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**Master Thesis**

# **The Role of Cultural Heritage in Destination Development in Pandemic Times**

A case study of the city of Helsingborg, Sweden

Submitted in partial fulfilment of the requirements for the degree of Master of Science in  
Service Management, Culture and Creativity Management

by

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# Abstract

The World Health Organization classified Covid-19 as a pandemic in March 2020 which led many countries to recommend social distancing, restrict the freedom of movement and to close everything except necessary services. Covid-19 related research focuses primarily on closures and interruption of cultural services and/or their digitalization. Sweden's Covid-19 strategy has been different from other countries which has enabled some culture enterprises to keep their doors open for visitors. In light of this, the thesis aims to contribute with a case study on cultural enterprises operating throughout the pandemic, focusing on cultural heritage as a tourist attraction through the lens of destination development. This research explores the cultural heritage organizations status in destination development before and during the Covid-19 pandemic in Helsingborg, Sweden.

This research is a qualitative case study that analyses data collected through 12 expert semi-structured interviews with destination development and cultural heritage management professionals. A document analysis of six official papers was used as a supplement source of empirical data.

This research shows that before the covid-19 restrictions, cultural heritage sites were not significantly emphasized in the destination development of Helsingborg. The Covid-19 strategy in Sweden has made the culture and tourism industry readjust and conform to Covid-19 restrictions, which has also created new visitor patterns and domestic target groups. Outdoor and cultural heritage sites with open-air areas have become a more significant touristic resource and a touristic attraction in locals' way of seeking novel experiences in their everyday life. Service innovation, development, modification, and collaboration have occurred in Helsingborg in cultural heritage organizations ways adjusting to the Covid-19 era.

## **Keywords**

Culture heritage; Destination development; Covid-19; Open-air; Nature tourism; Sweden

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# 1.Introduction

## 1.1. Background

Culture and tourism industries have faced significant challenges among other sectors due to the global effects of the Covid-19 pandemic. This thesis explores the role of cultural heritage in the sustainable destination development of Helsingborg before and during the Covid-19 pandemic. Helsingborg's cultural heritage sites are open about their success during the pandemic, like new audience records and the development and popularity of their outdoor services. Innovation and development have taken place during challenging times.

Innovation and development of new services are argued to be the most significant ingredient in the success of attracting visitors and tourists to a site and destination (Streimikiene et al., 2021) even before the Covid-19 pandemic. The element of innovativeness concretized during the pandemic because corona-crisis, like a crisis before, has led service providers to find either way to respond to the changing market environment and demand or go to bankruptcy (Pardo & Ladeiras, 2020). Last, the central factor to cultural enterprises in Helsingborg ability to innovate and develop cultural and touristic services has been Sweden's covid-19 strategy. This thesis contributes to the knowledge about the opportunities and needs that the cultural enterprises and tourism industry have experienced in the Swedish context during the Covid-19.

It is necessary to explore how the Covid-19 shape cultural heritage management and destination development and how these two intertwine and co-influence the tourism and culture destination Helsingborg. Additionally, there are indications that destination development strategy does not emphasize culture significantly in the Nordic tourism research and place branding. There are two important open-air attractions which also are cultural heritage related museums. Thus, I am interested in learning about these organizations work in the context of destination strategies and Covid-19. This resonates with this research's aim to explore the role of cultural heritage management in destination development in Helsingborg.

The World Health Organization (WHO) classified Covid-19 as a pandemic on 11th March 2020 which led many countries in Europe to take the executive decisions to restrict the freedom of movement and recommend distance education and remote work and closing

everything except necessary services. The Covid-19 pandemic has influenced both demand and supply of travelling and touristic experiences. Globally international overnight tourist arrivals in 2020 have decreased 74%, and in all, the arrivals in Europe have declined BY 70%. The United Nations World Tourism Organization (UNWTO) announced 2020 as the worst year in tourism history. The effects of the pandemic have been more significant already in May 2020 than the global economic crisis that began in 2008 (Moreno-Luna et al., 2021). However, the impact of the pandemic is still being evaluated, and the expectations for rebound and recovery in 2021 appear pessimistic (UNWTO, 2021).

The extent of Covid-19 is a new situation for societies, which makes it intriguing to see how the contemporary tourism trends, like sustainable destination development and nature-based tourism, are impacted. The demand and supply of travelling ruptured. Most cultural heritage organizations such as museums have been closed (approximately 90% internationally) in 2020, threatening the future of cultural heritage enterprises (Addis & Rurale, 2021; Gössling et al., 2021). UNESCO suggested in April 2020 that museums aim to remain engaged with communities throughout the pandemic and try to find creative ways to serve the public (UNESCO, 2020).

Sweden's corona strategy has posed challenges and possibilities for service innovations in the culture and tourism fields. Sweden's approach has been moderate restrictions. Culture and tourism actors have been able to readjust and redirect their services instead of cancelling and closing. Sweden did not go to a total lockdown which makes Sweden's culture industry's experience unique to other culture and creative fields in Nordic and EU countries. Due to the moderate Covid-19-restrictions in Sweden and the emphasis on individual responsibility, the hotels, restaurants and culture services have stayed open to some extent. Creating a safe environment for visitors and employees has been prominent for the public and private culture and hospitality enterprises. Some cultural enterprises modified their services to stay open by controlling and managing the flow of visitors.

The outdoor became popular, and its usefulness as a resource was comprehended among culture organizations during Covid-19 in Sweden because outside venues were seen as a safe milieu to visit. Cultural organizations with outdoor areas were able to innovate and develop services outside of their buildings. Outdoor museums have good prospects to survive the pandemic because the outdoor has the capacity to welcome more guests than indoors, which was more regulated by the Covid-19 restrictions (Paardekooper & Pothaar, 2020). Furthermore, cultural organisations have had the opportunity to re-invent during the pandemic, develop their core strengths, and emphasize their space and services (Pardo & Ladeiras, 2020). This

happened in Helsingborg when cultural heritage enterprises Sofiero Castle and Fredriksdal Outdoor Museum developed their existing service experiences, which led to an increased number of visitors, which is an indicator that cultural heritage organizations with outdoor space were more resilient and adaptable during the pandemic. However, not all open-air museums decided to stay open; for example, the Skansen open-air museum in Stockholm closed. Culture organizations that kept open and offered outdoor experiences, even though events were cancelled, collected the interest and attention of cultural consumers (Paardekooper & Pothaar, 2020; Carbonare & Prokúpek, 2021)

Covid-19 travel restrictions have made it almost impossible to travel. Also, the Covid-19 recommendations have changed work and leisure time, offering people more flexible schedules and guiding people to utilize their local leisure attractions. Covid-19 has increased market demand for local/domestic attractions and outdoor experiences (Matiza, 2020; Woyo, 2021). Touristic attractions that respect the Covid-19 recommendations and oblige a healthy and active lifestyle and recreation opportunities near everyday environments have become popular (Pardo & Ladeiras, 2020). UNWTO (2021) foresee engagement and demand for open-air and nature-based tourism activities. This signifies that domestic tourism and slow travel are becoming more popular (Pardo & Ladeiras, 2020).

In Sweden, nature-based and sustainable tourism has gained interest in market demand and Nordic tourism research, especially during the 2000 and 2010s (Fredman & Margaryan, 2020; Helgadóttir & Dashper, 2021; Laven et al., 2019). Traditionally, Nordic sustainable destination development has had an environmental focus rather than the cultural, social, or economic focal point (Laven et al., 2019). Outdoor recreation in the Nordic tourism context has meant increased commercialization, diversification and sportification of the nature-based tourism industry (Laven et al., 2019). The supply and demand for nature-based experiences have increased in the past 20 years (Björk et al., 2021). Consumers asked hiking and biking related touristic attractions and services positively impact mental and physical health, i.e., recreation (Rantala, 2017; Varley & Semple, 2015). Hiking and biking relate to the wellness trend and the slow tourism where travel without car or plane between places has increased. Slow tourism also relates to sustainable behaviour, peaceful leisure and focus on cultural experiences are in focus (Bigné & Decrop, 2019; Laven et al., 2019).

