation. Many industrial plants are run on bio-fuels, which gives a relatively low climatic impact.¹⁰⁴ There is plenty of research on ocean based wind power, and competency in this field is high. Overall, the ecological sustainability potential is high in the region since many core competence areas such as wood, energy, and food are fields in which much research is being done to minimize impacts on the environment. Since there are few large industries, the heavy environmental impacts are rare. Kalmar has relatively little acid rain and has been spared from having to "bomb" too many of the nearby lakes with limestone. At the same time old environmental damages are being sanitized.

¹⁰⁴ Regionförbundet i Kalmar Län. (2002). *Fakta om Kalmar län*. [Brochure]. P. 6.

Kalmar County has also been looked upon as a trial county in many fields such as when designing programs for reducing unemployment and the creation of the Regional Association as a coordinating authority in the region. This status has given Kalmar a lot of funding from the EU and the Swedish government. The location on the east coast with its unique nature and proximity to the new members of the EU in the east is also a major advantage for the region. Kalmar County is also predominantly entrepreneurial with a few strong core competences and a growing university college that provides research and development. 82 % of the businesses have fewer than 250 employees, as compared to 69 % nationally.¹⁰⁵ Kalmar is going through a phase of becoming a new front side of Sweden. With an increasing cooperation with countries and institutions on the other side of the Baltic Sea and with its relatively good environment, cultural offerings, housing, and recreation possibilities, Kalmar County and Öland are in a good position to start moving toward sustainability thinking.¹⁰⁶

For Öland as for many other places tourism brings tax revenues, increased understanding of its cultural and natural values and job creation. The high seasonality, although it has been criticized for its impacts and the fact that it leaves many without major income during the off-season months, creates a large number of jobs on Öland. It also allows some to live a comfortable life for several months after the season is over on the money they have made in the peak-season.

The perception is that the Regional Council is a fairly bureaucracy-free business that requires comparatively little paperwork and approvals before letting, for example, any proposals go through. This will be to their advantage when initiating sustainability thinking in the tourism industry on Öland. However, as shown in the cases above, there are other administrative barriers than just the Regional Council, such as the Administrative Board of Kalmar County and the municipalities on Öland.

6.1.3 Developing sustainable tourism on Öland

Before analyzing any programs or projects currently in operation it is important to look at where many of the challenges lie. Apart from the impacts of tourism on Öland, as many other places, deals with challenges to sustainability on all fronts. Of the six cases in the previous section a few points can be made.

Firstly, the tourism industry is considered an essential element to the further development of the region. Important to mention here is that the ultimate goal for Öland and Kalmar should not be to make sustainable tourism an alternative to mass tourism on the island but rather a form of tourism that is appropriate for the needs of the island. Initiating a sustainable tourism approach, although time consuming, will cover all aspects of tourism on Öland when complete.

One of the main challenges for Öland and Kalmar Region is to get the tourism operators who have not worked with sustainable development to try to understand the essence of its meaning. They also need to come together to understand the true potential of the industry on Öland. Before doing that, they need to make sure they have commitment from the operators, like through a voluntary set-up. An example of a voluntary set-up was used in the NEST project. The actors in the NEST project networks contributed with what they could and rotated the hosting of the meetings. The relatively homogenized cultural background among the operators and tourism providers on Öland allows them to share similar views on the environment and questions like equality and welfare.

For the regional council, the expansion of the EU may mean some changes for both regional and national tourism policies. Staying abreast with these and communicating them to the operators on Öland through meetings or the tourism office allows them to create goodwill and maintain good foresight.

¹⁰⁵ Regionförbundet i Kalmar Län. (2002). *Fakta om Kalmar län*. [Brochure]. P. 9.

¹⁰⁶ See the appendix for a SWOT analysis of the tourism industry on Öland.

6.1.4 Environmental Challenges

The general environmental challenges for Öland and Kalmar County today are the Oskarshamn nuclear plant that produces spent fuel rods in need of storage, the eutrophication of the Baltic Sea around Öland due to the frequency of farmland in the region. The eutrophication created by run-offs from agricultural land has led to a drastic increase in algae blooms during hot summers. Some of these algae are so called blue-green algae that due to their toxicity render many beaches unsuitable for bathing during long periods of time. The eutrophication also causes oxygen depletion that threatens local fish stocks, fish stocks that are already strained due to over fishing. Lastly, there is a risk of oil spills that is very real due to heavy boat traffic outside of Öland. An oil spill of larger magnitude would have very drastic effects on the summer tourism on Öland. Research at Kalmar University College provides valuable information on the situation in the Östersjön area around Öland.

Another major challenge is transportation. With large distances and many smaller communities, travel is essential for many to be able to engage in business and leisure. Currently the E22 highway that stretches from north to south and passing through the county is considered under-sized and is in need of expansion. Projects have been initiated to expand the road, but will take some time to complete.

Furthermore, the current water and sewer system on Öland presents a challenge. The high fee will force camp grounds to increase the prices of their cabins, tents, and motor-home lots since Arla do not pay Borgholm Energi, the proprietor, for the maintenance anymore.

Apart from the above mentioned issues, Öland also deals with large amounts of waste during summer months and strains on the natural environment from hikers, campers and road traffic.

The challenges of highest priority are those that directly affect the tourism industry. For Öland they relate to overexploitation of the resources that the industry uses for its survival. Natural and cultural assets that run the risk of being degraded due to heavy use such as the beaches and waterfronts, the museums, windmills, and lighthouses. Naturally, these resources need to be monitored and managed so they do not degrade in quality and lose their attractiveness.

For tourism, dealing with environmental challenges is also about being eco-efficient, reaching the most benefit and at the same time limiting the impacts, or doing more with less. This is exemplified by building energy efficient buildings, purchasing locally produced goods, installing water saving taps and shower heads, changing the heating systems in resorts to more efficient ones, or ones that are fuelled by biofuels, and much more.

6.1.5 Social Challenges

Out of the three aspects, social sustainability is the one where most work remains. Kalmar County was early on heavily industrialized with paper mills, saw mills and various kinds of manufacturing industries. Today, many heavy industries are closed down or have moved, and the smaller entrepreneurial businesses have taken their place. The industries have historically been sources of large employment which has now to some extent been relocated.

The transportation issue is not only an environmental issue but also social in that it prevents efficient transportation to the major centres of commerce such as Kalmar and Västervik. During discussions with Mitte Nilsson at ÖTAB, it became clear that a few firms like Guldfågel and Arla dairy who have relocated to the mainland, now must cross the Öland bridge to deliver poultry and dairy products.¹⁰⁷ The bridge is currently undergoing major repairs and it is believed this will cause problems for these businesses as well as local inhabitants and tourists travelling to and from the island. People need to be

¹⁰⁷ Mitte Nilsson. (2004-06-14). Personal Interview.

able to get around in a time-efficient manner for the region to be competitive. The railways and airports are therefore also important for the region to be attractive and competitive. Expanding these networks may have increased environmental impacts but should be considered high priority to ensure the social sustainability of the region

Due to a weak economy the roads have received little attention and could potentially be source of concern if there is need for emergency responses by fire or paramedic services. The single lane roads are potentially of concern to the tourists who find themselves in the lines at the mercy of slow caravans and campers. Ultimately, Mitte Nilsson fears that industries and local firms not involved in the tourism business directly may move due to lack of efficiency in transportation. Moreover, this development may create reluctance among entrepreneurs to start up business on Öland.

Among the larger challenges and one that is repeatedly expressed in print form the Regional Council is the increasing lack of young workers in the region, especially women. Many women who graduate from local universities or colleges come out in a region that is dominated by competence in traditional areas such as paper, forestry and heavy manufacturing industries, industries in which most employees are men. The newer small entrepreneurial businesses have been reluctant to hire women also, further increasing the gap between men and women in terms of income. In turn this undermines the work toward social sustainability. The perceived increasing gap between Swedes and foreigners in the region in terms of communication and income is also source of concern since it undermines efficiency and stability in the region.¹⁰⁸

As mentioned earlier, tourism on Öland is dominated by the activities during the summer months. The high seasonality has drastic effects on local infrastructure such as the local roads and also the water sewer systems. Being proportionate to year round use, the roads, including the Öland Bridge comes under a lot of strain when thousands of caravans pass over them in a short period of time each summer. Only 7-8 weeks of the summer are considered peak-season. Figure 6-1 shows the center market place in Borgholm at 7 pm on a Monday evening in mid-June. Borgholm is the main town for young people to visit to camp, sail and party in. The marketplace during the same time in late July is busy with people. This situation is even more prominent among the smaller and more rural businesses who struggle to stay profitable during 35-40 weeks of the year. Figure 6-2 shows the parking lot of the Borgholm Castle, one of the unique castles left in Sweden and one of the most popular sights during peak-season.

Figure 6-1: Picture of central marketplace in Borgholm



¹⁰⁸ An issue raised in both the RUPEN III and the "Hållbarhets analys av Kalmar län." For more information see the two source separately.

Figure 6-2: Parking lot in front of Borgholms Castle



(Source: Author's own photographs)

The average warmth of the summer combined with many tourists has also left the municipalities on Öland with water supply issues some summers. Socially, the impacts also relate to the local population who suffer from overcrowded roads, waterways and beaches, and to some extent noise disturbances and littering. Reduced access to stores and restaurants is also a source of concern for some.

The regulatory environment

When starting a tourism business on Öland, what are the regulations and rules they people face? Are they inline with the goals of the regional council and ÖTAB? Have they overlooked it? Have they adapted the rules and policies to administer easier entry of such firms that work with favourable tourism alternatives on Öland?

The Tourism in Kalmar County is subject to regulations like any other region. Taxation of employees and value added tax that regulated the economic revenues. Then there are environmental limits to emissions into the ocean, amount of bacteria in the water along the beaches, and land use regulations to abide by. Often the indirect regulations are the ones that shape the development of tourism. The goal is to reach win-win situations in all areas, by for example trying to maintain a high level of turnover without damaging the environment. The hardest challenge to win-win situations is usually in the environmental area.

6.1.6 Economic Challenges

As mentioned the largest problem in Kalmar County is that there is a negative trend in the number of people who can work and pay taxes in a number of municipalities. Utilizing the immigrants in the region for their competence can help offset the trend along with focusing on attracting more women to stay after completed education. Fortunately, a lot of the start-ups on Öland are now by owned by women. The taxes are the source of funding for public services and ultimately a large determinant if people can stay and work and live in Kalmar County. Economic sustainability is about having growth in the region. This growth comes with the realisation that there is competence locally, that one creates a region that is attractive to do business in with good living standards and great cooperation among industries and also over the Baltic Ocean borders.

Economically, the fluctuation in income is seen as a challenge for some. Since there are still no real mass tourism providers of foreign descent, most of the generated revenue stays on Öland with the proprietors or is to some extent spent on the Island. In some cases, the owners of businesses leave the

island after the summer season and go home to the larger metropolitan areas, or other communities in Kalmar where they then pay taxes, etc. Keeping leakages low is important since they undermine the financial stability of the island and its local residents.

The seasonality also brings with it people, many of which as school youths on summer leave who are looking for a little extra money. Although in some cases underpaid and overworked these employees many come back year after year due to the low requirements for the jobs.

From the discussions with people on Öland and in Kalmar, it seems Kalmar Regional Council is good at networking and getting funding. There is money being invested from EU into initiative projects for regional development and also Swedish government money to improve the regions infrastructure. When it comes to tourism, however there is a reoccurring theme in people statements that tourism, especially on Öland, is not receiving the money it needs. Whether it depends on a lack of efforts from the authorities on the island or just lack of assigned money on a central level is unknown. Probably it is a combination of both.

It is clear that finding funding to projects on a local level is the key to both initiation and maintained work. The funding can take any forms, but commonly it is in the form of loans that the private companies take. The level of debt among firms is therefore high. With a more thorough planning, the amount of grants and venture capital can increase and thus improve the economical sustainability of the island. Any larger project involving a lot of companies on Öland will need a lot of funding to get started and maybe also continuous funding during the course of the project to keep it afloat. Access to this money is something the authorities should start working on at a very early stage, once they have committed themselves to any such project. It may be wise to inform tourism operators of the financial struggles that the Regional Council or the municipalities fight to get their way with the projects. Creating understanding and building trust is of an essence for long term confidence and commitment.

6.1.7 The Dairy Case

One concrete example of challenges to sustainable tourism development can be found on Öland. It is the water and sanitation system in Borgholms Kommun on Öland. Borgholms Energi the local energy company who manages the network of pipes underground, built a network of large dimension pipes to accommodate the needs of local industries, especially a large dairy located in the town of Borgholm. The dairy produced a lot of milk, not only for Öland, but also for inhabitants on the mainland. In its daily routines, the dairy used a lot of water. This water, together with every day water and sewage requirements during summer periods required the system to be of such large size. The dairy paid Borgholm Energi for the maintenance of the network. In March of 2004, the dairy was shut down and moved to the mainland, partly because the roads on Öland made it hard to be efficient and the lack of workers made it hard to maintain such production capacity. Consequently, much of the network is now over-dimensioned for the needs of the municipality, especially in the winter. The payment of this network and maintenance costs have now fallen upon the camp ground owners in the form of higher fees. At the time of writing, the municipality is in the process of deciding the fee. Among the people involved in camping on Öland there is of course a large discontent in this matter.

The example shows two things: That 1) there was lack of planning when the network was created. No contingency plan was in place to deal with such events; and 2) it also shows that the island of Öland is challenged with such layoffs and loss of important industry in the future unless there is a more holistic, long-term approach to the regional development policies.

6.2 Current sustainability initiatives on Öland

6.2.1 Projects for sustainable regional development

I will start this section off with a quote taken from Jenkins (1999) in Pearce and Butler (1999): “Essentially, tourism development is all about implementation. Sound or even innovative projects have no impact on development unless they are implemented.”¹⁰⁹

We have talked about projects, but it is implementation that is the key. As has been mentioned in the cases in chapter 5, it is not always so easy to implement. Initiating a project is good since it brings experience and knowledge in the process, but it is the implementation process of projects that will help the regional council, the county tourism group to develop a more holistic thinking among the important actors on Öland. So, the initial point brought up that some projects are initiated but not sustained has now turned more to a challenge of implementation. What’s more, all parties involved need to pull in the same direction to achieve any results, and those parties whether part of a working group or a network or similar, need to have full support from higher authorities.

Although at the forefront of many pilot projects on a national basis in such fields as employment measures and experiences, the region is fairly new to the sustainable development concept, especially within tourism. Two projects that are working to change this are the HUKA project and the RUPEN III. The initiation of these projects shows commitment from the Regional Council to make Kalmar a competitive region in the long run, in terms of tourism offerings, environmental preservation, and economic development and growth.

HUKA

The HUKA project, led by among others Carolina Gunnarsson at The Regional Council is a project that with the help of EU money from the ISMIS¹¹⁰ innovative initiatives project was designed to start looking at sustainable development in Kalmar County. The project was designed to give answers to questions like: “What is meant by sustainable development?”, “Can we in the region agree upon a meaning of the definition?”, and “What, for Kalmar County, does sustainable development mean, and what should our main focus points be?” The HUKA project is a part of the regional work towards implementing sustainability in all aspects of its work.¹¹¹

After evaluating what resources the county has, it was decided that the areas of focus should be economic development, public health, diversity and integration, equality, and environment. In the work with sustainable development in Kalmar County, these topics are the ones receiving the most attention. The discussions were targeted to trickle down into the private sector, but have failed to do so and stayed among the public sector actors.