This trend is suspected of growing in the future because it is an opportunity for people to disconnect from technology and find recreation and wellness from the outdoors during the pandemic (UNWTO, 2021). Nature-based tourism is a way for people in times of pandemic to have an adventure experience and gain stimulation of exciting experiences (Visit Sweden

2020). Even though not all nature-based tourism is sustainable, the sustainability factor in nature-related tourism is fundamental. However, the sustainable growth and environmental development dimension had influenced touristic planning, especially since 2016, when the UN's Agenda 2030 was introduced (Falatoonitoosi et al., 2021). Still, recent covid-19 tourism research shows the interest for sustainable tourism to increase due to the need for the tourism sector to stop and reflect during the pandemic (Pardo & Ladeiras, 2020).

According to Visit Sweden (2020), the interest in nature tourism has been a societal interest among businesses and consumers/travelers even before the Covid-19 pandemic due to the growing sustainability consciousness and the UN's agenda 2030's sustainable development goals. The knowledge about individual well-being and awareness about the climate crisis increased consumers' desire for sustainable travelling experiences. Thus, local and domestic tourism appeals to travelers because one can avoid polluting air travelling. Instead of taking the plane, travelers may choose a slow travelling option like train, car, bicycle or hiking, which are environmentally friendly options (Visit Sweden, 2020).

Furthermore, the sustainability aspects have made slow and sustainable travelling a more popular option for consumers since pre-pandemic. However, the Covid-19 restrictions and the health risks play a crucial role in the tourism trends in the future (Gössling et al., 2021; Woyo, 2021). Visit Sweden's Trend report (2020) depicts that consumer do not feel safe travelling far away because of the health risks Covid-19 creates. The pandemic has meant economic stress for people and a health risk, making tourist domestic and local destinations more attractive (Matiza, 2020; Pardo & Ladeiras, 2020; Woyo, 2021). When writing spring and summer 2021, the recommendation to avoid travelling still applies, and the vaccine is in progress to be handed out in Sweden. All travel cannot be considered corona safe yet because not everyone is vaccinated, and the virus is still mutating. This notion contributes to the societal relevance of the research discussed further next in the problematization of the thesis.

## 1.2. Problematization of cultural heritages position in destination development

Nature-based tourism and sustainable destination development are evident trends in Sweden, Scania and the city of Helsingborg. This appears in the destination development strategy of Helsingborg, which accentuates the nature, open-air, outdoor experiences in the area. My approach to destination development and touristic resources builds on the Product Analysis for

Outdoor Leisure Procedure (PASOLP) -model (Baud-Bovy 1982) and Tourism Functioning system introduced in Gunn and Var (2002).

A lot of cultural and tourism industry focus and research has been devoted to the museums that have been closed and interruption of cultural services and/or their digitalization (Pardo & Ladeiras, 2020; Tsalpara et al. 2020). Sweden's Covid-19 strategy has been different from most other countries, which explains why there is currently rather little research on cultural organizations and their adaptation strategies. Culture is a significant driver for tourism, and I am interested in the role of culture in the overall destination development work of Helsingborg before and during the Covid-19 pandemic. The additional question is if Sweden's unique corona strategy and openness have impacted the role of culture in destination development work in Sweden.

### 1.3. Aim

This thesis aims to explore the role of cultural heritage in the destination development of Helsingborg and what kind of influence the pandemic has had on it. This thesis collects and contributes knowledge about the cultural open-air heritage sites as a visitor attraction and how these can be part of destination development during and after the pandemic. This thesis contributes to the knowledge about the opportunities and challenges that the cultural organisations and tourism industry have experienced in the Swedish context during Covid-19.

It is essential to explore how the challenges of Covid-19 shape the processes within cultural heritage management and destination development. Furthermore, it is significant to see how these intertwine and co-influence the tourism and culture destination Helsingborg. Much focus has been put on closed museums and heritage sites across the world during the pandemic. Culture is a strong driver for tourism, and I am interested in the role of culture in the overall destination development work of Helsingborg before and during the pandemic. Has Sweden's unique openness impacted the role of culture in destination development work in Sweden?

Due to the effects that the restrictions have affected both the demand and supply of tourism and culture experiences, it is substantial for the future of these industries to gather knowledge of how the "new normal" emerges in cultural heritage management in sustainable destination development. This thesis explores the strategies, measures and solutions that have taken place during the pandemic in the cultural heritage management and destination development of Helsingborg. The underlying assumption of this research resonates with other findings in Cultural, Tourism and Covid-19 research that the challenges that the Covid-19

pandemic has posed have also opened possibilities for innovation and solutions (Addis & Rurale, 2021).

## 1.4. Research Questions

*What is the role of cultural heritage in the destination development of Helsingborg?*

*How has the pandemic impacted this role?*

## 2. Method

In this part, I explain the research approach, how my scientific standpoint relates to my decision to do qualitative research, and how I executed my data collection. I also explain my research design and critically reflect on my research's methodology, method, and limitations. As this thesis explores the role of cultural heritage in the destination development of Helsingborg and the influence of the pandemic, I make use of a single case study design and explore a local case in depth. Furthermore, this thesis explores how cultural open-air heritage sites as visitor attractions can be part of renewed and rethought destination development during and after the pandemic. Additionally, this thesis's contributes to the discussion about the opportunities and challenges that cultural organisations and the tourism industry in the Swedish context has had during the Covid-19 era. By doing so, I focus on the professional actors perspective of culture and destination industry in Helsingborg. The research question of this thesis is *What is cultural heritage's role in destination development of Helsingborg before and during the Covid-19 pandemic.*

I have a critical realist approach in my thesis. Case studies have the tendency to be often oriented toward a realist perspective, “which assumes the existence of a single reality that is independent of any observer” (Yin 2014, p. 17). In the epistemological critical realistic approach to the data of this thesis, I view that the role of cultural heritage in destination development of Helsingborg takes place *in* the human world, and the expert knowledge is a perspective *about* how cultural heritage's role in destination development takes place in the context of Helsingborg before and during the pandemic. This approach to the existence of

reliable perspectives *in* the world, which can be told *about*, is presented in Fay (1996) and Saunders et al. (2009).

I take the interview responses as narratives that reflect the real world because their answers mirror existing happenings from their perspective (Fay, 1996). This thesis utilizes the public authorities' descriptions of how destination Helsingborg is, how cultural heritage emerges in the touristic planning. The professional responses in my interviews function as representational thinking where causal explanations and outcomes and narrative sentences is an interpretative procedure and is a way of knowing about the social wholes from an institutional and managerial standpoint (Alvesson & Sköldberg, 2000; Fay, 1996).

I acknowledge the form of authority and political-ideological factor, which emerges from the notion that the data consists of professionals in public institutions and documents published by the same organizations (Alvesson & Sköldberg, 2000; Yin, 2014). I understand the bias of respondents in the interviews, and the insight of destination development is restricted to the managerial level. The challenge of only interviewing experts/stakeholders/managers is that they might stress components that other staff members or visitors cannot relate to. However, the insider insight into destination development is why only people with more extensive knowledge and authority are interviewed. I address this challenge by being transparent about the interviewees' professional position (Yin, 2014).

I view that the role of cultural heritage management in destination development can only be studied with a qualitative research approach due to the symbolic and social value cultural heritage has. The qualitative research approach enables an inquiry and reveals a detailed description of destination development in Helsingborg before and during the Covid-19 pandemic. I recognize that some features of Covid-19 related changes in the role of cultural heritage management in the destination development of Helsingborg could be measured with quantitative methods, like in visitor statistics or through inquiring economical bookkeeping. Still, I view that the detailed deep descriptions of the changes in this field in the context of Helsingborg is more fruitful and contributes to the existing academic research. Therefore, the qualitative case study was the most suitable to explain the phenomenon of cultural heritage's role in Helsingborg's destination development and touristic planning.