The HUKA project shows that there have been initiatives along the lines of regional sustainable development, which should make the transition to sustainable tourism development work easier. It shows the importance of communication among actors in the development of sustainable tourism. Although the HUKA project did not deal with tourism itself, the discussions held are likely to be replicated among the actors within tourism on Öland, once they commit themselves to start working with sustainability thinking. It also shows the importance of having the question on the agenda on a

¹⁰⁹ Jenkins, Carson L. (1999). Tourism Academics and Tourism Practitioners: Bridging the Great Divide. In Pearce, Douglas G. and Butler, Richard, W. (Eds.), *Contemporary Issues in Sustainable Development*. P. 63. London:Routledge.

¹¹⁰ ISMIS. Innovativa åtgärder för Småland och öarna. (Innovative measures for Småland and the islands – author’s translation)

¹¹¹ Carolina Gunnarsson. (August 11, 2004) Personal Interview.

continuous basis. The fact that the discussion “dies out” and never left the public sector may have to do with a lack of priority and commitment within each local office.

RUPEN III

The RUPEN program is the document that is intended to steer regional development work in Kalmar County. Every county in Sweden has their own regional development plan, and RUPEN in Kalmar was the first. The RUPEN plan for Kalmar County set in 2003 is the tool with which the Regional Council aims to mobilize, communicate and motivate all parties in the region to take part in the development of the region.¹¹² The plan contains ten areas where efforts are needed in order for a positive and sustainable development in the region to be reached. Each area contains one or more measures to be taken in the near future. Kalmar County has dedicated itself to sustainability by ensuring that the whole document that is RUPEN III and its ten areas of focus shall contain considerations of the three dimensions of sustainability social, economical, and ecological.

Kalmar county officials have also identified that a strong regional development plan needs to be rooted in the local competencies and as close to the citizens as possible. Also, skill-intensive production and industries providing service to manufacturing are identified as the areas that will grow most in Sweden over the next few years. Women with their social and communicative competence are ideally equipped to meet the new economic order.¹¹³

Ten areas have been identified and make up the central RUPEN document.¹¹⁴ However, according to Carolina Gunnarsson, questions relating to the environment and equality are receiving most attention now. This is also in line with the areas of concentration identified during the HUKA project. Most of the financing for the projects in the RUPEN plan comes from the Regional Council the Administrative Board of Kalmar County,¹¹⁵ and the municipalities themselves. Each of the ten areas has different financing depending on their focus. In some, there are private investors such as in the “creation of a region of learning,” and “creation of a cultural region.” In others, the EU has set aside money for certain projects.¹¹⁶

No regional development plan would be complete without a way to monitor progress. Kalmar County have adopted 21 indicators that, when going in the right direction, will show improvements that are made in all the ten fields of development.¹¹⁷ The indicators chosen by the regional council represent an effort to measure any progress made in the work in making the region more sustainable. The indicators used in RUPEN are set in a regional context and relate to the development of the region. Our discussion has its focus on sustainability thinking within tourism in the region, using Öland as a larger geographical example. So, naturally, these indicators may not relevant for the development of sustainable tourism. With that said, the strong focus on ecological well being and equity in the region could have generated a few more specific ecological indicators. Also, since the infrastructure has received much criticism among interviewees, the social indicators could include an indicator on that.

One view of a sustainable region around Kalmar County as proposed by Kalmar Regional Council is one where the region has reached set goals, like the regionally most important environmental goals, human health goals, and goals on equity and integration.¹¹⁸ The region could then compare this future

¹¹² RUPEN. P 7.

¹¹³ RUPEN. P 8.

¹¹⁴ See appendix 2 for the complete list of focus areas.

¹¹⁵ Länsstyrelsen i Kalmar Län.

¹¹⁶ See the appendix for the total list of focus areas within RUPEN III.

¹¹⁷ See appendix 2 for the complete list of focus areas.

¹¹⁸ Kalmar Regional Council. (2004). *Trå projektideer inom ramen för en hållbar regional utveckling i Kalmar Län*. [Memo].

of sustainability with one where business as usual has continued to evolve and show, graphically, the difference to provide an educational tool to show the importance of and the order in which to do sustainability work.

If the regional council and the Administrative Board of Kalmar County cannot follow up properly the development of the tourism industry and also the initiation of sustainability initiatives in that industry, then it is hard to see a purpose of them making any efforts at all. Currently there are no indicators for sustainable tourism on Öland. Much of the discussions among businesses have revolved around getting more firms to join to build a financially strong network and making the industry on Öland an economically sustainable one. The individual initiatives taken by entrepreneurs have served as the real work within the environment so far. This may also be the way to continue working. First however, it is a matter of getting them to understand the importance of sustainable tourism.

6.2.2 Other projects

The vast diversity of tourism offerings on Öland makes it hard to cover all of them and naturally also any initiatives they are undertaking. Most projects are of an independent nature without direct funding or help from the public sector. Others are designed by the County Tourism Board together with the tourism office on Öland. Taking guided tours at Alvaret and bird watching on southern Öland are two such examples.

One of the essential areas of study in regional development is the infrastructure. To ensure sustainable growth and to retain employment from women and minorities there has to be an easy and efficient way for them to get to their work places. Since Kalmar County is a predominantly rural county with many small commercial centers and many people living rurally, this is especially here. In light of this realization a county traffic plan was created to allocate funds to certain projects that need attention.

The three areas of focus so far have been investing in the local E22 highway to allow for smooth car traffic through the county. Although not sustainable as travel form, not being able to get to a location in an efficient manner can result in economic losses in the long run. The second area of focus has been the development of the Östersjöbanan¹¹⁹ that aims to connect the major commercial centers on the east coast of Sweden and the Baltic states with a modern railway. The idea is to allow for commuters to take the train to work in a time efficient and cheaper manner. Lastly, the region has finished building its broadband network. It is currently the most modern county in Sweden in that it has more people connected by broadband than any other. Again, the focus here is to allow people access to information, marketing to promote the regions tourism and businesses. The traffic plan, although it has a long way to go, is a start that shows good intention from the region.

Another project that has just been concluded is a local survey of businesses tourism operators. Birgit Endom at the municipality of Mörbylånga has sent a survey to various people in the municipality to ask them what they believe is needed for them to establish a business in the area. The survey was met with varied responses. Many small business owners did not respond and those who did expressed a lack of interest in developing the offerings of services and offerings for tourists and private businesses. The findings showed that for people planning to start business in Mörbylånga municipality, the more southern and the one less dependent on tourism of the two, there was a desire to have:

1. Proximity to the University of Kalmar
2. Proximity to Kalmar

¹¹⁹ Baltic Sea Railway- authors translation. A railway that is designed to reach along the whole eastern coastline of Sweden and the continue in through Poland and the Baltic states, completing a modern railroad around the south eastern part of the Baltic Ocean.

3. Good, solid cooperation within the field of business
4. Valuable and pleasant cultural and natural environments
5. Good infrastructure

Some also mentioned a need for good schooling systems and good cooperation with similar companies on a larger geographical scope. Of all the respondents very few were interested in partaking in an information session about the municipality future oversight plan, and very few were direct interested in expanding the business into other fields.¹²⁰

Other sustainability work in tourism on Öland is often of ecological nature and revolves around individual efforts of garbage minimization, recycling, water use, energy use, and individual certification. Often the motivations come from the possible financial savings, and goodwill creation.

6.2.3 The implementation of certification and labeling

This topic, especially the existence of sites suitable for Nature's Best certification on Öland, is well covered in the report by Stefan Classon and need only be mentioned here. Other labels, like Blue Flag and hotels labels like the Nordic Swan for hotels have the potential to be adopted in several places on the island. However let us look at current initiatives to see what has been done.

Blue Flag Label

Below are two cases of places on Öland that have applied and received blue flag certification.

Borgholm Guest Harbor

The Borgholm Guest Harbor is one example of where work with Blue Flag Label has been in effect for a long time. Since 1997, the harbour has followed the criteria in the labelling. The purpose has been to reduce the impacts on the ground and water in and around the harbour.¹²¹ It is also a promotional tool that can help in goodwill creation for the town of Borgholm and Öland as a whole.

The Beach at Ekerum Camping

Blue flag certification of the beach at Ekerum is one of the initiatives taken at Ekerum. The high dependency on a well functioning beach for Ekerum has led to a priority and certification at an early stage. The benefits are that the visitors can be assured of a well functioning and clean beach with good water quality.

Natures Best - Skedemosse Gård

Skedemosse Gård (Skedemosse Farm - author's translation) is the only site on Öland that has completed an application for Natures Best Certification. The farm is a relatively isolated place that offers spa treatment, massage, nature hikes, and also a historical museum. There is a high focus on relaxation and harmony in the marketing of the farm. When Stefan Classon completed his survey of

¹²⁰ A survey completed by Mörbylånga Municipality and Birgit Endom. It was designed to highlight the needs of entrepreneurs as an element in the planning for a large municipality oversight planning meeting about the future of the municipality. There were 27 responses out of 70 mail outs.

¹²¹ Kågö, Richard and Frenander, Edward. (2004). *Blå Flagga: Miljöarbetet i Borgholms Gästhamn*. Lund: IIIIEE. [Shorter Research Paper]. P. 4.

the nature tourism providers on Öland, Skedemosse farm is the one that has come farthest in its pursuit toward becoming a complete ecotourism site.

Baltic 21 Initiative

The Baltic 21 initiative is the first of its kind in the world where a large group of countries have come together to agree upon a regional strategy for striving towards sustainability. The initiative is an Agenda 21 initiative for the Baltic region. Even though the nations around the Baltic Sea, like for example Sweden, Poland, and Latvia are very diverse in terms of culture and economic status they have managed to agree on the importance of adopting common goals for sustainable development in a 30 year perspective. The focus of Baltic 21 is on eight areas, one of which is tourism. The initiative has generated a definition of what sustainable tourism could be.

“Sustainable tourism is any form of tourism development or activity which respects the environment, ensures long-term conservation of natural and cultural resources, and is socially and economically acceptable and equitable.

The overall goal of the Baltic 21 Tourism Sector Action Program as it is called is to achieve a common understanding of the requirements of sustainable tourism in the Baltic Sea Region among customers and the Baltic Seas region alike. The objective of the tourism sector in developing sustainable tourism refers to the three elements of sustainability: Economy, environment, and people.¹²²

The initiatives mentioned above are only a few of the current small-scale projects that exist on the island. They show that among certain actors, such as those that are reliant on the quality of the natural environment for their survival, there is willingness from some to improve the quality and sustainability of the industry on Öland.

6.3 Analysis of the drivers for sustainable tourism development on Öland

What is it that drives some to take extra precautions or make efforts to try minimizing their impacts on the local environment and society? Is it personal motivation or are there regulations? As was determined in section 4.1.4 the motivation can be attributed to several different drivers. Since Öland and Kalmar County have just recently started discussing sustainability work within tourism, there are to date few efforts initiated by them. Awareness of what the drivers are can help when the authorities on Öland set out to design a more favorable environment for the actors in the industry. It is also a big help when trying to figure out where to start implementing sustainability thinking with the help of for example projects.

Currently, many of the initiatives that are started among the actors within tourism on Öland are on an individual basis. Although effective and a great way to start, such efforts can be combined or replaced by larger scale projects. The drivers of tourism are, however, also reliant on work from the public sector authorities to function properly.

We can go back to the picture in 4.1.4 in a list form:

- 1. Overall knowledge of the industry, the visitors and how it can be developed/influenced**
- 2. Personal motivation among entrepreneurs**

¹²² For more detailed information about the goals and criteria of Baltic 21 see appendix.

3. Ability/opportunity to network and apply for and receive funding from e.g. the EU
4. Financial Resources
5. Design and implementation of various projects
6. Regulatory environment/policies
7. Overall attention given to the topic, keeping the issue on the agenda. (Among politicians, in the media, through education, developing and following up indicators etc.)
8. Internal environment among businesses and authorities. Levels of cooperation, communication, and support, etc

The internal environment and levels of cooperation is something that is determined by both the individual companies and the public sector authorities. The regulatory environment is something that, for example the Regional Council can influence more than the individual businesses. Öland's tourism is dominated by small scale businesses and entrepreneurs. Although some of them are organized into collaborative efforts like Camping Öland¹²³ and the Öland Trade and Tourism network¹²⁴, making themselves heard can be tough at times. This is especially true when negotiating for finances or assistance from the government or local authorities in regards to sustainability measures. The customers are families and private persons that all have different needs. They also have varying views on what is important in terms of, for example environmental work on site. If, for example, a larger charter operator would swoop in on the island and buy services and voice concerns on the need for any kind of measures, not only environmental, things would likely be changed must faster.

The next section will cover the actors that are considered important for the development of tourism on Öland. Consequently, they are also the ones that can affect the drivers of tourism in different ways. Then, when starting projects to stimulate sustainability thinking on Öland, the authorities know where to start and whom to approach with what ideas, etc.

6.4 Important actors for Tourism Development on Öland

After spending time on Öland and interviewing some of the people with good insight into the tourism business there, I have decided to focus on a few actors that I believe are essential to the development of tourism on Öland. The actors are divided into classes. The table below shows Class 1 actors represented by the Regional Council and the University, and Class 2 actors with subclasses a, b, and c. They represent the business sector of the industry in various forms. Campgrounds have their own subclass since they are such an important part of the total industry.

Table 6-1: Organisations/actors in the development of tourism and sustainable tourism

Type of Organization	Grouping	Examples
1) Public Sector/ Centrally operated organizations		The Regional Council
		The county tourism group

¹²³ Camping Öland is an industry initiated network of all the camp grounds on Öland that brings them together for marketing efforts and discussions.

		Ölands Turist AB
		The University of Kalmar
2) Private Enterprises	a) Camp grounds	Ekerum Camping
		Sonja's Camping
	b) Other large sites	Öland's Adventure Park
		Borgholms Slott
		Eketorps Borg
		Böda Sand
	c) Small-scale businesses	Bo på Lantgård
		Convenience stores
		Restaurants
		Activity operators

6.4.1 The Regional Council and the County Tourism Board - Class 1 actors

The first of the Class 1 actors is The Regional Council. It was created in an attempt to coordinate and concentrate the work of the 12 different municipalities in Kalmar County under one organization. The Regional Council and its tourism people Kerstin Johansson and Anna Svensson especially are quite influential in the county tourism planning. They can organise workshops and coordinate marketing efforts. They also receive applications for funding for different tourism initiatives around the county and make decisions there. Once a local entrepreneur has come up with an idea alone or together with others, and receives approval from the local municipality where he/she works, they then go to the Regional Council to receive help with ideas, financial assistance, networking with local businesses, and help with communication. They can also work as an overarching organisation between the municipalities and various other authorities and local educational institutions like Kalmar University.

The Regional Council have explained that they think their overarching role in the tourism industry in the region makes them ideal providers of catalytic ideas and support.¹²⁵ When talking to the Regional Council, it becomes apparent that they are involved in discussions throughout the county on how to develop the tourism and experience industry with local businesses. The next step is to extend these routines into including a sustainable dimension.

While all municipalities take care of local issues like health care and transportation, the Regional Council can focus on giving the municipalities support and advice. Their most important role, according to Carolina Gunnarsson is to provide funding for local projects, and to make requirements along with those funds to ensure they are used in the right way.¹²⁶ The money from the Regional Council to different projects is the largest influence they can have. Examples of such financing are consulting cheques that are a form of assistance for environmental certification and labeling for example. Another part of the Regional Council's work is to stay updated about the world around them so as to be prepared for changes in legislation and policies.

¹²⁵ Johansson, Kerstin. (2004, August 18). Personal interview.

¹²⁶ Gunnarsson, Carolina. (2004, August 11). Telephone interview.

The people interviewed for this project have all said that there is a common feeling among employees at the Regional Council that work should be free from bureaucracy and administrative bottlenecks. The fact that it is only four years old as an organization is to their advantage there. Many other similar public sector offices are burdened with old-fashioned work ethics and long-term employees. This feeling helps the Regional Council stay abreast of development around them. The people at the regional council are also good at being open to ideas and discussion. The Regional Council also works with supplying education packages to the municipalities, and can help them lobby for assistance on a governmental level.

The Regional Council has committed to ensuring that all their work is sustainability secured. The next 1 1/2 years will be dedicated to looking at how their work can be considered based on sustainability criteria. Having said this, implementing sustainability and creating a cross-over between development work and sustainability thinking should be concluded within the boundaries of their work methods.

The County Tourism Board is the more operational of the two first class 1 actors. The daily operations include contact with all the tourist offices in the county. The County Tourism Board is the best suited to gather information and communicate the issues relating to tourism throughout the county. It is important that this authority works efficiently. When discussions about sustainable tourism start in Kalmar County this group will be the strongest influence on how it turns out.

The last few years, regional tourism in Kalmar County, on the mainland especially, has struggled in some areas. Some stores and cultural sites in the Glasriket area that houses a lot of handicrafts and glass manufacturers have had to close and lay off people. The reasons are believed to be lack of appropriate marketing and declining interest among domestic tourists. The County Tourism Board is responsible for a comprehensive marketing effort for the region in itself. On a smaller scale, each provider has their own projects and does their own marketing, promotion and campaigns. Currently, projects to ease the impacts from seasonality within the tourism business and to encourage cooperation are in place. However, communication is lacking, according to the Regional Council, and could be improved. The efforts and resources available to the small business in the form of Regional Council support must be communicated to the companies.¹²⁷ By maintaining strong networking skills and taking an active role in the application for EU funds and by working to keep the topic of sustainable tourism on the agenda, the County Tourism Board, with backing from the Regional Council can take a big part of the load in the design of projects. Ultimately, this form of working is the way they want to work at the Regional Council.¹²⁸ The organization is well suited for this form of work.

6.4.2 Öland Trade and Tourism and Ölands Turist AB – Class 1 actors

Öland Trade and Tourism and Ölands Turist AB are two of the more influential tourism actors on the island. Ideally, they are the ones with best insight into the industry on Öland. Apart from these two actors, there are several smaller networks that have been created among businesses in the various sectors of the industry that can have an influence on the development and implementation of sustainability thinking. The focus here will, however, be on Öland Trade and Tourism and ÖTAB.

The Öland Trade and Tourism network is a voluntary organization with approximately 170-200 member companies. The network consists mainly of firms involved or in some way interested in the tourism industry. The main purpose of this network is to pool resources and to do combined marketing of Öland and the tourism industry there. ÖTAB is owned to 50% by Öland Trade and Tourism, the other half is owned by the two municipalities on Öland, Borgholm and Mörbylånga.

¹²⁷ Johansson, Kerstin. (2004, June 22). Telephone interview.

¹²⁸ Kerstin Johansson, Anna Svensson, and Carolina Gunnarsson all state that this is the way the Regional Council and County Tourism Board should work and wish to work.

The network, as many other business networks, benefits from the fact that its members comprise a huge diversity and knowledge base within the industry. The fact that they are more or less connected to each other and come together for regular meetings, provides a great opportunity for addressing issues that concerns them all. Their ownership of ÖTAB also allows them to influence, for good and bad, the actions of ÖTAB outward. One such issue is the main topic of this thesis, how to start thinking more sustainably within tourism on Öland. Since there is a consensus of the importance of making Öland seen on the map, meeting with the members and informing them of the value of working with sustainability issues could be of great value for the future development on Öland. It can also help them gain that competitive advantage they seek.

Most of the marketing is done through Ölands Turist AB which is owned by the network. Most funds that are raised in the network go to this cause. The fees that are charged for membership vary. There is a small group of larger firms that carry the heavier burden, however. To recruit more members to the Trade network mouth to mouth marketing is essential. There is a need for one or several persons that can, on a full time basis, work closely with the firms, communicate with them, and recruit new members.¹²⁹ There are also concerns that the membership fee structure needs to be looked over as to not scare any smaller companies away. As mentioned earlier, the NEST project encouraged their members to become part on a voluntary basis. Even so, most firms in the network feel they have gained much more by being part of the network than if they had not.

Many of the small scale businesses on Öland have incomes that are below the average for similar sized companies in other places. It is not only seasonality that determines this but the fact that there is a lack of heavy industry on the island and these are either experience-industry firms or agricultural firms that traditionally have has low income levels.¹³⁰ Most of the heavy industry on the island is located in the southern part of Mörbylånga municipality, whereas Borgholm with surroundings is built upon the tourism industry more and small enterprises involved in handicrafts and arts for example.

The range of companies involved in the Trade network is wide, with everything from large camp grounds and conference resorts, to small one-person enterprises. One of the current projects is to work on creating packages together with several companies in the network for visiting school classes and study trips coming from Öland and the mainland. The network is also a great source of political clout in that it can help them get access to funds, if they can for example be involved in EU initiated projects. Currently there are close to 200 members, but the goal is to reach at least 500 members. Before that, Hjalmarsson says, the power of the network is not optimized. Overall, the voluntary basis makes it hard to make the network powerful unless there are more members. The goal is ultimately to get as many as possible on the island to realize the potential and values of being part of such an initiative. Other similar networks on the mainland have around 500 members and it seems to be a good number.

The businesses that are tied together in the Trade network are in a unique position on Öland. Together with other firms they build a social acceptance and reliance network where many people know each other and there is a mutual understanding and trust for each other. Rarely are there any contracts needed and this can to a certain extent make business more efficient. Many islands share this phenomenon and this gives a strong competitive advantage for the businesses on Öland. In major cities, for example, the trust is harder to find. Along these lines, this understanding does not necessarily mean that it should be hard for outsiders to start a business on Öland, on the contrary, levels of trust and decency like those on Öland are worlds apart from the more suspicious and corrupt ways of doing business in some other places. This trust creates a setup that gives them a chance to influence some factors of development in the model. First and foremost, with their local but central role, they can help the entrepreneurs with the overall knowledge of the industry, the visitors and how it can be developed

¹²⁹ Hjalmarsson, Felix. (2004, August 15). Personal interview.

¹³⁰ Nilsson, Mitte. (2004, August 14). Personal interview.

and influenced, and the internal environment among businesses and authorities. Also, the levels of cooperation, communication, and support that determine the development can also be affected through these channels. Overall, the Trade network and ÖTAB are important assets to Öland and ones that should be considered a good basis upon which to initiate discussions on sustainability.

6.4.3 The University of Kalmar – Class 1 actor

The University is a different from the other actors since it is the only larger educational institution in close proximity to the daily operations that also has a strong tourism program. It is connected to the region through its Baltic Business School and cooperation with institutions in the Baltic States. During a telephone interview with Anneli Andersson who is the head of the tourism program, it was made clear that there is close connection between the College and the Regional Council.

The current tourism program takes in 70 students per year and is known for good competence among lecturers. However, while there are courses like business management and tourism planning, no single course discusses the topic of sustainable tourism separately. Of course, resources are limited as for most institutions of higher education and there is always a risk of losing applications if the focus is too narrow. Still, with the new commitment of the politicians in Kalmar to make the region one the most successful in tourism and experiences and to ensure sustainability thinking in all aspects of development, working closely with the college on this particular topic could be of great advantage to the region. Also, students from the college with recently gained knowledge have the opportunity to influence the operators and decision makers of what is to be expected in the future and the theories behind tourism. Not only can the students get access to a whole range of different firms, but they do not need to look hard to find them. The cross-over effects of working closely with students from the university is of course beneficial both ways. The students get their hands-on experience and get to feel that they may actually contribute to something tangible, and the firms can get free advice and counselling from a living person. Furthermore, documents that are released from statistical sources that never reach the public could, if released to the educational institutions like the university, be of great use to them.

There have been attempts to start discussions on the topic of sustainable tourism development in 2003 but other priorities got in the way. Maybe 2004 can provide for an opportunity to initiate cooperation between the college and the Regional Council. If so, any new coursework on sustainable tourism should contain classes in operational management and visitor management, and marketing of sustainable tourism.¹³¹ Operational management, according to Bramwell is at the core of sustainable tourism in that it is here the discussion on sustainability really takes place.¹³²

Overall, the university can, if resources are allocated, be part of an influence the development and understanding among actors on Öland of the importance of long-term planning and strategic management of tourism, including implementing sustainability thinking.

6.4.4 Camping Grounds on Öland - class 2a actors

An alternative to the charter operators or large scale operators that can be a force in changing the standards on Öland are the camping grounds, with the larger sites such as Ekerums and Sonja's leading the way. Öland has 3 of the 14 five-star camping grounds in Sweden, and also 14 four star camping grounds in an area that represents only 3 % of the total land area in Sweden. Camping also continues to grow. Mainly it is visitors with above average household income that are increasing.

¹³¹ Bramwell, Bill. (1998). Introduction. In Bramwell et al. (Eds.) (1998). *Sustainable Tourism Management: Principles and Practice*.: Tillburg: Tillburg University Press. Pp. 17-19.

¹³² Bramwell, Bill. (1998). Introduction. In Bramwell et al. (Eds.) (1998). *Sustainable Tourism Management: Principles and Practice*. P. 17.

A majority of the overnight visitors on Öland stay at campgrounds. In 2003, 85 % of the total number of commercial¹³³ overnight stays was spent in a caravan, tent or rented cottage on a camp ground. Camping represented 46 % of the total turnover on Öland in 2003.¹³⁴ The statistics taken from Statistics Sweden¹³⁵, to which all figures are presented at the end of each season, show that campgrounds are a strong force within the tourism industry on Öland.

The Ekerum five-star site is the larger of the camp grounds on Öland. Some individual projects can be seen here such as the recycling, water use, energy savings and cleanliness and quality of facilities. Also, Rune and his staff are involved in several independent marketing projects together with other campgrounds in Europe. They are represented in a catalogue that is distributed across Europe, letting them access many different markets where camping is popular, like Germany, Holland, and Spain. This cooperation also allows for some communication between the camp sites and thus natural spin off effects in terms of adopting environmental measures and other sustainability measures like equal rights for employees, etc. The camp grounds also play an increasing role in the daily activities of day trip tourists to Öland. Their facilities with beaches, mini golf, water slides, full size golf, conference facilities etc, make them attractive also for day trippers.

The current camping trends also point toward a desire among visitors for more qualitative experiences. The five star camping experiences are attracting more financially strong families. Offering such types of camping along with on-site cabins and trailer homes of high quality is likely to be a strong alternative to the caravan and tent dominated camping patterns. Another reason why camp grounds are well suited to work with sustainability is that they are often located nearby natural reserves, beaches or large green areas. Since they restrict peoples space indoors, the survivals of many campgrounds is reliant on a well preserved environment around the site.

Camp grounds are influential in that they have a high throughput of tourists and have the possibility to observe and question the guests about their habits and desires during the period they stay at the site. In this way they can build an understanding for what the visitors want, like other activity providers may not. They also deal a lot with regulations since their operations are relatively strenuous for the environment and they need to be careful to follow existing regulations and rules in their daily operations.

6.4.5 Kalmar Castle, Ölands Adventure Park and other Class 2b actors

Kalmar Castle is one of several class 2b actors that provide activities of various kinds to visitors on the island. They are different from the class 2c actors in that they are larger in terms of visitors and employees. Kalmar Castle and Ölands Adventure Park are two examples of actors that make up a large base of the visiting industry on Öland. Together with other sites of both cultural sorts and others they provide activities for many of the visitors that stay on the island.

These actors are to a large extent responsible for building an image around Öland. They represent the quality and range of offerings that will ultimately retain customers season to season. They are, like other actors dependent on the summer season for survival, but to a lesser degree than the next group, class 2c.

Their role in the development of tourism is that they know the tourists and they can bring the topic on the agenda. Several of the larger actors in this class are also involved in the Trade and Tourism network

¹³³ Commercial refers to camping that has can be advertised and marketed towards the public in various ways.

¹³⁴ RESURS AB. P. 9

¹³⁵ Statistiska Centralbyrån, a central bureau that collects statistic from various sectors of society and publishes the findings.

which can make their voice an important one in the communication and cooperation with the authorities and class 1 actors.

6.4.6 Small scale entrepreneurial tourism businesses – class 2c actors

The last class of actors and the one with the largest number of individual businesses is called class 2 c. Kalmar County is a county heavily reliant on small businesses. It has an above national average percentage of businesses that are considered small. This case is also very evident on Öland. Many of the companies are very small, some with only one employee, and have too few resources to make up any real economic force in the industry. It is, therefore, good for these firms to know each other and to get along to make the tourism business more familiar on Öland¹³⁶, a reason why many of them are to some extent involved in the Trade and Tourism network. Another main motivation for being part of the network is that they realize that if Öland is more known to people they all are better off. Individual marketing efforts may not attract the numbers they need but together with other similar businesses they can help build awareness. So helping each other is helping themselves.

These companies represent a growing market for alternative tourism on Öland. Many are owners of farms and nature friendly living arrangements. Some have realized the potential and the increased desire among tourists to partake in alternative tourism like living on a farm and engaging in bird watching, insect watching etc. Although they lack some skills of larger firms the fact that they are small and personal make them ideal as a base for the development of nature friendly, ecotourism offerings.

Within the Trade and Tourism network discussions of sustainable tourism development surface frequently. The companies involved have in some cases taken their own initiatives but any larger coordinated efforts have yet to be seen. However, there is a lot of concern among the entrepreneurs about the future of the business and yet a lot of potential within the group to change the future outlook. One of the popular concepts of the nineties of environmental housekeeping does not receive as much attention nowadays. The key is to work on the attitudes of the people within the network and outside to get changes. Ultimately, the challenge for the firms in the Trade network will be to determine where their competitive advantage will come in the near future.

Bo på lantgård (Live on a Farm) arrangements are one example of such advantages. That is why these small actors are important to the development on Öland. Although small, they offer the relaxing and distressing environment that many seek when on vacation. Their small-scale also gives them a natural advantage in sustainability discussions. Other common actors within this class belong to the service sector with restaurants, and activity providers of smaller size. It can be small kiosks or a mini golf course.