Single case studies value lies in the details and richness of the description, contributing context-dependent knowledge, which is as valuable as theoretical context-independent knowledge (Flyvbjerg, 2006). Even though a single case study is not the basis enough to generalize (Flyvbjerg, 2006), this case study contributes to the scientific development of Covid-19 influence on cultural institutions management and destination development. The

additional value of this research comes forward also in combination and context with other Covid-19 and tourism-related research. This single case study explores how pre-pandemic destination development and cultural heritage tourism-related theories apply to the era of Covid-19 society in the Swedish context. Case studies focus on a phenomenon in-depth within the practical context because the lines and structures between the phenomenon and context are blurred, and the contextual conditions are relevant (Yin, 2014). Again, a single case study was a suitable choice because the Swedish corona strategy was unique considering other Nordic and European countries. I chose a single case study to explore cultural heritage management in destination development during the pandemic. Therefore, this research required understanding cultural heritage organization's role in touristic planning before the pandemic. Single-case studies contribute in-depth to a highly contextual phenomenon, which explains why the single-case approach was suitable for explaining the pandemics' effect on cultural heritage in Helsingborg's destination development. A single case study necessitates multiple sources of empirical data like interviews and documents to the researcher come to valid and reliable conclusions (Creswell & Poth, 2018), which I explain below in my research design.

## 2.1. Research design

I had an iterative approach to empirical data and theory because empirical data gathering, and investigation of the theoretical framework's was done simultaneously. An iterative process to empirical data allowed flexible reflection of both the information that emerges from the case study data collection and the research background (Bryman, 2012). New Covid-19 related research on culture, culture heritage, destination development, and hospitality industry are published. An iterative approach allowed me to include the emerging literature continuously.

The empirical data consists of 12 semi-structured interviews and six official documents. One person twice. As additional supportive data, I analyzed six official documents related to cultural heritage management, destination development and Covid-19 in published by Helsingborg Municipality; Region Skåne (the county of Scania); Tourism in Skåne, Visit Sweden and The Swedish Agency for Economic and Regional Growth, Visit Sweden which is listed in appendices in the table 1.2. These documents highlight the destination development of Scania and Sweden and the cultural development of Helsingborg. However, the focal point of information in the destination development of Helsingborg is from the interviewees.

Official and public documented information on the transformation of the hospitality industry has not been published extensively in the context of Helsingborg, which is why 12

expert interviews were conducted with employees/stakeholders of the municipality of Helsingborg, North-West Scania, Region Skåne and Visit Sweden. The interviews contributed to a conversational format and revealed qualitative expertise information on the role of cultural heritage management in the destination development of Helsingborg before and during the Covid-19 pandemic.

## 2.2. Data selection

Research participants were required via emailing their work email. My supervisor had a gatekeeping role in my research because she introduced that Fredriksdal, Sofiero and Helsingborg's Arena and Scen (HASAB) had an initiative for a collaboration project focused on developing bicycle and hiking routes between two of these attractions. This led me to contact professionals at these organizations first. I benefitted from networks when searching interviewees, which facilitated the beginning to contact interviewees with a snowball method. Above these advantages, the social media platform Linked-in functioned as a support in finding professionals and experts in Helsingborg.

The goal was to have one-hour interviews with each of the experts. Table 1.1. in the appendices shows information about the expert interviewees and how long each interview was. I interviewed the professionals in Swedish because I wanted them to be as comfortable as possible to express themselves clearly in their language. All of the interviews were executed and taped in a video call via Zoom and transcribed in Swedish. Furthermore, I aim to minimize the grammatical errors in the transcriptions and translations to do justice to the central message that the respondents were conveying. I translated the citations that answer the research question into English. The decision to execute interviews in video-call format was due to Sweden's ongoing Covid-19 restrictions in spring 2021.

The main body of the empirical data for this thesis is the expert description of the practical experiences on how the role of cultural heritage emerges in the destination development of Helsingborg before and during the pandemic. This decision is based on the confidence that official experts in Helsingborg serve deeper information about the state of cultural heritage in destination development than any other sampling group.

The interviewees work for both or either-or cultural heritage and destination development. They give insights on both critical themes on a professional level. All the interviewees have managerial positions in the public organization/institution they represent, which is a unifying factor contributing to interviews comparability. The employees in different

organs of cultural heritage and destination development give an insight into their professional perspective of their areas of expertise. However, the decision to only interview employees in the public sector was a way to find people who share similar professional backgrounds. I acknowledge that the experts have their version of cultural heritage's role in the destination development of Helsingborg. The interviewees' experiences and professional perspectives affect how they describe cultural heritage, destination development, and Covid-19. I develop further critical reflection of the used method and evaluation of empirical data in the essential review of my data section.

Most interviewees work for Helsingborg, however, with four exceptions. I interviewed one previous destination developer of Helsingborg to gain information about the destination development in Helsingborg before Covid-19. The second exception was to interview an expert who works with cultural heritage in Region Skåne who has more comprehensive knowledge about the role of cultural heritage in Scania. Similarly, exception number four works with destination development and tourism of the Scania at Tourism in Skåne. The fourth exception was a person at 'Visit Sweden' who contributed more profound knowledge about the cultural heritage in destination Sweden.

Visit Sweden is a public organization owned by the Swedish state. Its primary job is to market and develop Sweden as an attractive travel destination (*Vi marknadsför Sverige*, n.d.) Visit Sweden collaborates with Swedish organizations, companies and regions and follow ongoing trends and market demand on what attracts travelers (*Vi marknadsför Sverige*, n.d.). Tourism in Skåne is Scania's Destination Management Organization focusing on promoting and developing Scania as a destination. Tourism in Skåne is also a public organization which is owned by Region Scania and Kommunförbundet Skåne (*Tourism in Skåne*, n.d.).

The semi-structured interview questions concerned how the interviewees describe and narrate Helsingborg and the attractive touristic tangible and intangible resources first, before the pandemic in March 2020 and how the Covid-19 restrictions influenced the destination development and marketing. All the questions are on display in Table 1.2. The exact wording of the questions, order of questions and developing questions varied from interview to interview.

I anticipated that the experts and professionals often know more than me and have the insight I did not foresee. The semi-structured interview technique enables space for further reflections of the surrounding fixed question themes. The themes were cultural heritage and destination development, mainly in Helsingborg, but since I interviewed experts on county and

national level, the notion of destination (Helsingborg, Scania or Sweden) altered based on the interviewee.

Furthermore, I supplemented the 12 interviews with six official documents introduced by the interviewees in their answers. The list of chosen documents can be seen in Table 1.3. in the Appendices. These documents are produced as a strategic guide for destination development in Helsingborg, Skåne and Sweden. The documents contribute to the research question and triangulate sources to gain further validity for my qualitative research (Creswell & Creswell, 2018).

I approached these documents to seek how destination development and cultural heritage emerges in these documents. I gain further insight into how destination development occurs before and during the pandemic in the Swedish context by exploring what strategies are at the centre and what components are dismissed in the destination development work. The documents are official documents that are published on the websites of public organizations. My approach to these documents is to accept them as texts strategically produced by official public institutions to support the cultural heritage work and destination development of Helsingborg and the Hospitality industry in Sweden. The document analysis and the decoding of the interview transcriptions followed a similar process described in the data analysis section next. I utilized Bryman (2012), Creswell and Creswell (2018), Creswell and Poth (2018) and Yin (2014) instructions on how to execute a document analysis.