These actors are the ones that need support and encouragement. They also need some form of forum and discussion groups easily available so they can learn of the issues other tourism providers have and also what is needed on the Island, and what trends are to await for the upcoming seasons. These trends are probably better known to the large organisation like the tourism offices, requiring their participation in those groups, forums, etc. Their own contribution to the development on Öland is that they, just as the camp ground owners, can have a good insight into the desires of the tourists due to their personal contact with the visitors. They also communicate among each other and can affect this way.

¹³⁶ Hjalmarsson, Felix. (2004, August 16). Personal interview.

6.5 Conclusion

In this chapter the discussion has revolved around the challenges to sustainability on Öland and the strengths of the region. It showed that there are several challenges that need to be addressed within the implementation of sustainability projects on the island. Issues relating to environmental risk, inequality among the work force, poor transportation systems, administrative and regulatory hurdles to business start-ups and lack of communication and support among companies on the island are among the most frequently mentioned.

The drivers of tourism on Öland are influenced by a number of actors separated into classes. They play important roles in the implementation of projects and initiatives. They are the leverage points of sustainability on Öland. They are arranged into different classes depending on size and function. The larger public actors like The Regional Council and ÖTAB provide financial and regulatory knowledge that the smaller actors cannot. They are also best situated to organize an agenda that deals with the sustainability issues on a continuous basis. The camp grounds on Öland are an essential element due to their accommodation capabilities and traditional value. They know the customers better than most people, especially the foreign customers due to their preference for camping. The smaller firms together with the medium sized activity operators make up a large part of the attractiveness of Öland. Quality and service are important here.

Moving into the next chapter, the actors will be included in different stages of the Öland Model, a framework similar to NEST project framework based on the Deming quality management cycle. The Öland Model is adapted for the situation on Öland and taking the situation on Öland into account, is proposed here as an idea for getting both the authorities in Kalmar County and the operators on Öland to come together and commit to a systematic sustainability thinking.

7. Implementing sustainability thinking in tourism on Öland

So far the thesis has painted a picture of the current tourism situation on Öland. With this picture we can now try to see how to implement sustainability thinking. The actors that are involved in the development of tourism on Öland are those who make up the cornerstones of any sustainability thinking project. They can influence the drivers of development in the most efficient ways. Their daily work also allows them to take different roles in the Öland Model.

7.1 Initiating the work

This section discusses the use of an example model called The Öland Model. This is a proposed, theoretical example presented by the author that can at least function as an idea for the target audience to the thesis. The Model has been devised with the current situation on Öland in mind. While it is often hard to maintain the work and make it a part of the agenda once started, this case will require quite a commitment in the early phases.

Firstly, we will discuss some of the general guidelines according to the literature when designing projects. The language, for example, should be simple enough for the partners to grasp easily. Also, benchmarking and concrete examples are favourable instead of theoretical examples. Also, according to Bramwell, making sure all those involved understand the tourism system on Öland is of an essence so they can grasp the big picture.¹³⁷ The use of motivational tools is also crucial in this case since it can be presumed a voluntary set-up among firms on Öland is the best way to start. The NEST project, although limited in its application to Öland since it is an island, provides some good ideas for the development of the Öland model and the work methodology on Öland. According to the NEST Destination Management Tool, the intricacy of the industry requires social tourism networks to involve as many of the actors involved in the industry as possible.¹³⁸ The role of the network is ultimately to plan, implement, and evaluate activities that can help the promotion of sustainability in the destination. The Öland Model has included the different actors that represent all sectors of society involved in tourism. The Destination Management Tool also advocates that a Tourism Potential Analysis and a strategy be done. The role of the tourism officers on Öland will be to complete an evaluation and a strategy before the Model is initiated. Some of that information already exists in the form of the strategic plan for Kalmar County.

7.2 Making sustainability thinking a part of the agenda

As was mentioned earlier, designing and implementing projects is not always easy. Projects are preferred since they are often based on some set of goals that can help all the parties involved structure their own work and set sub-goals. It is also a way of allowing the parties involved to determine what each actor should and should not do. The quote below illustrates the importance of careful implementation:

“The leaders of any change initiative proceed at their peril if they do not give careful thought to the culture of the organization and its reflex responses to change. They must fit the implementation strategy to the realities of the situation facing them.”¹³⁹

¹³⁷ Bramwell et al. (1998). *Sustainable Tourism Management: Principles and Practice*.

¹³⁸ Nordic Industrial Fund. (2003). *A Guide to the NEST Destination Management Tool*. [Online]. Available: http://destinet.ewindows.eu.org/aMenu/PDF/g1_uk.pdf. [2004, September 15]. P. 3.

¹³⁹ Albrecht, Karl. (1992). *The Only Thing That Matters*. New York: Harper Business. P. 85.

Although this quote is taken from the total quality management sphere, the start-up of quality projects can be seen as a good model for Ölands case. Some steps involving customer care and focus are not as relevant, but other steps including creating task forces and education staff for change is highly applicable in the creation of any project.

Optimally, a larger project will work as an umbrella to an array of smaller projects. The projects need to work parallel to have any effect. If only a few actors engage in small scale projects on their own without the support from others, the effectiveness may decrease. In general projects automatically mean some form of rejuvenation and improvisation. Another benefit of project creation and implementation is the spontaneity and creativity that arises during the work itself. In the case of a project like this one, where the focus lies in peoples' ideas and suggestions surfacing, this becomes even truer. The strength of the network is determined by the parties ability to handle conflicts, plan and structure their work and be open to all those interested. This strength will also ultimately determine the effectiveness of project or action plan implementation.

One tricky part of the process towards more sustainable tourism development on Öland is of course to sustain the work itself. Many projects may look good on paper and receive praise upon introduction but can easily be left unattended for the benefit of other projects along the way. For Öland, the most important measure to ensure continuous work is; 1) that the Regional Council and other public sector offices show full support, and; 2) that the small scale businesses can through their organisation on Öland use each other and get collective help from one or several individual experts in the area.

How do we initiate a systematic thinking of sustainability issues with the above mentioned actors? Not only is it interesting to try to analyze how to do it but also what could be done to make it a part of the ordinary workday for these actors. The commitment is there, displayed through the RUPEN program and from comments and interviews made with local people like Carolina Gunnarsson, Anna Svensson and Kerstin Johansson at The Regional Council, as well as Mitte and Felix at Ölands Turist AB. The challenge is to design a project suitable for the region of Kalmar or Öland and then get it approved, and then start working with an implementation. It will require commitment, both in time and finances from all actors.

A lot of work with total quality management, by for example Albrecht (1992) and Capezio and Morehouse (1993) shows that the steps of plan-do-measure-revise has been essential to the success of many large Japanese and American quality oriented firms.¹⁴⁰ The methodology is also adopted in the NEST Destination Management Tool but in a smaller scale than in the Öland Model. The perceived diversity and varying degrees of commitment among entrepreneurs requires the Öland Model to be more extensive and time consuming to ensure an optimal effort by a maximum number of actors. The important thing in this case is to measure the effect of the information on the attitude and thinking of the entrepreneurs. Some of the TQM methodologies are a good way to measure this. The fact that the tourism business on Öland involves many actors of varying nature should not affect its applicability in this case. On the contrary, it may be an appropriate way to illustrate a good working methodology for Öland. With this in mind, however, The Öland Model should be seen as a suggestion of a way in which work could be done to engage these actors in their everyday business and also to get as many as possible involved. The everyday business for the actors on Öland is where the best initial changes can be made. There are many smaller projects each individual actor can undertake, alone or together with others, to help the destination become more qualitative and sustainable. In The Öland Model there are 9 steps organized under 2 major phases.

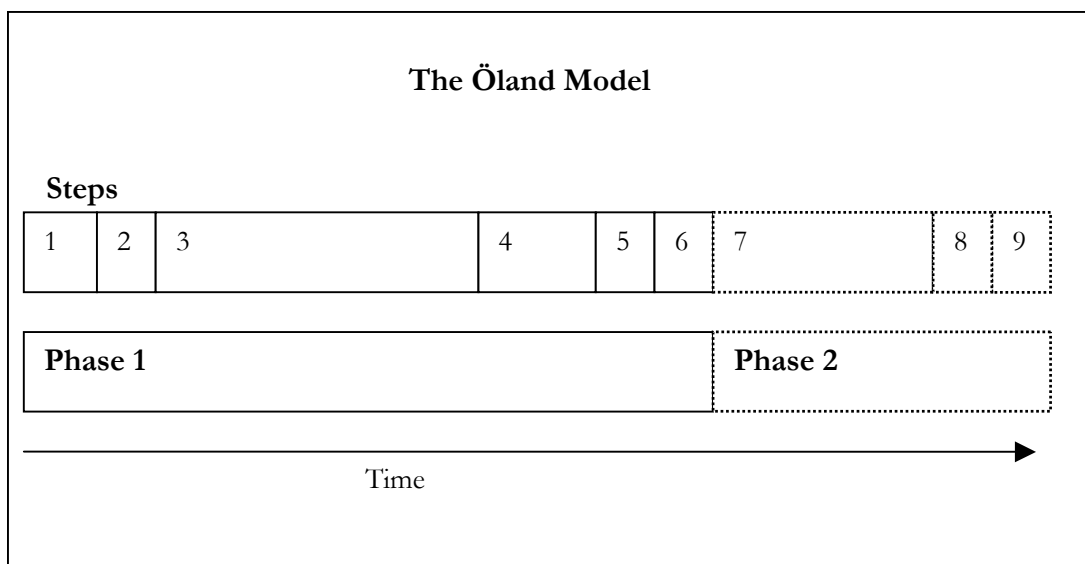
¹⁴⁰ Capezio, Peter and Morehouse Debra. (1993). Taking the Mystery out of TQM: A Practical Guide to Total Quality Management. Hawthorne: Career Press. P. 30-31.

The time span is mentioned in the graph but is of course subject to changes since there are many factors to consider. Such factor could be changing regulatory environment locally and nationally, and access to finances, etc.

7.3 The Öland Model

The Öland Model is based on the idea that the major actors involved in tourism in Kalmar and on Öland, as presented in chapter 6, come together in some kind of organisation to start a project of sustainability thinking. They can all contribute in different ways due to their insight into the drivers of development. The model consists of different steps, in which the actors will have different roles. Briefly put, the project needs to be presented and approved, then initiated, and then completed, including a follow up and evaluation. The time period is hard to set but should not be too short since many of the actors on Öland are so busy during the summer anyway. The set-up can preferably be a voluntary one with strong motivational factors to keep the smaller businesses interested and the public sector committed throughout the program. The actions that result from the project can be of any nature, but could preferably look toward the focus areas described in the next section, since they are considered good area to focus on for sustainability reasons.

Figure 7-1: The Öland Model



STEP 1 - Presentation and acceptance of concept and project

This is naturally the critical first step. Here, the idea of the project is introduced to the Regional Council, the Administrative Board of Kalmar County and ÖTAB. It is a step of information and educating the decision maker in the County and on Öland to get their commitment and to start looking for funding for the project. Without total commitment from above, the project will never see the light of day. Here, the level of commitment is decided. Often, a project may need to be compared to other successful project of similar kinds to show the benefits of committing to such a task. Also, reluctance to get started may be offset by showing early, easy to grasp tasks that can be undertaken directly.¹⁴¹

¹⁴¹ Albrecht, Karl. (1992). *The Only Thing That Matters*. P. 168.

STEP 2 - Selection of a Control Group

The control group consists of three persons that will take an executive committee form with oversight over the whole project. The goal is to have representation from the actors that are largely responsible for the development of tourism on Öland.¹⁴² These three members can be taken from Ölands Turist AB, Öland Trade and Tourism, and the Regional Council. Maybe there needs to be a representative from the University who has insight into the workings of the institutional system.

Selection of information group

This part is very important since those chosen will be the main face outward and those who are ultimately responsible for selling the concept, the values and the service to the businesses on the island. The suggestion here is that the group of informants contains around 3-5 individuals. The number of firms to meet with will decide the number. The number of informants should be able to cover about three to four companies per day for the period of two to three months that is suggested for the next step, step 3. Their main task will be to communicate with the businesses on Öland on a personal level. The goal is to communicate the purpose of the project and to get people to commit. This may also mean that they wish to join the Trade and Tourism network. If that is the case, the goal is to have around 400-500 companies.¹⁴³ The informers will optimally be a mix of environmental consultants, students from the university and local entrepreneurs with a high level of interest in the subject matter and a lot of knowledge of the local industry. The latter is needed to maintain trust and contact with the many 1-3 employee firms that rely heavily on personal contact and trust to do business.

STEP 3 - Information

This step is estimated to take anywhere between 2-3 months depending on availability of the companies, number of companies and informants, and of course level of acceptance among the companies. The process is very important, since it is these first steps of information that will determine the commitment rate among the firms and possibly also the success of the future of the project.

In this work, the students and experts will present the project, the concept behind trying to get people to think about sustainability more, not only including the environmental aspects but also the social, like employing more women and foreigners and paying people the right salaries, and the economical, like reinvesting profits in the community and projects like this one.

The meetings need to be face-to face. Again the element of trust is essential here. It leaves an impression of seriousness and dedication that no leaflet or information booklet will. The discussion with Stefan Classon and Felix Hjalmarsson have showed that many smaller entrepreneurs value the contact with people and convincing sceptics may be easier with a personal meeting. Also, the informers can leave a CD or another pedagogical article to ease the understanding and to create a feeling of commitment among the businesses. Another reason why personal interviews are important is that it gives the informant a chance to adapt their presentation to the entrepreneurs. Many will be from different backgrounds and cultures and are likely to demand different things. Being able to improvise and be creative is important here.

In the information process decisions need to be made on who is approached first. Questions like “do we talk to smaller businesses first or the bigger ones first? And “do we send a local entrepreneur or a

¹⁴² This number can of course change depending on what is considered appropriate in terms of effective work and what parties need to have a say in the decision of the routines of the informants.

¹⁴³ This number may increase or decrease depending on the total number of registered companies on Öland. The goal is to have at least 70-75% of the companies on Öland involved in this network.

student?” are questions that need to be considered by the control group and the informants before the second step is initiated.

The information session is the core of the project. It is here the theory of how each small business can help work toward a more sustainable tourism destination is communicated. It is also here that the holistic thinking of sustainability on all levels will be introduced to the entrepreneurs. Depending on what is said and how it is said, the businesses will show varying levels of commitment to the cause and make efforts accordingly. Some may take extra measures to think about their own impacts and contribution, while some may find it too hard or pointless.