## 2.3. Data analysis

Coding of the material is an intensive analysis of a body of empirical material (Alvesson & Sköldbberg, 2000). Here I tell how I coded my material and how, on the coding, I came forward with themes introduced at the end of this section and in results.

I aimed to play with my data, so even though earlier research context was developed sketchily. I aimed to set aside that while doing a thematic analysis of my empirical data (Yin, 2014). The transcription process itself was the first step of the data analysis (May, 2011). Simultaneously I categorized the six documents depending on the publisher and the time of publication. My second step was to browse through the material while making notes about the first impressions I got. I aimed to gain a general sense of the data and see its overall meaning, like the prevailing notions of what the participants are saying and the tone and content of their answers. In this step, I reflected on the overall depth, credibility and how valuable the information is. This is developed further in critical reflection of my method, limitations and

validity (Yin, 2014). I created a research memo of notes while going through the documents one by one. In step three, I started coding all the transcriptions. I organized the data by bracketing chunks of text and briefly named these codes on the transcription side.

I labelled everything I found interesting or relevant in this step, even topics not directly related to my research question (Creswell and Creswell, 2018). These were such as expected codes, surprising codes, codes of conceptual interest. I coded words, names, notions that were named in several places. Some of my codes were Museums in Helsingborg as Cultural Heritage sites, Cultural heritage services, Nature, Sustainability, Destination Attractiveness, Touristic resources: landscape and geography of Helsingborg, Scania and Sweden, Covid-19, Restrictions and service solutions. Also, if the interviewee emphasized the importance of a notion, I coded that. I aimed to see both patterns of similarity and contradicting perspectives, but patterns of similarity emerged more than contradictions in my data (Bryman, 2012). Also, I labelled if I found something in the transcripts related to earlier research, theory or concept.

The fourth step in coding for me was to generate a description and themes from the codes. I went through the codes I found in the previous step and combined some of them (Bryman, 2012; Creswell and Creswell, 2018). I highlighted parts that I found intriguing and copied and pasted these citations to another document, where I translated all the chunks related to the codes I found central. I also dropped some of the codes that I did not see had critical relevance to take further. Here I also organized the codes into categories based on the descriptions. After that, I rendered the information from the transcriptions and aimed to reflect and relate themes from the six additional documents.

The description rendering helped me articulate the following themes supported by most of the interviews and the documents: (1) The Touristic Resources of Destination Development of Helsingborg; (1.1.) Geographical Location; (1.2.) Nature as Touristic resource; (1.3.) Cultural Heritage as Touristic resource; (1.4.) Collaboration of nature and culture resources; (2) After March 2020; (2.1.) Challenges that Cultural Heritage Management and Destination Development faced due to Covid-19; (2.1.1) Cancellations; (2.1.2.) Change in audiences; (2.2.) Service development solutions emerged in Cultural Heritage Management and Destination development during Covid-19; (2.2.1.) Modifying the existing services; (2.2.2.) Innovating new services; (2.2.3.) Collaboration; (2.2.4.) Spatial-Temporal Destination Development as Sustainable Destination development and (2.2.5) Institutional status of culture in Helsingborg.

## 2.4. Critical reflection of the used methodology

### 2.4.1. Limitations

One of the main limitations of my research is the number of interviewees. My personal preference would have been to interview at least 15 people engaged in the public field of cultural heritage and destination development in Helsingborg. However, I emailed a handful of possible interview candidates twice, but I did not get a response. I did not see a fruitful meaning in interviewing the professionals twice (except one) because I gained insight into cultural heritage management and destination development in the first interview. I also viewed that they had already answered the key questions I had in their first interview.

Another limitation was the Covid-19 restrictions during Spring 2021 in Sweden. The research design could have looked different if the actual Covid-19 situation in Sweden had looked different. If the situation had allowed me to execute focus group interviews, that method would have been considered highly attractive. However, not everyone is comfortable in group discussions in a video call. Therefore, I viewed the challenge to create a fruitful conversation between the participants as too uncertain. Thus, individual semi-structured interviewing was seen as the most rewarding option at the time.

Observations and interviewing visitors were considered as alternative or additional ways of data collection. Observations are a helpful method because of the argument that some things cannot be told but instead experienced (May, 2011). However, observation as a method of interviewing visitors was as too challenging mainly due to two reasons. The first reason, not to do observations or interview visitors, was to respect the Swedish recommendations to avoid travelling, public places and limit human contact to a minimum. The second reason was that the key is to analyze the managerial and expertise knowledge and documents on destination development, rather than visitor perspective.

### 2.4.2. Trustworthiness

I used multiple credibility procedures such as triangulation, detailed thick descriptions, peer debriefing, presenting discrepant information and self-reflection of my biases as a researcher. (Bryman, 2012; Creswell & Creswell, 2018). By triangulation, I examined evidence from different sources (i.e., having 11 interviewees and six official documents), contributing to my research's credibility (Creswell & Creswell, 2018). This comes through in my tables of basic

information on interviews (Table 1.1.) and documents (Table 1.3.) and my results and discussion.

To strengthen the credibility, I aim to give a detailed and thick description of the setting, the research context, and the gathered data. This emerges in my result and discussion section as well. Peer debriefing refers to a process where I share my research with other people while it is in the process (Bryman, 2012). These people are my supervisor and a few study colleagues. They gave me feedback and interrogated my research to resonate with the audience. In the analysis, I define some of the discrepant information and present contradictory evidence to strengthen my research trustworthiness.

Moreover, I aim to transparent my biases as an author and a developing researcher, executing my first master thesis (Bryman, 2012; Creswell & Creswell, 2018; Saunders et al., 2009). In the qualitative reflective methodology, the element of the researcher choice is more eminent because of the more central notion of reflexivity that comes from selecting the citations to answer the research question (Alvesson & Sköldbberg, 2000; Saunders et al., 2009). The risk can be that the researcher “forces” the citation into the predetermined categories (Seidman, 2006). Instead of seeing this as a limitation of a qualitative method, I intended to be systematic when coding the data to show my reflexivity. I have aimed to be transparent and coherent in pattern matching my empirical data and the previous research with the theoretical framework (Bryman, 2012; Creswell & Creswell, 2018; Yin, 2014). To articulate the themes of recurrence in the interviews and the additional documents strengthen and support that the analysis and conclusions are evidence-based (Creswell & Creswell, 2018).

### 2.4.3. Ethical considerations

My role as a researcher and the reflexivity that comes with that is articulated as transparently as possible throughout this thesis. Reflexivity means that I highlight my past experiences that might shape how I approach my research problem and make interpretations (Alvesson & Sköldbberg, 2000; Creswell & Creswell).

I have visited Helsingborg’s city centre, railway station and Campus Helsingborg. However, I have not visited the cultural heritage sites discussed in this research or other critical places of attraction at the destination Helsingborg. It can be a limitation that I cannot personally relate to what destination Helsingborg has to offer. Simultaneously I see that it is a strength to have an actual distance to Helsingborg and critically approach what the interviewees and documents speak for themselves.

Another ethical consideration that has been considered is the interviewees' rights. At the beginning of every interview, I gained informed verbal consent. I told them that I will deidentify them but that I cannot give them total anonymity because their managerial position is critical in their responses and the relevance of this study. I also highlighted the notion that the interview is based on their professional role. My idea was to protect the interviewees from harm and deception that might come from misunderstanding. My aim is not to put anyone in an undesirable position. Thus, privacy and confidentiality are respected if the citation has no relevance for my research. Furthermore, I do not see equitably being a problem in my study because the decision only to interview managerial position professionals are motivated and argued (Yin, 2014).