STEP 4 - follow up (questionnaire)

This section comes after the information session is completed and all those people who the informant has met with have been given a chance to reflect and perhaps even make changes. The first part of this step is a meeting between the control group and the informants. In the second part the group then designs and distributes a questionnaire. This questionnaire is sent to the businesses. The purpose of the questionnaire is to measure the effectiveness of the information campaign, and to collect opinion among the entrepreneurs and industry people. It is also a way to remind those who have forgotten or in other ways ignored the task. The questionnaire should cover questions that give answers on the value of the information provided and any initiatives taken by the companies. The questionnaire can be by mail or electronically. This is also something the control group should discuss. The high frequency of internet connections in the county can be used to their advantage here. If a project like this one is successful on Öland, Kalmar County with a higher number of internet users will be likely more approachable by email. It is also a way to acclimatize slow adopters to the use of internet, taken that it is the way a lot of the marketing will be done in the future. Overall, the timing of this step will depend on the time it takes to distribute the questionnaire and to distribute reminders, etc...

STEP 5 - analysis of findings and conclusion

An analysis is now performed of the findings of the questionnaire. In this step it may be wise to involve not only the control group and the informants but also external experts that have experience with similar surveys that can give their view on the answers. Important here is to be careful the results are accurate so the right decisions are made in the next step.

STEP 6 - decision for further work

Depending on the findings of the questionnaire, the control group with representatives from the other parties also, will sit down and discuss the continuance. This entails a decision on what the next step will be. The activity should be based on the analysis of the first information round. Perhaps they may need to involve external resources like EU and the Administrative Board of Kalmar County.

They will then use the analysis results to:

-Decide on increasing informative resources

-Decide on increasing financial resources

-Decide on a possible second round of information. The difference will be the value and benefit selling to the local entrepreneurs. This round will discuss more long term strategies, return on investment, and other local social and financial benefits. Overall, it's a more intelligent and demanding phase. It serves two purposes, to take those businesses that already have committed and made efforts to take additional steps in the pursuit toward a more sustainable destination. To remind them of the benefits of, for example, sorting their waste or training staff in customer service can help them think critically and

think independently; And to continue communicating with the more reluctant actors in an attempt to change their mindset.

-Decide on timing and practical details, etc.

STEP 7 implement second phase of information and value selling

This round only takes place if it is decided that there really is a need. This would happen if, for example, the goals from the first phase are not reached or there is desire among the businesses to keep going (hopefully!) or there is a consensus that there is still money and commitment enough to keep going. The implementation is similar to step 3 with the exception that there is more focus on the personal contact and the values of joining the project. This round is likely to take longer time and require more knowledgeable people. Hopefully the team of informers can be the same as before to maintain the personal contacts with businesses. If not, a decision needs to be made to involve other people.

STEP 8 Measurement of activities in second round

The eighth step is similar to step 4 in phase one. A control group and informant meeting is held to report on the progress and findings of their discussion with entrepreneurs. The control group is the same. This analysis is extended to a face-to face meeting with a selected, manageable, group of local entrepreneurs. This can be accomplished in the form of a seminar or work group in which, for example, ten or twenty entrepreneurs sit around a table together with the control group and the informers analysing the status and progress of the whole project.

Another alternative is to conduct a telephone survey. Alternating methods is preferable and makes it more interesting for the surveyors. Sending out another questionnaire may not receive the same interest. Stimulating interest is essential here and it can be done by personal contact on the phone. The callers need a script to pose key question to collect data for the analysis in the next step.

STEP 9 - analysis again

This is an important step. The original thought and purpose of the whole project is to raise awareness among the small business directly or indirectly involved in tourism on Öland. This step then is to measure that the objectives have been met, just as was done in step 5. After the seminar and telephone interviews, the control group will sit down. The answers in the meeting will determine what has been achieved. Probably, the group needs to report to higher levels to show where funding has gone and what the results have been.

7.3.1 Time scale

The time span of this project is tricky to determine. The time span may be longer depending on acceptance levels and EU and local regulatory environment or it may be shorter if there is a great level of acceptance among businesses. Also, in a worst case scenario, finances may run out or the interest may die out. To complete this whole project, both phases, may require repetition several times over a long period of time before it really works. The long term nature of such projects and anything regarding sustainable development should be taken into consideration before initiation. It is therefore hard to set any distinct time line. The NEST project stretched over 2 years. This may turn out to be short time for Öland since it has many more actors involved and is much more reliant on its tourism than Söderslätt. Realising that it will take some time and during this process maintaining strong focus and interest will make the process easier.

7.3.2 Financing

The most important element of the project is of course how to finance it. Without proper financing and support the entrepreneurs are likely to be unwilling to participate and there will not be enough motivation for the informants, etc. The Regional Council plays an important role, together with the municipalities since their strength, as we determined earlier, was to network and apply for funding, and cooperate and coordinate efforts.

7.3.3 Conclusion

The Öland Model is an idea of how to implement an island-wide project of sustainability thinking. The spin-off effects of the awareness creation this project could optimally induce the smaller actors on the island to start their own small-scale projects, for intrinsic and financial purposes.

Each step in the Öland Model is influenced by certain actors. Steps 1 and 2 where the regulatory environment, the coordination, application for funding, and agenda creating is on the list of priorities, the larger class 1 actors will be able to influence the implementation and development of projects.

In steps 3 and 4, the university and the local businesses play important roles since they take care of the communication, understanding the customers, and the internal environment among entrepreneurs. In the concluding steps, all parties come together and contribute. The Öland Model is an idea of how the different actors can be approached as leverage points for the implementation of systematic sustainability thinking on Öland. The project of the Öland Model is run during business as usual and will hopefully create an awareness that can help all parties reach win-win situations and create routines around critical thinking and awareness about their own role within the tourism industry on Öland.

The Öland Model is provided as framework for initiating sustainability thinking on Öland. Continuing the work and keeping it on the agenda is a challenge that the actors in the Öland Model will have to decide on how to manage. The creation of awareness is the first goal. After that, as the actors become aware of the real value of the resources on Öland, they can turn to certain areas of the local tourism to see if they can develop them more. Some areas are more suited than others for this. The traditional forms of tourism like the larger hotels and camp grounds will start considering what they can do to help each other, and to improve the sustainability of the industry on Öland. Other, alternative tourism offerings can be developed and managed from a fresh start. These potential future focus areas are brought up in the next section. There are of course more than those mentioned, but during discussions with people on Öland and in Kalmar, the focus areas came up as the one with the highest potential and are mentioned in the next chapter.

8. Focus areas

This section discusses areas of focus that the different parties in Kalmar County can engage in on Öland. The chapter start with an analysis of the criteria for choosing priority areas and then moves into some general focus areas that are believe to be suitable for the future development of Öland.

The long-term goal for Öland and ultimately Kalmar is to develop routines for designing projects that can help different actors from different classes consider their own impacts on the industry and to think what they can do to contribute to the sustainability discussion. Reaching a win-win situation is often about getting the entrepreneurs to preserve the resource base on which they depend for tourism while at the same time saving money by doing it. It can also have to do with reaching a positive outcome for the businesses and also for the community at the same time. Generally, a win-win situation should benefit all those involved. The gains should be clear to see for both parties to not hinder any development.

The focus areas mentioned in this section are areas that the major actors on Öland can look to develop. The major actors that are mentioned in chapter 4 and analyzed in chapter 6 make up the backbone of the industry on Öland. They are in a position to both improve their own lines of business, whether it is camping or nature tours, in terms of sustainability. They can also initiate work in new fields, by for example expanding into some of the focus areas mentioned below. Some major actors, like the camp grounds may have to focus on changing a few of their practices to become more sustainable according to the criteria presented by the literature, while others like the Live on a Farm sites can adapt to become fully legitimate ecotourism providers. The types of work will vary but the point is that the major actors on Öland, including the camp grounds, the authorities and the smaller, nature based operators can be used in making the industry more sustainable on Öland.

8.1 Criteria for deciding on focus areas

The criteria for choosing these priority areas is based partly on the interviews made on Öland and on the literature guidance on developing sustainable tourism in chapter 3. Some of the interviewees have expressed a desire to have more quality focus, more socially and naturally focused tourism, more cooperation, and more favourable policies around tourism on Öland. The literature mentions more general criteria for developing sustainable tourism. Ideally, focus areas should contain both elements of what is believed missing or advantageous to Öland as expressed by people in the discussions, and of what is advocated in sustainable tourism texts. Some actors are more suited for certain types of focus depending on their role in tourism on Öland. The major actors on Öland like the larger camp grounds, the largest activity providers and the central authorities like The Regional Council will make up an influential element in the prioritization of focus areas. Public authorities like the Regional Council, for example, could work on the general criteria for sustainable tourism as expressed by McCool (1985), and Fennel (1999), and look toward projects of sustainable tourism in other destination for inspiration. Their work could include finding out how the community is enhanced through tourism and making sure there is a satisfactory level of cooperation and involvement from all parties.¹⁴⁴ While considering the criteria for sustainable tourism development as expressed by McCool and the others, local tourism providers can also focus on translating the opinions and desires as expressed by the interviewees into action. Other actors on the island, such as the museums, lodging services, and larger activity providers

¹⁴⁴ McCool, S.F. (1985) *Does wilderness designation lead to increased recreational use?* Journal of Forestry, January: 39-41. Taken from Fennel, David. (1999) *Ecotourism: An Introduction*

can consider the list from the WWF (1998) in that they should be sensitive to the local biodiversity and resources, strive towards eco-efficiency in their daily business and benefit the local economies.¹⁴⁵

This could include working on the natural and cultural focus of their business and also the overall quality. The table below shows some examples of what some of the different actors could focus on.¹⁴⁶

Table 8-1: Examples of individual focus areas for some key actors

Actor	Focus Areas
Regional Council	Play a supportive role for both those involved in the general focus areas and for the major actors pursuing their own initiatives. (Lobby for bicycle tourism and funding for expanded eco-tourism, for example) Should work on funding and idea-creation to ease the process and promotion of the criteria for sustainable tourism on the island.
Larger Camp Grounds	Expansion of cultural and natural offerings. Engage in partnerships with local eco-tourism and bicycle tourism operations.
Live on a Farm sites	Work on collaboration of marketing to promote Live on a Farm-tourism.
Restaurants and Activity providers	Work on individual waste and energy saving. Collaborate with bicycle tourism and buy local foods. Bicycle operators should work on developing the field of bicycle tourism.

Apart from the follow up of the survey and evaluation of what the next steps should be, there are some more general fields of tourism on Öland that should be included in any future planning. This may be done in the Öland Model project or any other projects. The desire among interviewees and visitors to Öland to have more nature and culture based tourism offerings can be a factor that can help shift some of the more volume based tourism into more small-scale Nature's Best style tourism. When trying to make an outlook for the future of tourism on Öland, it is especially important to look at different kinds of tourism alternatives that can help the island project itself as a caring and engaged destination.

For Öland, new trends will mean many things, for example, an increased strain and demand on the infrastructure, a strong entrepreneurial spirit and focus on small, local businesses, and establishment of a qualitative and sustainable utilisation of the natural resources, people and culture. As a result the focus will probably be more on profitability than on volume as a part of the sustainable approach. Considering this, this section mentions a few forms of tourism that can help Öland take the step in the right direction. The criteria for identifying the areas below as well as any other focus areas have been based on the results of an analysis of what the strengths of the island are. The judgement is based on the interviews with people on the island and by comparing the opportunities on Öland with other places to see what they could develop. Also, working within the institutional frameworks is often better than starting new ones so completely new areas of tourism have not been considered here either.¹⁴⁷ Of course, there are more areas that could be used as such general focus areas, areas of potential for

¹⁴⁵ Turistdelegationen. [Swedish Tourist Authority]. (2003). *Sustainable Development in the Swedish Tourist Industry*. [Online]. Available: www.tourist.se. [2004, May 12].

¹⁴⁶ These actors are the same ones that make up the foundation of the tourism industry, its backbone, on Öland.

¹⁴⁷ Fennel, David. (1999). *Ecotourism: An introduction*. P. 16.

Öland, but to keep it simple a few important ones have been mentioned here. Other criteria are that there should be a desire from local people to engage in these forms of tourism and these forms of tourism should also follow the criteria for sustainable tourism development as presented in the literature.

8.2 General focus areas

8.2.1 Ecotourism

The first category I wanted to mention is Ecotourism. Ecotourism and Nature's Best certified tourism is still an undeveloped concept on Öland. Currently in Sweden, after two years of operation, the Nature's Best label is being used in 160 events and 55 companies. So it is still a fairly new concept. The majority of companies and events that have been certified are located above Dalälven. It is known that many tourists are seeking to engage in more cultural and educational trips and visits. Many city dwellers come to the country-side in search for relaxation and a de-stressing environment. These farms, country-side spas, hostels, and cottages can provide for these needs and a base for this form of tourism.

In the fall of 2003 the Regional Council started a project to map out which companies fulfil the criteria of quality marking, Nature's Best set by the Swedish Ecotourism association. Stefan Classon was the man behind the project.¹⁴⁸ The finished document clearly showed that there is great potential for ecotourism operations to get started but that there is very little information going out to the operators on the procedure and implications of becoming certified. Also, many operators feel they are so busy during peak season anyway that they are not sure they need any more work or have the time to engage in finding out what the Nature's Best concept is about.¹⁴⁹ The possibility then is if someone could take that roll and help them with that. There was, according to the report, a desire from many to take initiatives as long as they received a little more guidance. The problem is that many are so involved in the day to day operations that they have no time to work with such applications and searching for information. This service of course could then be provided by someone with that as his or her job.

There is only one company that is labelled as an Ecotourism provider in line with the official labelling scheme, many wish to follow the lead and are applying or planning to apply for approval.¹⁵⁰ After Stefan Classon had done his research and travelled around the County to inform small scale tourism providers like those who could potentially be labelled as Nature's Best about the advantages and the procedure, one company has applied and two are in the midst of applying, which shows that even a relatively small project like this project initiated by the Regional Council has effect on the local businesses. The one firm currently applying is on Öland and is called Skedemosse Gård. Ironically, they are so busy that they barely have the time to finish the application. The farm, located a little ways south west of Borgholm is building a spa facility, and they have some things that could fit into the profile of nature's best tourism. The farm is located in a historical area with ancient animal sacrificial pits and rare gold findings in the marsh surrounding the farm. This has led the owner, a local woman, to run nature walks and historical tours in the area as part of the stay.

When asked what he thinks what is needed for Öland to become a pioneer in the field of nature's best certification he simply states that counselling and support are the two most important factors.¹⁵¹ The counties in the northerly part of Sweden in which much of the original Nature's Best Ecotourism

¹⁴⁸ Classon, Stefan. (2004, June 14). Personal Interview.

¹⁴⁹ Classon, Stefan. (2004). *Ekoturism i Kalmar Län*. [Report].

¹⁵⁰ Classon, Stefan. (2004, June 14). Personal Interview.

¹⁵¹ Classon, Stefan. (2004, June 14). Personal Interview.

operators exist have a long standing history of support from local banks and experience environmental consultants to help them along the way. The trick is to get the regional politicians behind a program that can supply these kinds of people to help the local tourism providers. To do this, arguing for job creation and tax revenues may help. Moreover, many of these small scale businesses are not always categorized as local businesses but instead fall under the category of culture and recreation, a department under the local government that often receives less budgetary support than the former.