## 3. Earlier research

In this chapter, I introduce research on tourist destination development and Nordic destination branding as well as the key concepts that answer to *What is the role of cultural heritage in destination development of Helsingborg? How has the pandemic impacted this role?* I approach the conceptual framework and earlier research from first creating an understanding of the Nordic destination branding and fundamentals in the Nordic destination development. Swedish place branding emphasizes nature's significant role in Swedish destination development, which is present in the earlier research. After this, I also highlight the research on touristic behaviour in everyday environments because this is related to exploring Covid-19 restrictions influence on touristic demand in Helsingborg. After that, I present research on Covid-19 as a turning point in the tourism and culture industry. Related to that, I highlight how earlier research has found that domestic and local mobility has increased due to the pandemic. Above this, I discuss about the research on adaptation and adjustment that has happened in tourism and culture industries.

### 3.1. Foundation of Nordic destination branding

In order to explain the role of cultural heritage in destination development in Helsingborg, I need to define what elements and features are traditionally emphasized in the Nordic

destination branding. Earlier research shows that nature and outdoors are significant elements in Nordic place branding. Thus, nature and outdoors are describe the resources of Nordic tourism planning. The Nordic tourism research has been dominated by the needs of the hospitality industry (Fredman & Margaryan, 2020). The two main trends in Nordic tourism research in the past 20 years have been nature/outdoor activities and gastronomy (Björk et al., 2021). Furthermore, sustainability has been a well-debated theme in Nordic destination development research since the 1990s. Even though cultural heritage and historical sites have attracted both tourists and academic research (Burlingame, 2020; Kronen et al., 2018), the primary trend has been related to outdoor experiences.

The terms *nature* and *outdoor* recreation have been a significant feature in marketing Swedish outdoor lifestyle *friluftsliv* in Nordic place branding, especially in rural/peripheral areas (Laven et al., 2019). Recreation in nature and outdoor links to sustainable destination development planning and slow adventure experiences with the fundamental value of environmental, ethical behaviour (Laven et al., 2019). Margaryan and Fredman (2017) explored nature-based tourism's characteristics in Norrland, Svealand and Gotland. They emphasized natural amenities significance, such as forests, mountains, lakes, rivers, waterfalls, wetlands, and wildlife like moose and reindeer. This strengthened the assumption that there is a demand for the element of "naturalness" in the destination. However, what was necessary for the success of the destination was the infrastructure like hiking trails and cabins, i.e. the manufactured components in fulfilling the experience of nature in the Nordic landscape (Margaryan & Fredman, 2017).

The interwovenness of culture and nature and rural and urban in a Nordic context is researched by Waade et al. (2019), who explored collaborative place-making in two Danish towns. These towns relate to Helsingborg in their hybrid appropriation of natural and urban touristic resources. The towns were part of an innovation and research project called *Rethinking Tourism in a Coastal City*. One of the cases was a transformative architectural design intervention in Hvide Sande harbour. The other was New Nordic noir screen tourism, a project television-related tourism (Waade et al. 2019, p. 92). Waade et al. (2019) concluded that: "[T]he coastal landscapes of the region [is] characterized by hybridity and entanglement between natural, urban, leisure and infrastructural landscapes play a significant role" (p. 92). This quote shows that the touristic resources like coastal location and both urban and natural destination development and tactical ruralism, which relate to the destination development of Helsingborg. The Danish example highlights the application of contrasting elements in tourism branding and the development of touristic supply, which is significant when explaining the

destination development in Helsingborg. However, Waade et al. (2019) focus on bottom-up placemaking as a form of interventional destination development, in which locals had agency over the destination development, which is not the objective in this research.

### 3.1.1. Fundamentals in the Nordic

Here I highlight the values that are emphasized in Nordic place branding. Especially collaboration and sustainability have significance in the way the Nordics is communicated. Additional to the role of nature in Nordic destination development, Nordic values of collaboration, solidarity, and social consensus have been part of Nordic place branding. The combination of environmental, ethical consumption, and nature concerns the characteristics of sustainable tourism. Although the importance of sustainable touristic planning is recognized in the industry and research, there has been relatively little application and implementation of sustainable tourism, says Tervo-Kankare (2017). However, the tourism industry has qualities that make it problematic to achieve sustainability because growth, attraction and popularity are essential for the whole industry (Tervo-Kankare, 2017). Separate tourism companies may not see sustainable tourism as realistic for their services (Tervo-Kankare, 2017).

Nordic place branding builds upon the historical and contemporary stereotypes that influence the destination development of how Nordic is narrated through social, cultural, values, ideals, ideologies and geopolitical factors (Cassinger et al., 2019). Related to the fundamentals of cooperation and collaboration, in Nordic place branding, Burlingame (2019; 2020) suggested a collaborative and a more dynamic landscape-engagement driven approach to creating the cultural heritage landscape. Successful destination development utilizes the locals' emotional elements that are at hand to create authentic and unique experiences in touristic attraction sites (Burlingame, 2020). The notion that successful destination development is claimed to be a co-creative process between the stakeholders and locals contributing to regional and local identity (Andrianou & Papaioannou, 2019; Vrasida, 2021; Matiza, 2020). This also relates to the *communionship* and collaboration fundamental of Nordic touristic planning (Cassinger et al., 2019).

Nature, outdoor, recreation, sustainability cooperation and solidarity are values that drive Nordic place branding is related to the cultural heritage as touristic attraction's role in destination development due to the collaborative engagement factor that is argued to be significant in successful destination development today (Edelheim 2015; Prebensen, 2014; Rääkkönen et al. 2018). However, in the context of Nordic place branding, there is a tendency that community-based cultural landscape development initiatives seldomly generate formal

management and protection of naturally or culturally vulnerable destinations because the formal agreements often require established structural forms of collaboration with stakeholders and the local community in cultural destination development (Andrianou & Papaioannou, 2019; Hall et al., 2020). In other words, the destination development initiatives that official institutions introduce are more likely to occur, leading to a tendency of institutionalized touristic planning in the Nordics.

### 3.1.2. Touristic behaviour in an everyday environment

Previously, the spatial change of place has been a necessary element in touristic behaviour to gain a physical and mental distance between home and holiday (Bloom et al., 2017). The staycation phenomenon has changed this. The term ‘Staycation’ was introduced to describe touristic behaviour where holiday mood can be gained by staying at a hotel or experiencing cultural novelty and unfamiliarity of a place within one’s everyday milieu (Bloom et al., 2017; Rääkkönen et al. 2018). This also relates to the phenomenon where consumers seek services with novelty value using slower and sustainable transportation ways, i.e. slow travelling (Bigné & Decrop, 2019; Laven et al., 2019; Varley & Semple, 2015). “Unfamiliar cultural environments may provide tourists with a sense of being far away while they may be physically close to their usual living environment” (Bloom et al., 2017, p. 11). This finding became significant in the exploration of Covid-19 related touristic and cultural development.

More research around staycation and touristic consumption has been published, primarily after 2008 due to the Global economic recession, which influenced travelling behaviour (Rääkkönen et al., 2018). The recession made staycation and doing touristic activities locally more attractive and economically feasible (Rääkkönen et al., 2018). It is also a way to reduce ecological damage that is part of air travel (Bloom et al., 2017). Thus, the demand side of the touristic novel experiences can be diffused because the local inhabitants have increased interest in novel experiences. Traditionally tourism is an activity where people travel to a place outside their usual circle of residence and stay there for a continuous period of up to one year for leisure, business, or other purposes like to meet the family (Kovalainen, 2017). Rääkkönen et al. (2018) explored touristic behaviour in everyday consumption. The authors concluded that even though the geographical transition is central in achieving a touristic state of mind, consumers can also gain a similar state of mind in everyday environments because everyday environments can offer some level of escape from the daily routines. The study analyzed the Finnish city of Turku as a servicescape of experience consumption, providing a space for detachment from everyday life and social interaction (Rääkkönen et al., 2018).

The greatest challenge for the experience of existential authenticity in home and everyday environments is the novelty and innovation value (Räikkönen et al., 2018). This is because the familiar settings do not arouse interest or satisfy curiosity in the same way as tourist destinations outside the typical environments can. Räikkönen et al. (2018) argue that events add value to the experience of novelty and innovation of home and everyday environment experiences. They suggest that urban developers and city planners, other actors within the experience industry, should invest in the element of surprise. This is because curiosity and surprise are central to the vibrant and vibrant urban culture (Räikkönen et al., 2018). This touristic behaviour in the everyday environment is an essential concept because due to Covid-19 restrictions, people have been recommended and ruled only to stay in their everyday environments. However, the desire for novel experiences, escape, and recreation has stayed. Furthermore, the destination development has shifted from marketing destination to international touristic to locals instead. This changed is highlighted in the previous research on Covid-19.

## 3.2. Covid-19 as a turning point

The covid-19 pandemic has strongly influenced societies, the tourism industry and the environment and has a regressive impact on the economy. The international recommendations to avoid travelling have led to the development of novel emerging tourism markets (Hall et al., Hartman, 2020; Matiza, 2020; Vrasida, 2021). This section contributes to the knowledge considering the Covid-19's influence on touristic behaviour and ways destination and cultural heritage sites are promoted and developed in the pandemic society.

### 3.2.1. Local and domestic mobility

The Swedish Public Health Agency (Folkhälsomyndigheten FHM) recommended in March 2020 to minimize international and domestic travel; work from home; keep a two-meter physical distance from others in public stay home as much as possible. Simultaneously, the number of visitors to Swedish nature reserves and national parks has increased up to 75% since March 2020 (Hansson, 2020; Fredman & Margaryan, 2020). This indicates that attitudes towards mobility in everyday environments have changed in countries with more moderate Covid-19 restrictions (Gössling et al., 2021). Both international (Moreno-Luna et al., 2021; Pardo & Ladeiras, 2020; Woyo, 2021) and Swedish (Gössling et al., 2021; Fredman &

Margaryan, 2020) research shows that domestic tourism and cycling and outdoor activities have increased in popularity.

Due to the health threat Covid-19 poses, consumers lull in the *home is safer than abroad bias* which has increased domestic tourism (Matiza, 2020). Matiza (2020), as well as Pardo and Ladeiras (2020), notice the increased customer demand for Covid-19 safe spaces, information about destination management, and avoid overcrowded sites. Tourists avoid travel to countries where the Covid-19 administration has not worked well, and there are signs that long-distance travel would decrease (Matiza, 2020; Pardo & Ladeiras, 2020). In a post-pandemic society, some tourists might experience cognitive dissonance concerning international travelling (Matiza, 2020) or even phobia (Pardo & Ladeiras, 2020). Matiza (2020) concludes that the tool for the global tourism industry requires encouragement both in domestic and international touristic consumption. Woyo (2021) found that there are indicators that domestic tourism is about to recover quicker to the extent it was before the pandemic when compared to international travelling. This also signifies the need for domestic attractions to increase the accessibility and capacity to meet the social distancing measurements and the market demand (Woyo, 2021).

Fredman and Margaryan (2020) suggest the popularity of national parks and open-air destinations because Swedes chose local nature. After all, the usual forms of tourist behaviour like skiing holidays or visiting friends and relatives in the country were forbidden. Furthermore, domestic tourism is a tool to fill consumers' need for novel experiences and an economic apparatus temporary for growth in Covid-19 society (Hall et al., 2020; Matiza, 2020). Hall et al. (2020) doubt if this touristic trend with sustainability will remain permanent without long-term governmental support, and sustainability and domestic tourism focus will not be prioritized when societies aim to restart economic growth processes where international tourists play a crucial role.

The significant role of nature and outdoors as touristic attractions and valuable space for recreation in a Nordic context already for decades in touristic planning and touristic research dictate the resources and the extent of challenges the pandemic created to tourism in Sweden. Outdoors and nature became more attractive spaces for recreation and experiences in the Scandinavian context during the pandemic (Björk et al., 2021; Fredman & Margaryan, 2020; Helgadóttir & Dashper, 2021; Pardo & Ladeiras, 2020; Seraphin & Dosquet, 2020). Even though wellbeing and nature activities have been part of Nordic place branding and research since the 1990s (Bigné & Decrop, 2019; Cassinger et al., 2019; Laven et al., 2019; Rantala, 2017; Varley & Semple, 2015), there is increased international interest for how outdoor tourism

enterprises can strengthen the wellbeing during the pandemic. Buckley & Westaway (2020) research the importance of the outdoors for women's and families' wellbeing. Dzhambov et al. (2021) found that exposure to greeneries both in and outdoors has positively affected students' mental health during the pandemic. This contributes to the description of how destination Helsingborg and its cultural attractions have adapted and modified their services to meet the new demand and Covid-19 requirements.

### 3.2.2. Tourism transformation in the pandemic

Hartman (2020) explores mechanisms that shape destination development in times of change. The way a destination performs thrives, adapts and survives in changing circumstances to stay attractive concerning other competitive tourism areas is a dynamic process. However, the pandemic occurred with other societal and ecological issues like climate change, over-tourism, political conversions and economic crises (Hartman, 2020). The central challenge of the year 2020 was the start of the Covid-19 pandemic and the increasingly emerging features of the climate crisis (Hartman, 2020). Pandemics create threats both in terms of public health and the economy. Still, as Hall et al. (2020) put forward that the public, tourism industry and politicians have ignored or forgotten how to manage the threats that pandemics create.

Adaptation and innovation are essential in crises. The tourism industry is diverse. Diversity fosters experimentation, innovation, flexibility, and alternative destinations and development paths, including letting go of old ways of working, like vast interests and failed dependencies (Hartman et al., 2020). Furthermore, related to experimentation, cooperation in the tourism sector has taken place in an international context. Pardo & Ladeiras (2020) found that "Cities in the same country are working together to create/elevate brands, adding health safety values to their communication messages while defining the proper guidelines to the recovery. This, and at the same time, they are supporting each other on how to establish the most efficient regulations and labels to have COVID-19-free tourism activities and destinations" (Pardo & Ladeiras, 2020 p. 677). Hartman (2020) explains that the tourism industry is always in progress and Hall et al. (2020) see that pandemics, Covid-19 and the previous ones, have transformative power in society and tourism. Flexibility, transformation and producing innovation relates to the notion of novelty production from the destination supply side. Furthermore, novelty and innovation feature as a motivation for touristic behaviour is also acknowledged by other destination development researchers like Kastenholz et al. (2012); Kronen et al. (2018) and Rääkkönen et al. (2018).

Hartman's (2020) adaptive-evolutionary perspective to destination development and management highlights the dynamic element of destination governance. The article suggests the supportive yet restrictively guiding approach to the challenges of Covid-19 in combination with other existing societal/tourism challenges. Hartman (2020) emphasizes how an experimental adaptation of destination organizations, practical mentality in the destination development process, dynamic adjustment to the situation/challenge and institutional structure's ability to enable adaptation are central in the changing and challenging societal environment.

### 3.2.3. Cultural heritage tourism in the pandemic

In this part, I present how cultural heritage experiences have taken during the pandemic. There is no sufficient research about cultural heritage management in destination development in Covid-19 society in the Swedish context. Internationally and in Sweden, two main ways cultural heritage experience providers have adapted to Covid-19 recommendations have been to go online or find alternative physical spaces that respect social distancing principles. Tsalpara et al. (2021) and Vrasida (2021) explored Covid-19's impact on cultural heritage, destination development and strategic, innovative marketing and tourism in the Greek context 2020.