Another challenge is that the marketing of these businesses often leave more to ask. Web pages with clear messages and price and to some extent pre-made package deals could work. Again, these companies need support for this to happen and the concept to be successfully marketed. This shortage notwithstanding, all of the sites visited by Stefan Classon have foreign visitors. Word of mouth marketing has helped this trend to continue year after year. However, with proper networking and internet coverage, these firms could accommodate more foreigners, perhaps prolong the season and generate more money, and in turn, make the concept more attractive to other entrepreneurs.

Even though there is potential for the operators of for example Live on a Farm tourism to charge more and expand their business, many have expressed the desire to remain very small and are less concerned about making a good profit than living the lifestyle itself. The driving forces behind these initiatives are and will remain the entrepreneurs and the individuals. The municipalities are struggling with out migration and financial problems and are not likely to support or start any projects to develop this form of tourism. In some cases it is people that have had summer houses on Öland that have decided to become permanent and then start a small business to make a living. Often also it is these immigrants that can provide the start-up capital.

In Ölands case, the tourism office on Öland together with the Regional Council are best suited to provide assistance and networking opportunities for such projects. They can also help finance the marketing and promotion. One idea, that came up in the discussion with Stefan was that the providers of tourism on historical land, or those sites that are in themselves of historical value, such as Alvaret, can enter into a historical network of sorts and then market themselves together and cooperate in terms of discounts and such. This view was also shared with Kerstin Olofsson at Mörbylånga municipality.¹⁵² The number of people interested in history is increasing both among domestic and foreign visitors. The cultural sites and their owner are often reliant on nature and a clean environment to project their site in the best light. They also provide jobs for both genders and keep revenues within the community.

Another aspect of the ecotourism and its potential is that a majority of visitors to Öland are families. The children are the future tourists. Introducing concepts like ecotourism and what it means to the visitors, especially the children, is a great way to introduce them to a lifestyle of better sorts. Proving that the initiatives are easy to operate or in other ways natural part of the surroundings, such as the solar panels on the main administration building at Ekerum Camping can also help make such work the norm so when they take their kids on holiday in the future or when they decide to travel other places, they may seek similar initiatives to be satisfied.

There is a need for some organisation or person that can take the time to sit down with the smaller entrepreneurs on Öland and talk to them about the value of being certified according natures best. Many feel they do not have the time or the know how to initiate such work. With the Öland Model, there is an attempt to meet this demand, However, as Classon points out, the small business are very susceptible to help and to changing their activities to become more sustainable, especially environmentally.¹⁵³ In some cases, the operators are in themselves more dedicated than the customers.

¹⁵² Olofsson, Kerstin. (2004, August 25). Telephone interview.

¹⁵³ Classon, Stefan. (2004, June 14). Personal Interview.

8.2.2 Bicycle Tourism

This form of tourism is one that has received a lot of attention recently in Kalmar County. The Swedish Tourism delegation has set aside money for so called innovative measures within tourism. Recently, there has been a project to analyze the whole of southern Sweden and its opportunities for making bicycle tourism a main form of alternative tourism there. The study also looks at Scotland and Ireland for benchmarking since they are considered pioneers in this form of tourism. Ulf Åberg is project leader and together with representatives from tourism offices in southern Sweden they have presented this project description to the delegation in Stockholm. The Swedish Tourism Delegation will ultimately be the ones who extend the funding for completing this form of a project and pending their decision, no real progress will be made. The project if approved is planned for the next few years.¹⁵⁴

When discussing bicycle tourism with people involved in the industry on Öland, it becomes clear that there are some serious issues that need to be dealt with in order for the concept to evolve. Today, many bicycle packages are sold on Öland, especially to foreigners. What they do not know is that many if the major roads are too narrow to bike on when there is heavy traffic. This makes it a little uncomfortable to bike there and forces them to stay in one area or to ride across the Alvaret landscape across the island. What is demanded by many is a coastal bike path around the whole island with small bed and breakfast type set-ups along the route. The natural surrounding on Öland is of great important to this bicycle tourism and provides a nature experience with highly valued scenery. Of occurs e lot of work remains with lobbying politicians and making the commitment before any such project becomes reality. Other places like Gotland another island off the coast of Sweden, and Bornholm off the southern tip of Sweden, have well-established bicycle tourism arrangements with paths, rental firms and special package deals.

8.2.3 Bo på Lantgård

The concept Bo på Lantgård is translated to Live on a Farm, and is an example of an entrepreneurship on the rise on Öland. It is an example of innovative solutions that can potentially make up the foundation of a sustainable tourism. As agriculture is faded out due to profitability reasons, many are willing to take the step directly form that industry to the tourism business. They can use the land and the resources to accommodate guests who wish to live away from large crowds and relax. The examples that exist are evidence of this. The Live on a Farm concept allows the visitor to live a life in the middle of nature and not necessarily engage in too much of the daily work. However, the type of living is often very environmentally friendly, while at the same time generating revenues to the farmers, and also creating a base for an all-round sustainable form of tourism.

The concept of starting a Live on a Farm set-up is appealing to many city dwellers that have spent their life working in the city and now wish to take a few steps back and relax while still making some money. The trick is to make them aware that there are opportunities, if yet limited, to invest in such types of arrangements on Öland. Well there they need to be helped in their investments and start-up. Too much administrative hassle or regulatory barriers may take them elsewhere for entrepreneurial ventures.

8.2.4 Världsarvet Alvaret (World Heritage Area – Alvaret)

A Geographical area with great potential is the Alvaret World Heritage Area covering much of the southern part of Öland. In Lapland there has been an initiative with positive results represented by the Laponia World Heritage Area. However, its success has been lined with debate.

¹⁵⁴ Johansson, Kerstin. (2004, June 14). Personal Interview.

The World Heritage Area on Öland should be looked upon as an unexplored asset. There are strategies within Mörbylånga Municipality for how to use the Alvaret area. However, within the tourism organization on Öland, there is no such strategy.¹⁵⁵ Alvaret is not a touristy site per se, but rather a concept or phenomenon that can be used to promote the cultural and historical values of Öland. The quality of this area is therefore of high importance. The association Ölands Världsarv (Ölands World Heritage – author’s translation) was created as an initiative to protect and promote the heritage area.

Another argument to use the Alvaret area is also that it contains several small-scale tourist operators like Eketorps Borg and Porten till Alvaret. The sun and bathe tourism is according to some not sustainable in the long run, but needs instead to be diversified with the kind of cultural offerings available within the Alvaret area.¹⁵⁶ One of the dilemmas with Alvaret is that its value is becoming known to many people on Öland and thus many people are becoming involved in its future and use. To be really effective, Alvaret could be used in the central marketing for Öland, like the RUPEN and camping brochures, etc.

Case: Laponia

In the northern mountain ranges of Sweden there has evolved an example of dedication toward sustainable world heritage tourism. The area of Laponia, located above the Arctic Circle in northern Sweden is managed by a group of individuals who are protecting the unique nature and cultural area there. They have developed a project that aims to develop a sustainable world heritage area by involving local businesses and local Sami peoples. The area of Laponia is listed on the UNESCO list of world heritage areas for its unique culture, flora and fauna. Through providing carefully chosen package deals and a modern website they can market the area as they want. Through developing competences and training guides they can inform of the importance of the area and of keeping it preserved. The municipalities and Administrative Board of Kalmar County provide guidance and financial support to see the project through. They are also planning to finish educating guides to lead tourism activities in the area. The Laponia project is an example of how a world heritage area, can be used to promote a sustainable tourism. The financing from the Swedish tourist delegation, the Administrative Board of Kalmar County and the EU regional development fund for example, make it possible. This kind of financing is something that is lacking in the example from Öland. To really make it the strong asset it could be and to get people to realize its true potential as a phenomenon and use it for their own development, whether it is as a company or as a municipality.

The figure represents the working structure in the Laponia project. Education, coordination, and marketing efforts were all combined with a pilot study of a local visiting center where the tourists could access information about the area and the project.



(Source: www.laponia.com)

¹⁵⁵ Olofsson, Kerstin. (2004, August 25). Telephone interview.

¹⁵⁶ Olofsson, Kerstin. (2004, August 25). Telephone interview.

8.3 Conclusion

There are a number of potential areas of development on Öland that represent alternative tourism and unexploited tourism. Exemplified by the ideas above, these forms of tourism can provide a fresh start in the development of sustainable tourism initiatives on Öland. They can also help in creating an identity for the island, and can be a sign of well managed tourism that can help the local operators project a qualitative impression of Öland onto the visitors in their daily marketing. Ecotourism and bicycle tourism are not new concepts per se, but are relatively undeveloped on Öland. To ensure that Öland does not fall behind in the race for more alternative tourism forms they should consider such alternative forms an essential part of their future planning. Developing them can raise the awareness for Öland and also help fund other innovative projects in the future.

With this said it become clear that one action or effort should be met with others on other levels to be effective. The bicycle operators cannot get anywhere unless there is work on the higher level at the municipality level to accommodate the roads for increased bicycle tourism. A collaborative effort is often needed. Deciding on the types of focus areas to engage in should be based on what the resources on Öland and in Kalmar are in terms of natural and infrastructural resources, administrative skills, etc. The resources can be determined through a proper survey of the area, an inventory that can determine what areas are appropriate to start with. Secondly, focus areas are decided on depending on what the desires among the businesses on Öland are. Their inputs are very important as is their commitment. Lastly, other real world example can be of some help, as well as the literature that proposes approaches to sustainable tourism development. The major actors on Öland such as the camp grounds and the Live on a Farm sites should be used in the development of these areas where possible. They make up the backbone of the industry and are part of an existing set-up on Öland that should be used first before any new institutional frameworks are created.

9. Conclusion and Analysis

9.1 Purpose and background of the project

The purpose of this project was to help the Regional Council in Kalmar and the County Tourism Board in initiating sustainability thinking among the actors directly involved in the tourism industry in the county. It is the first organized step to stimulate discussions about long-term tourism planning and holistic thinking of the industry on Öland and in Kalmar County as a whole.

The idea originated in planning sessions within the County Tourism Board after increasing pressure from external actors and an increasing discussion among tourism operators on all levels about sustainable tourism. Prior to May of 2004, the Regional Council and County Tourism Board had not included discussions on sustainability within tourism in their daily work. Also, thanks to the RUPEN plan and other commitments on a national level, the Regional Council together with the County Tourism Board decided to see what can be done to further work within the areas of focus in the RUPEN, one of the areas in the RUPEN being related to tourism.

9.2 Sustainable Tourism Development

Tourism as an industry is of increasing importance in Sweden. A number of international events have created insecurities in global tourism but Swedish tourism has managed to stay strong. The domestic part of tourism in Sweden is very important. Sweden has a large number of domestic tourism compared to other countries. So is also the case for Öland. Swedes are nature conscious and by tradition frequent campers. In times of uncertainty, many Swedes have stayed in Sweden for their vacations, increasing the demands on domestic destinations like Öland and Kalmar County.

Sustainable tourism development is a hybrid definition between sustainable development and tourism. The realisation that tourism in many forms is unsustainable has led academics to combine the two concepts. As such, developing tourism for the pleasure of current generations without limiting the chance for coming generations to also enjoy tourism has become the motto in many places across the world. Sustainable tourism development is the topic of discussion in a lot of literature. Many of the criteria for developing sustainable tourism on a local level are the same. Some of the reoccurring criteria are:

-Tourism development should be done with the desires and concerns of local residents and operators in mind. This includes collaboration and cooperation with the businesses, local residents and authorities.

-Money generated from tourism should be invested in the local community to prevent leakages.

-Tourism should be ecologically sensitive as to not destroy the environment

-Tourism should be planned as to not deplete the local resources on which the tourism depends, water, energy, human, etc.

Overall sustainable tourism is a long-term responsible approach that maximizes the benefits in a more long-term scale.

Tourism is by definition separated into a mass tourism segment and an alternative tourism segment. The former is only represented to a mild degree by the largest operators on Öland, while the latter is represented in several places across the island. The potential for more environmentally friendly and sustainable forms of tourism such as ecotourism and adventure tourism is high on Öland. The

abundance of well preserved natural and cultural environments can facilitate this. Of course, any place can be made unsustainable if it involves for example a lot of travel or if it is managed without any proper strategy and thereby fails to follow criteria for sustainable tourism.

Many trends point at the fact that both destinations and visitors are realizing the importance of maintaining a high quality industry. The impacts from tourism are becoming increasingly known, resulting in awareness among visitors. The concepts of alternative tourism or sustainable tourism are sought after by many tourists today.

9.3 Öland

Öland as an island is battling with a lack of abundant skilled labour and larger employment industries. It is also burdened with a under dimensioned road network and a heavy seasonal tourism season. The supportive functions for its large number of entrepreneurs are perceived by many to be in need of improvement. This environment coupled with an unfavourable administrative system has many of the entrepreneurs worried that investors may choose to go somewhere else to start their business instead of Öland. On the other hand, there are a lot of resources on the island in the form of knowledge of the local environment and different niche skills like handicrafts and activities. The island tourism industry is built on a number of key actors that should be seen as assets in the work with sustainability. These assets, including the natural, cultural and historical heritage is what makes up the great potential that is inherent on Öland.

For this thesis a number of research questions were posed. The idea was to create a picture of the industry on Öland and provide a document for the regional authorities to look at when starting sustainability planning within tourism. The first question was designed to find out where this work should start. Knowing what are the forces within the industry on Öland are can help in deciding who best work with those forces in the development of sustainable tourism.

-What are the factors that determine the development of tourism on Öland?

For Öland, there are two major groups of factors that determine the development of tourism: The 8 drivers of development found important in chapter 4, and a number of important actors that make up the backbone of the industry.

Drivers

The drivers of development on Öland come in many forms. The graph in section 4.1.4 shows the drivers of development. Although all important, some are more influential on Öland, like: 1) cooperation and collaboration; 2) finding the finances to develop projects; 3) Administrative efficiency on a local level, and; 4) The design and implementation of projects. After discussions with people on Öland and in Kalmar were made, the main issues that came up were related to these drivers. The lack of support felt among some businesses, the lack of project funding for many, the administrative and legislative hassles to be cleared before a new activity area is built, and the need for projects to get people on the same agenda all influence the development on tourism on Öland.

These drivers are also the ones that can affect the development of sustainable tourism. Increasing the islands sustainability can be done through the use of collaborative e networks, proper financing, and stronger legislation. The next question, then, is who can affect these drivers on a daily basis on Öland?

Actors

Tourism on Öland is built around a number of different actors. These actors vary in size and trade ranging from small bed and breakfasts with one employee, to huge camp sites that are visited by

100 000 people in a season to public sector organizations with administrative powers. The whole county is predominantly entrepreneurial. They make up a large part of the tourism industry on the island. Together with larger actors like the Adventure Park and The Castle, small-scale businesses create a diverse and multifaceted scene on Öland.

These actors have different influences on the drivers of tourism. Larger actors, like the Regional Council, are in a better position to understand the application procedure for grants and funding, and can lobby for policies and regulation to be directed so they favour development on Öland. They can also be part in initiating projects of sustainability. The smaller actors, on the other hand, have first hand knowledge of the intricacies of communication among themselves and the needs and desires of the customers. They also play an important role in seeing projects followed through. Since all drivers are important, albeit to varying degrees, a networking or cooperative effort among all these actors is needed to determine what the island needs and to initiative projects that can create awareness about the opportunities of sustainable tourism development.

Understanding the drivers of tourism on Öland and in Kalmar County is essential to the promotion of sustainable tourism on Öland. These drivers are part of the daily operations of the industry on the island. The actors that have access to and who can influence the drivers of development on a daily, business-as-usual basis are ultimately the ones that have the most influence on the entire industry. The leverage points that represent the areas in which any initiatives for sustainable tourism are to be inserted can be found among these actors. The actors are, essentially, the leverage points and the starting ground for crossing daily development with sustainability thinking.

-What are the fundamental criteria for moving on with sustainable tourism on Öland?

To go ahead and design a project or implement some policies to get the authorities and actors to think more sustainably can not be done without first doing a few things. The analysis in chapter 8 showed that to move on with sustainable tourism there is a need for an industry of actors that can take a lot of the workload. On Öland these actors are represented by the Regional Council, ÖTAB, the camp grounds and some of the smaller enterprises. Secondly, these actors all need to have a good grasp of what sustainable tourism means for Öland. They need to be aware of the barriers and the opportunities. They also need to know what the resources are, what the starting point is from which they can act. This can be achieved though a surveying the industry and communicating with the companies on a grassroots level to see what is needed, and what resources are available. To their help, the authorities can also turn to experts for help in determining what areas are appropriate to start in.

Some of the criteria can be taken form the literature saying that some forms of tourism are labelled as more sustainable than others due to their feedback to the community, their money generating properties, and their ability to conserve the essential natural and cultural resources. Then, there needs to be commitment from all parties, a strategy. To see the strategy through there needs to be time allotted, and funding, regardless of the type of projects or measures to be taken.

Good examples of criteria for sustainable tourism can be found also in other project like the NEST projects in the Nordic countries, and other places. The Destination 21 project in Denmark proved too complicated due to its all-encompassing nature. Keeping it simple will be important for Öland. Other collaborative efforts in other destinations can to a certain extent also be used as reference for work on Öland.

What barriers and opportunities exist for the development of sustainable tourism on Öland?

Öland is an island of many traditions. The environment is relatively healthy and the business for most entrepreneurs is good. The fact that it is an island makes it easier to determine financial boundaries, and environmental limits, that are harder in mainland destinations. The island also houses a strong

camping scene and rich cultural and natural assets. Kalmar County is home to an above average number of small businesses, a resource that should be utilized in the sustainability process.

Many of the barriers relate to the drivers of tourism. To turn these barriers to opportunities and something positive the influential actors mentioned earlier become important. The main hurdles to developing sustainable tourism today, are the lack of a larger cooperative effort on the island. The Trade and Tourism network is a good starting point, but it needs to be larger and to grow, it will probably need to be voluntary. Efficient legislation and policies and a well structured funding program among the authorities, the banks and the businesses is needed to make the investment environment on Öland optimal. Other practical issues like infrastructure and spatial planning can limit the potential of the islands development if it is not dealt with.

-What are the focus areas within sustainable tourism on Öland?

The future development of sustainable tourism on Öland will naturally be dependent on the behaviours of all the actors on the island. There are some focus areas that are at an advantage due to their suitability for sustainability purposes. The Live on a Farm concept is working in several places across the island and can provide an alternative to the large scale camp grounds that dominate the islands housing scene. The relatively undeveloped bicycle tourism is another area that can lead the way for a more sustainable planning of the island. Another example is the Alvaret world heritage area, with its cultural and natural value can be used in many areas of marketing and development planning to educate operators of the importance of maintaining a qualitative destination.

Apart from these general areas, focus areas should lie in the types of business that coincide with the criteria for sustainable tourism development as mentioned in the literature review, and with the resources that are available on the island. They should also work to shift the barriers mentioned in the section above into opportunities. Exactly what areas the Regional Council and the authorities choose to focus on is something they need to discuss so that a strategy and project plan can be created.

Projects like the NEST project in the Nordic countries is likely becoming the norm for development of the potential of local tourism industries in many different places across the world. The realisation that tourism indirectly affects many sectors of society and that a well maintained tourism network can assist the long-term sustainability of a destination has made such projects attractive alternatives for local authorities. The Öland Model, like the strategy used in Söderslätt is an idea, a suggestion, for how the authorities in Kalmar County can move on with their goals.

9.4 Topics for future research

Any future research in this area would include a continuance of the development of projects and project descriptions. The goal of this thesis is to initiate discussions on sustainable tourism in Kalmar County. The next step could be to follow up and see what is being done and if any of the information can has been useful to the tourism authorities in Kalmar. This could take the form of a project that ensures that Kalmar region continues its work towards the goals of a more sustainable tourism.

The future will also consist of the development and management of the focus areas on Öland. It could possibly also relate to a more in-depth analysis of the whole region, including many of the sites in Kalmar to make a documented outlook of what the county can do, what its resources are, and what the shortcomings are. The analysis should, based on the findings in this thesis, look into the administrative environment and the regulatory environment as well to determine where efficiency gains can be made. If there is a desire to make an evaluation of the commitment among the operators on Öland, and the authorities on Öland feel they are too busy, this could be a task for a university student or a professional who can dedicate the time. This can also help in a transition from using the finding of the thesis on Öland to the whole county.

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Abbreviations

EPA	Environmental Protection Agency
ETOUR	European Tourism Research Institute. Run by the “Mitthögskolan” College in Östersund, Sweden and financed largely by the EU, ETOUR is a research institute providing reports, articles and working papers on tourism and related trends in Europe.
ÖTAB	Ölands Turist AB. The central tourism bureau on Öland.
RUPEN	Regionalt Utvecklings Program för Kalmar Län. [Regional Development Plan for Kalmar County].
WTO	World Tourism Organization
IWGSD	International Working Group on Indicators of Sustainable Development.
WWF	World Wide Fund of Nature. [In the USA, World Wildlife Fund].

Appendices

Appendix A-The Experience Industry¹⁵⁷

Architecture	Fashion
Design	Music
Film/Photo	Cuisine
Literature	Stage art
Art	Tourism/Visitor industry
Market Communication	Experience-based learning
Media	

The tourism industry is one of the focus areas in the Swedish experience industry in 2002. The experience industry includes creative persons or companies that have as an occupation to deliver experiences to others in various forms. A large part of the focus lies on the user/customer.

¹⁵⁷ Taken from the KK Stiftelsen website. For a more detailed description of the work, goals and strategies see the Pdf file: *Upplevelseindustrin 2002: Näringsliv och Utbildningar.* [Online]. Available: http://webadmin.glidecom.se/document_files/vinnova/upplevelseindustrin_i_sverige.pdf. [2004, September 3].

Appendix B - RUPEN III

1. Create a region without boundaries

- a. Decrease the barriers, like administrative and cultural, to development between the region and the eastern countries around the Baltic Sea.

2. Create a “rounder” region

- a. Improve infrastructure and harmonize transportation in the entire region around the Baltic Sea to bring the surrounding world closer.

3. Create a sustainable region

- a. Create an ecologically sustainable region
 - i. Work with the fifteen national environmental goals and six additional regional goals
 - ii. Resource efficient energy and material cycles
 - iii. Reduce eutrophication and stimulate interregional environmental work, and integrate it into the growing process
 - iv. Work to develop a model for sustainable development based on the development of the World Heritage southern Öland agricultural landscape.
- b. Create a healthy region
 - i. Reduce lifestyle related illnesses by 20% until 2010
 - ii. Improve the mental and physical health among children
 - iii. Include the health aspects in political decision making before 2006
 - iv. Analyze sources of problems and stimulate healthcare and educational institutions to be more progressive

4. Create an entrepreneurial region

- a. Increase numbers of start-ups and increase entrepreneurship
- b. Encourage clusters and innovation systems

5. Create a region rich in experiences

- a. Here with focus on building the experience industry and make Kalmar County one of Sweden's leading experience regions

6. Create a cultural region

- a. Maintain and promote cultural events like the harvest festival, Alvaret on Öland, Astrid Lindgren's world, and all the glassblowing shops, around the county.

7. Create a region of learning

- a. Expand and invest in the university-college and partner up with institution along the Baltic Sea.

8. Increase and maintain Kalmar County as a county for the younger generations

- a. Increase offerings for the young. Make it an attractive region to live and work in.

9. Show a national responsibility in our region

- a. Foremost this will include the safety and future of the Oskarshamn nuclear reactor.

Indicators used in the RUPEN III.¹⁵⁸

Ecological Indicators
<ul style="list-style-type: none">• Percentage of land area that is protected• Percentage of cultural land area that receives environmental funding• Air quality in cities (NO₂ and Benzene)• Number of environmentally certified firms (EMAS and ISO 14000)• Addition of nitrogen and phosphorous to the Östersjön from the County
Economic Indicators
<ul style="list-style-type: none">• Percentage of the population (20-64 years) that are employed• Percentage that are employed outside the public sector in the county• Solidity among the county's holding companies• Average salary per inhabitant• Energy use relative to GDP for the region• Number of new start-ups per capita• Number of start-ups still remaining after 3 years
Social Indicators
<ul style="list-style-type: none">• Unhealthy number¹⁵⁹• Age structure of the population• Percentage of the population with college degree or higher• Percentage of high school students that go on to higher education• Ratio of inhabitant in metropolitan centres versus countryside• Average lifespan• Average Disposable family income• Electoral attendance• Reported crimes of violence, such as battery and destruction of property

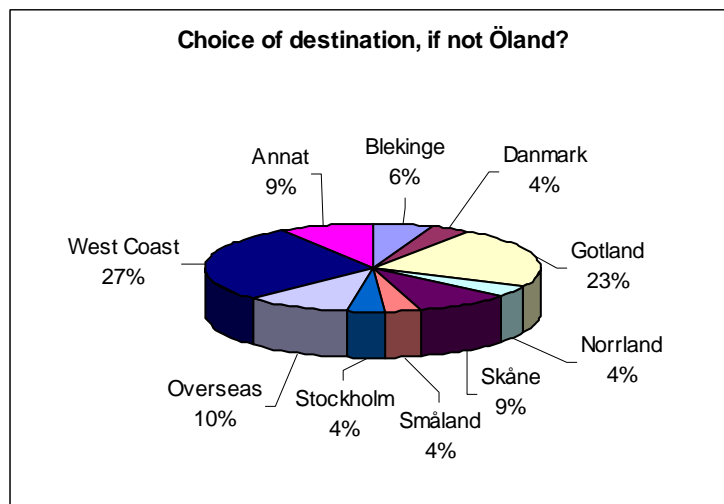
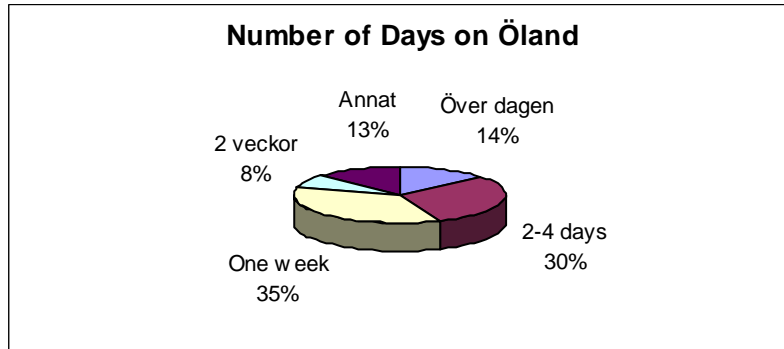
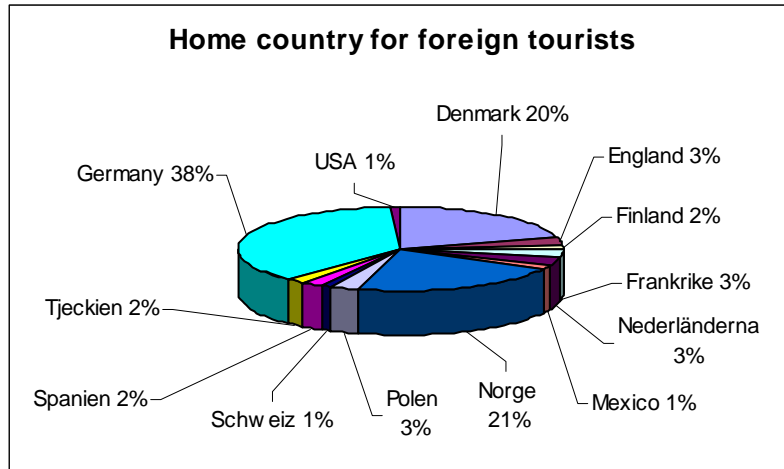
(Source: Regionförbundet i Kalmar Län. (2003). *Nya Vägar Mot Framtiden – RUPEN III*. [Brochure].)

¹⁵⁸ Freely translated from RUPEN.

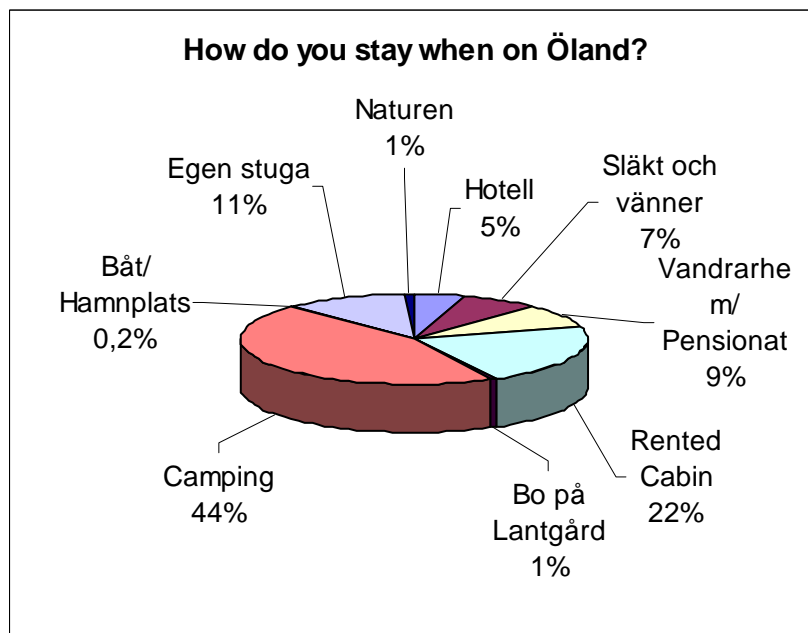
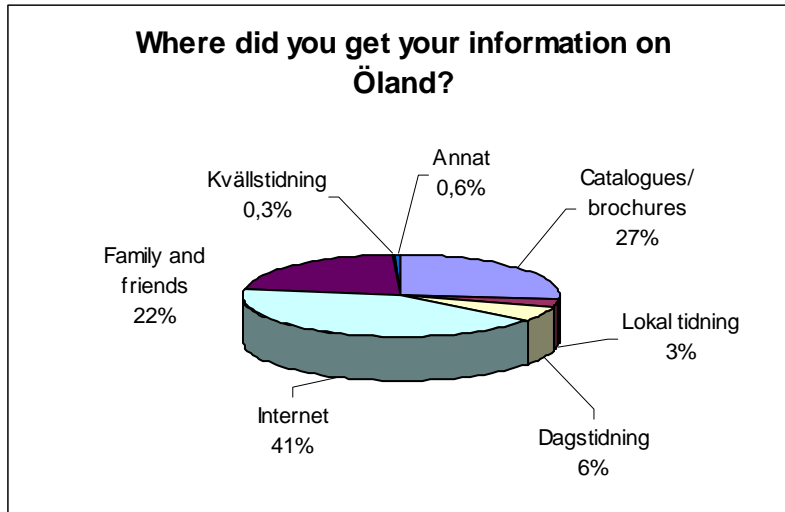
¹⁵⁹ According to the national insurance institute this is a number that basically shows the number of days where social security money has been paid out for sick leave, early retirement, rehabilitation reimbursement or similar, divided by the number of people that are entitled to such kinds of reimbursement. (freely translated by the author)

Appendix C – Statistical Data on Öland and Kalmar Tourism

The following graphs represent some of the results from a visitor's survey made in 2003. The top two or three categories in each graph have been translated to English, the rest is in Swedish.¹⁶⁰



¹⁶⁰ All graphs are taken directly from the Visitor Survey made by the authorities on Öland during 2003. For more information see: Ölands Turist AB. (2003). *Besökarundersökning*.