Intangible cultural heritage experiences were threatened during the pandemic because of the covid-19 restrictions. Tsalpara et al. (2021) explore the possibilities and challenges of transferring real-life environments to virtual platforms and how Covid-19 shapes popular and folk culture now and in future. The research focuses on the intangible cultural heritages and asks *what the essence of Greek destinations without folk festivals is* because the critical element of the folk festival is to gather locals and attract tourists. This work gives identity and meaning to the place. The virtual online concert platforms offered interaction possibilities like messaging with the artist in a new way. The experience could be provided for larger audiences where national borders or schedules would not be as dominant as live events (Tsalpara et al., 2021). The conclusion was that the live experience of human socializing and coming together through cultural experiences would never be able to be replaced by the digital one, mainly because the former has the human element in the centre of the action, something that cannot be transferred through a cable (Tsalpara et al., 2021).

Another example of Covid-19 and destination development of cultural heritage space is given by Vrasida (2021), who explores the relationship between culture, nature and tourism in an underwater tourism context in Greece. Vrasida (2021) argues that covid-19 has boosted

local and regional destination development, positively contributing to the economic conditions of cultural and natural heritage (Vrasida, 2021). In the research, archipelago parks suggested alternative spaces like the reuse of old buildings for authentic yet inclusive experience in controlled and observed environments where Covid-19 restrictions were still respected. The idea of this change from one physical space (underwater cultural site) to another concrete building included real-time projections. The divers' observations reproduce the features of authentic experience even though the visitors could not be in the cultural underwater "landscape" (Vrasida, 2021).

Vrasida (2021) defined this as a new hybrid form of observation which "...combines the strengths of diving experience and museums in one integrated blended experience" (p. 176). Vrasida found that Covid-19 friendly adaptation led to more economically and ecologically sustainable results because of the reuse of old buildings as the arena of the heritage experience. Also, a lower number of visitors to delicate cultural heritage underwater sites was a sustainable way of experiencing underwater heritage sites (Vrasida, 2021).

Vrasida (2021) concluded that the conjoint influence of the factors named above has the pride of the locals and made the locals engage in the community and create micro-economy, which is in direct relation to the new cultural heritage related destination development. This refers to research on cultural heritage development because the Mediterranean Sea's touristic resource as a touristic attraction was recognized due to pandemics, which also contributed to cultural heritage preservation (Ritalahti & Holmberg, 2017). Vrasida's (2021) finding contributes to the notion of Covid-19, leading to positive economic and ecological results even though the demand for touristic resources dropped. This highlights how the need to stop and reflect the existing services led to innovation and service development of cultural heritage enterprises (Pardo & Ladeiras, 2020).

### 3.3. Summary

While the review of literature on recent Nordic tourism research has shown that concepts like nature based-touristic planning as well as destination branding continue to play a decisive role in destination development, Covid-19 related research focuses primarily on closures and interruption of cultural services and/or their digitalization (Pardo & Ladeiras, 2020; Tsalpara et al. 2020). Sweden's Covid-19 strategy has been strongly different from most other countries, which explains why there is currently rather little research on cultural organizations and their adaptation strategies. In light of this, the thesis aims to contribute with a case study on cultural

enterprises operating throughout the pandemic with a focus on cultural heritage as a tourist attraction through the lens of destination development.

## 4. Theories

In this section, I introduce theories on destination development, open-air destination development and culture-based tourism. The theoretical framework builds upon the knowledge of how destination and touristic attraction are understood. Furthermore, the theoretical framework builds upon the significance of outdoor and nature in the Nordic place branding. I focus on nature-based tourism and tactical ruralism that fall under theory on open-air destination development because it has been a market and research trend in Nordic already before the pandemic and during pandemic internationally. In theory on culture-based tourism, I emphasize on theory on culture heritage in destination development because of the research focus. My approach to destination development and touristic resources builds on the Product Analysis for Outdoor Leisure Procedure (PASOLP) model (Baud-Bovy 1982) and Tourism Functioning system introduced in Gunn and Var (2002).

### 4.1. Tourist destination and tourist attraction

In order to explore the role cultural heritage has in the destination development of Helsingborg, I need to discuss what is a destination and a tourist attraction in general. I approach cultural heritage as a touristic attraction in a touristic destination. According to Edelheim (2017) and Ritalahti and Holmberg (2017), *destination development* can be understood as strategical touristic planning with the aim of how to utilize the touristic resources like touristic attraction to maximize growth in attracting tourists (Edelheim, 2017; Ritalahti & Holmberg, 2017). Destination development has emerged alongside regional and urban planning (Costa & Brandão, 2018; Gunn & Var, 2002).

The *destination* is the place where tourists temporarily direct their travels to gain new experiences (Ritalahti & Holmberg, 2017). The geographical dimension and geographical location are building blocks in destination development, and touristic destinations and destination areas vary (Ritalahti & Holmberg, 2017). The geographical dimension of a touristic destination is defined as geographical areas of various sizes, such as village, agglomeration, city, province, country or continent. Simultaneously, the destination area is a broader area,

including multiple sites and administrative boundaries. The geographical location of the touristic destination and touristic area varies from destination to destination. Furthermore, the services in touristic destinations and touristic areas have similarities because they target both tourists and locals. The balance between the number of locals and tourists varies in a tourist destination and a destination area, whereas in cities as destination areas, the number of locals is higher year-round. (Ritalahti & Holmberg, 2017).

*A tourist attraction* is a smaller building block of a tourist destination and tourist area. Johan Edelheim (2017) argues that the touristic attraction is like the heart of tourism. The touristic attraction is the core reason to travel near or far to gain new experiences and get to know a place. Edelheim also emphasizes that the attraction can be both seen or felt, meaning that the attraction can be both tangible and intangible, often a combination of both. Buildings and objects are tangible attractions, while events, cultures, food, people or ambience can be considered an intangible attraction for the touristic activity (Edelheim, 2017). Intangible and tangible attractions can be equally important motivators for touristic behaviour, and thus both are resourceful factors in destination development.

Any tangible or intangible attraction (object, place, culture, event, music, literature, language etc.) can be a tourist attraction if at least one tourist is motivated to travel for this object (Edelheim, 2017). A tourist needs to be informed about the attraction because the object exists without touristic attention, but in this case, the object cannot be considered as an attraction. Tourists build an association image that is shaped by the information that they have gained. Not always the impression the tourists have about an attraction is exactly the same as the destination developers and professionals have intended to create in the destination development and touristic planning strategy (Edelheim, 2017).