Appendix D – Elements of Authentic Ecotourism¹⁶¹

- Involves travel to natural areas
- Minimizes impact
- Builds environmental awareness
- Provides direct financial benefits for conservation
- Provides financial benefits and empowerment for local communities
- Respects local culture
- Is sensitive to the host country's political environmental and social climate
- Supports human rights and international labor agreements.

¹⁶¹ Honey, Martha. (Ed.) (2000). *Ecotourism and Certification: Setting Standards in Practice*. Washington: Weaver. P. 7.

Appendix E –Destination 21

The destination 21 scheme was started by the Danish authorities as a way to revitalize and differentiate Danish tourism on the island of Mön. Although some elements are different from the situation on Öland, the concept and working methodologies are worth looking into when initiating projects on Öland. The scheme consists of the following elements¹⁶²:

- 8 sustainability goals
- 38 sustainability indicators
- Base requirements
- Development goals
- A recognition logo

Three examples of the 8 sustainability goals and the indicators used on Mön are¹⁶³:

1. Ensure local organization, cooperation and mutual strategy
 - a. Sustainable tourism strategy
 - b. Municipality council's tourism policy
2. Management and accessibility of natural and cultural heritage assets
 - a. Quality of cultural heritage assets
 - b. Accessibility of natural and cultural heritage assets
3. Create employment and enhance employment within the local economy
 - a. Tourism generated employment
 - b. Tourists perception of the area

Other sub goals were protecting and preserving the countryside's natural amenities, cultural sites and recreational assets, as well as natural flora and fauna. Also they will try to promote locally produced food and create environmental specifications for suppliers. Economic goals were to reduce seasonal fluctuation, increase capacity and quality, and to promote long-term development projects. The socio-cultural sustainability goals related mostly to involving the local inhabitants in setting thresholds, stimulating local culture and increasing coordination between the prime stakeholders at the destination.

¹⁶² Ramm, N. (2001). *Towards Sustainable Tourism Destinations: An analysis of the Danish destination recognition scheme Destination 21 and the island of Mön*. P. 51.

¹⁶³ Ramm, N. (2001). *Towards Sustainable Tourism Destinations: An analysis of the Danish destination recognition scheme Destination 21 and the island of Mön*. P. 54.

Appendix F – Blue Flag Criteria¹⁶⁴



The award of a European Blue Flag beach is based on compliance with 27 criteria covering the aspects:

- 1) Water Quality
- 2) Environmental Education and Information
- 3) Environmental Management
- 4) Safety and Services

Some criteria are imperative (i) whereas others are guideline (g). All imperative requirements have to be fulfilled, and in addition a maximum number of guideline criteria.

All Blue Flags are only awarded for one season at a time.

If some of the imperative criteria are not fulfilled during the season or the conditions change, the Blue Flag will be withdrawn.

WATER QUALITY

- Compliance with requirements and standards such as those of the EU Bathing Water Directive (i).
- No industrial or sewage related discharges may affect the beach area (i).
- Local and/or regional emergency plans to cope with pollution accidents (i).
- No algal or other vegetation may accumulate and be left to decay on the beach, except in areas designated for a specific use and as long as this does not constitute a nuisance (g).
- The community must be in compliance with requirements for sewage treatment and effluent quality such as are contained in the EU Urban Waste Water Directive (g).

ENVIRONMENTAL EDUCATION AND INFORMATION

- Prompt public warning if the beach or part thereof is expected to or has become grossly polluted or otherwise unsafe. Procedures for issuing public warnings in such cases must be covered by the emergency plan (i).
- Information on natural sensitive areas in the coastal zone, including its flora and fauna must be publicly displayed and included in tourist information. The information must include advice on how to behave in such areas (i).
- The beach operator undertakes:
 - to publicly display on the beach updated information about bathing water quality in the form of a table or figure that can be easily understood.
 - to display as close to the Blue Flag as possible information about the Blue Flag, including the aspects covered by the Blue Flag and who is responsible at local and national level.
 - to remove the Blue Flag if an imperative criteria is no longer fulfilled (i).
- The local community and the beach operator should together be able to demonstrate that at least five environmental education activities are offered (i).
- Laws governing beach use must be easily available to the public upon request, for example in tourist offices, the town hall or on the beach. Code of conduct for the beach area must be posted on the beach (i).
- The local community has an Environmental Interpretation Centre or similar permanent public environmental education place dealing with the coastal environment. Such a centre may be a denoted a Blue Flag Centre if it as a

¹⁶⁴ All criteria are unless otherwise mentioned taken directly from the Blue Flag website. For more information go to the website: Blue Flag Campaign. (<http://www.blueflag.org/Eucriteria.asp>) Access Date: [2004, August 25].

place to obtain information about the Blue Flag and as a focal point for public environmental education activities about the coast and sea (g).

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ENVIRONMENTAL MANAGEMENT

- The local community must have a land-use and development plan for its coastal zone. This plan and the current activities of the community in the coastal zone must be in compliance with planning regulations and coastal zone protection regulations. If the community is very small it may be part of a larger regional plan (i).
- Litter bins in adequate numbers, properly secured and regularly maintained and emptied. Adequate provision for refuse, algal matter and other pollutants collected at the beach. The waste collected at the beach must be disposed of in a licensed facility (i).
- A daily beach clean during the bathing season when necessary (i).
- On the beach there will be no:
 - driving unless specifically authorised
 - beach bike or car races
 - dumping
 - unauthorised campingBeaches on which cars are allowed must have designated areas on the beach for parking, car-free zones and the waters edge must always be kept entirely free from cars (i).
- There must be safe access to the beach (i).
- There must be management of different users and uses of the beach so as to prevent conflicts and accidents. If there are natural areas bordering the beach, steps must have been taken to prevent negative impacts from the use of and traffic to and from the beach and its waters (i).
- The beach has facilities for receiving recyclable waste materials, such as glass bottles and cans (g).
- The local community is promoting sustainable means of transportation in the beach area, such as bicycling, walking and public transportation (g).
- Adequate and clean sanitary facilities with controlled sewage disposal conforming with the requirements of the criteria concerning EU Urban Waste Water Directive (i).

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SAFETY AND SERVICES

- Beach guards are on duty during the bathing season and/or there are adequate safety provisions, including lifesaving equipment and directions for their use and immediate access to a telephone. The lifesaving equipment must be of a type that is approved by national lifesaving/-guarding bodies. It must include instructions for use, must be permanently and immediately accessible on the beach and be regularly checked for proper functioning. Similarly, beach guards must be trained and accredited according to national requirements established by authorities or professional associations (i).
- First aid must be available on the beach and its location easily identified (i).
- National laws concerning dogs, horses, and other domestic animals must be strictly enforced on the beach. Their access and activities must under all circumstances be controlled (i).
- A shielded source of drinking water (g).
- Easy and ready access to a telephone in cases where the beach is not safeguarded by beach guards, the criteria is imperative (i).
- At least one of the municipality's beaches must be equipped with access ramps to the beach and toilet facilities for people with disabilities, except where the topography does not allow for it. In cases where the municipality has only one beach awarded with the Blue Flag, this beach must have access and facilities for the disabled, except where the topography does not allow for it (i).
- All buildings and equipment of the beach must be properly maintained (i).

Appendix G – Baltic 21

Baltic 21 is a regional multi-stakeholder process for sustainable development initiated in 1996 by the Prime Ministers from the eleven member states of the [Council of the Baltic Sea States](#) (CBSS). Baltic 21 members are the CBSS member states, the European Commission, intergovernmental organizations, international financial institutions, international sub regional, city and business community networks and other international non-governmental networks.¹⁶⁵

An Agenda 21 for the Baltic Sea Region, in short **Baltic 21**, is founded on the political will to accelerate the work on sustainable development in the Baltic Sea region and to implement Agenda 21 regionally.

The process was initiated in 1996 by the Prime Ministers of the Baltic Sea Region and involves the eleven countries from the Baltic Sea Region (the members of the [Council of the Baltic Sea States, CBSS](#)), the European Commission and a number of intergovernmental organisations, international financial institutions and international non-governmental networks.

The Baltic Sea Region is the first region in the world that has adopted common regional goals for sustainable development. These goals pave the road towards the region's sustainability and include an overall goal, goals for each of the eight Baltic 21 sectors and a goal for spatial planning. The east – west responsibility axis, sector targets and sector implementation provide the foundation for the realisation of ambitious goals. Sector goals are based on the Vision of a Sustainable Baltic Sea Region 2030.

The Baltic 21 Action Programme addresses the three dimensions of sustainable development – the environmental, the social and the economic aspects – and includes goals and indicators. It features thirty different actions, both sectoral and cross-sectoral, which are mostly of pilot and demonstration character and address the transition to sustainable development in the Baltic Sea Region. The focus is on eight sectors of crucial importance to this region – [Agriculture, Energy, Fisheries, Forests, Industry, Tourism, Transport and Education, as well as Spatial Planning](#). For short information about Baltic 21 read our [Fact Sheet](#).

What is Baltic 21?

Baltic 21 is a term used for:

- The initiative and the process to develop and implement a regional Agenda 21 for the Baltic Sea Region in order to attain sustainable development in the region; and
- The adopted document – [An Agenda 21 for the Baltic Sea Region – Baltic 21](#).

Baltic 21 is a joint, long-term effort by the 11 countries of the Council of the Baltic Sea States, CBSS (see an interactive map on the front page). These countries differ widely as far as economic, social and environmental preconditions are concerned, but they agree on the long-term goals they wish to attain for the region as a whole.

The emphasis is on regional co-operation, and the work is focused on seven economic sectors (agriculture, energy, fisheries, forests, industry, tourism and transport) as well as on spatial planning and on education (see [Sectors & Spatial Planning](#)).

Main objectives and goals

The overriding objective of Baltic 21 is to contribute to achieving sustainable development in the Baltic Sea Region in a 30-year perspective. Baltic 21 addresses the three dimensions of sustainable development – environmental, social and economic aspects.

Long-term aspects, regional co-operation, sectoral responsibility, and openness, democracy and transparency,

¹⁶⁵ This text is taken entirely from the Baltic 21 website unless otherwise stated. For a more detailed description see the website at: <http://www.baltic21.org/>. Access date: [2004, September 4].

are the pillars of the Baltic 21 process. Another important feature of Baltic 21 is that it is to complement international, national and local initiatives in the Baltic Sea Region.

The Baltic Sea Region is the first region in the world to adopt common goals for sustainable development – both an overall goal as well as sectoral and spatial planning goals (included in the An Agenda 21 for the Baltic Sea Region document).

The following **overall goal** has been agreed for sustainable development in the Baltic Sea Region:

The essential objective of the Baltic Sea Region co-operation is the constant improvement of the living and working conditions of their peoples within the framework of sustainable development, sustainable management of natural resources and protection of the environment. Sustainable development includes three mutually interdependent dimensions - economic social and environmental. The means for the region:

- A safe and healthy life for current and future generations.
- A co-operative and prosperous economy and a society for all.
- That local and regional co-operation is based on democracy, openness and participation.
- That biological and ecosystem diversity and productivity are restored or maintained.
- That pollution to the atmosphere, land and water does not exceed the carrying capacity of nature.
- That renewable resources are efficiently used and managed within their regeneration capacity.
- That materials flow of non-renewable resources are made efficient and cyclic, and that renewable substitutes are created and promoted.
- That awareness of the elements and processes leading to sustainability is high among different actors and levels of society.

The Baltic Sea Region recognizes its interdependence with other parts of the world and makes its contribution to the fulfilment of sustainable development goals at the global and European level.

[Sectoral goals](#) have also been agreed for agriculture, education, energy, fisheries, forests, industry, tourism and transport, and for spatial planning.

Using over 100 indicators, Baltic 21 periodically monitors and assesses the development in the region towards the goals and develops reports to ministers and for other stakeholders in the region and elsewhere (see the [Periodic Reports](#) for more information).

Appendix H – SWOT Analysis

To illustrate briefly the potential opportunities and weaknesses of the industry on Öland a SWOT analysis was made and can be found below.

	Strengths	Weaknesses	Opportunities	Threats
Social	Skilled and experienced operators. Employment of minorities.	Lack of entrepreneurial support, content among local business=laziness. Out migration of women, low income levels, seasonality	increasing number of retiring people available to run traditional and nature tourism operations, vast areas of land and farm land, unique regional council	Without support and better wages risk of losing companies and entrepreneurs to mainland. Sustainability thinking is needed to ensure long-term survival and growth of business on Öland
Economical	Huge income and tax revenue from camping and visitor industry, Öland and site brand names, many repeat customers	Seasonality, lack of support around new business start-ups, unused potential tourism ideas	unexploited nature-tourism and ecotourism potential, willingness to pay among visitors is high	risk of loss of entrepreneurs and ideas due to lack of support for tourism development in county, exchange rates,
Environmental	Good environmental work at camping sites and local operators, regional council has developed some goals	Strains on environment from heavy seasonal fluctuation. Traffic, water use, hiking, etc.	Huge natural resources like pristine farms, cultural heritage sites, animal life, beaches, Also awareness of the importance of environmental work among operators	Oil spills off the coast, car traffic, and destruction to nature due to lack of awareness around the Right to Nature.

Appendix I – NEST Program

The NEST Project has developed a Destination Management model consisting of 4 brochures. The project lasted for 2 years in 4 Nordic local tourism destinations, one of them being Söderslätt in the southernmost part of Sweden. The goal of the project was to illustrate the role that local networks and partnerships of different actors like small-scale operators, tourism professionals, and public authorities can play in promoting a sustainable tourism development in local tourism destinations. To help the regions in this process, the NEST project came up with a management tool that is described in the 4 brochures.¹⁶⁶

¹⁶⁶ For more information, see the NEST website: Nordic Industrial Fund. (2003). *A Guide to the NEST Destination Management Tool*. [Online]. Available: http://destinet.ewindows.eu.org/aMenu/PDF/g1_uk.pdf. [2004, September 15].