## 4.2. Destination development

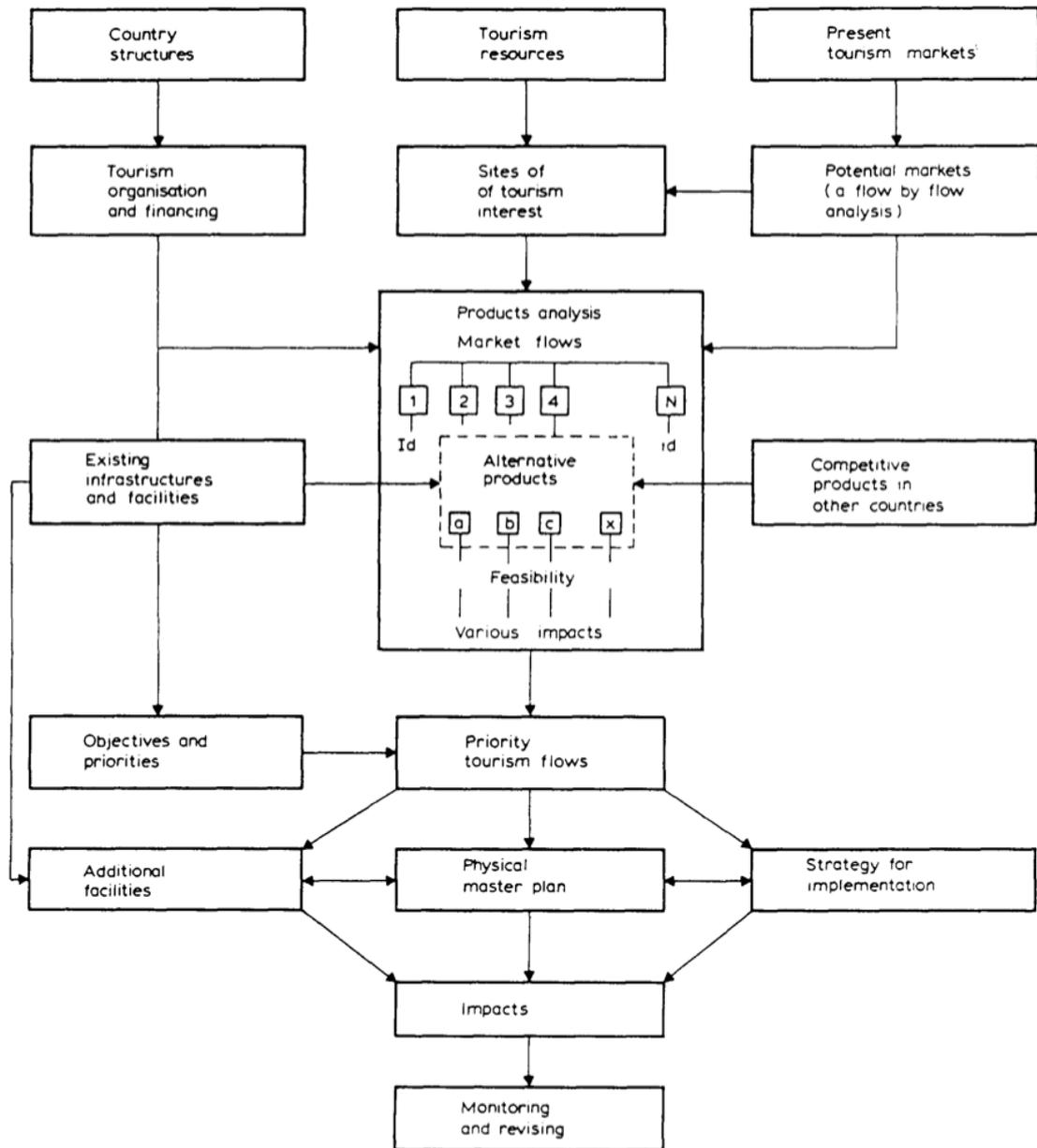
*Destination development* is a strategic process where a location and its touristic attractions are developed, branded, and marketed to attract tourists and businesses, generating economic and social growth. The object of destination development can be either a touristic destination with concrete geographical boundaries or a touristic area with multiple touristic destinations and more eminent administrative boundaries but blurred geographical lines (Ritalahti & Holmberg, 2017). Stakeholders like management-level employees on culture and tourism authorities, municipality, local community, private enterprises interact to develop infrastructure and generate services that attract visitors, locals and attention, which benefits the destination

(Ritalahti & Holmberg, 2017). In destination development, tourist attractions are developed and marketed often in collaboration with other attraction sites to emphasize the attractiveness of a destination. In other words, destination development is a way to plan how to utilize the resources to maximize growth and destination development has emerged in the side of regional and urban planning (Costa & Brandão, 2018; Gunn & Var, 2002). Mossberg found that destination development includes branding and storytelling of a place that needs to be (1.) accepted by the stakeholders, professionals and marketers involved in the storytelling process (2.) location-based and (3.) can be conceptualized and commercialized in the destination development and marketing strategies (Mossberg, 2011).

Gunn and Var (2002) and King and Pearlman (2019) established that traditionally, destination development, often referred also as tourism planning, is usually a matter of public institutions collaboration. Touristic planning takes place through governments and international agencies interventions that focus on countries marketing and investing infrastructure development that would enable the growth of attracting tourist's motivation to visit that place (Gunn & Var, 2002; King & Pearlman, 2019). In practice, destination development boils down to strategic documents which guide regional and local plans on a 1–5-year basis (King & Pearlman, 2009). These writings articulate a vision and set broad tourism development policy agenda, and the documents need a factual base to be useful (King & Pearlman, 2009). The investment in the destination strategies needs to be longitudinal, including a sustainable standpoint in destination development (Gunn & Var, 2002).

Destination development occurs in different segments to develop a destination development policy (Manhas et al., 2016). Tourism research has aimed to define the different variations of destination development processed. Since 1960, academics have tried to define a universal template that would describe the destination development process. Some development models are structured into three segments: (1) developers and marketers need to gain knowledge about the resources that the destination (country structure, tourism resources, present tourism markets) (2) the identify what kind of tourists they aim to attract (requirements, needs, desires of the customers) and (3) make a strategy how to attract the identified target audience (physical masterplan, and strategy implementation) (Manhas et al., 2016).

Baud-Bovey and Lawson (1977 in Manhas et al., 2016; Baud-Bovy, 1982) pioneered modelling destination development segments. They defined a model Product Analysis for Outdoor Leisure Procedure (PASOLP in figure 1.1. below) for developing tourism planning and touristic recreation services.



**Figure 1.1. Diagrammatic presentation of the PASOLP model for touristic planning (Baud-Bovy 1982, p. 312)**

PASOLP models destination development is divided into flow-by-flow segments. The PASOLP model approaches destination development as product creation and development strategy from a market-oriented perspective. However, the destination is operationalized and developed in territories meaning that different landscapes and sites are developed and managed independently (Costa & Brandão, 2018). PASOLOP model emphasizes the feasibility of the destination in the context where they are located: the tourism resources, tourism markets and countries structures are considered, and Baud-Bovey (1982) emphasizes the analyzing the component of alternative tourist products competing for tourism markets. Furthermore, the

PASOLP model considers the country's systems, like policies and socio-economic structures, which influence product development feasibility (Baud-Bovy, 1982).

As presented in the earlier research, Hartman (2020), who explored mechanisms that shape destination development in times of change, found that the way a destination performs thrives, adapts and survives in changing circumstances to stay attractive concerning other competitive tourism areas is a dynamic process (Hartman, 2020) which is related to Baud-Bovy's PASOLP model's feasibility of resources in the changing touristic resources, market trends and country structures. Thus, the usage of PASOLP is actual, appropriate and significant even almost 40 years after the development of the model.

Another destination development model is Gunn and Var (2002), called The tourism functioning system, articulates tourism as a process of demand and supply. Market trends, as well as geographical resources and landscape characteristics, play a role:

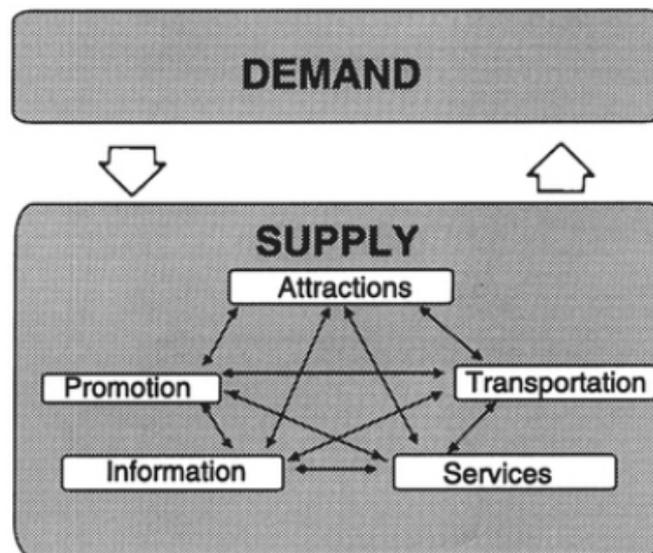


Figure 1.2. The Tourism Functioning System (Gunn & Var 2002, p. 47).

The Figure 1.2. models how the supply of attractions, transport, services, information, and promotion interrelation with the demand. These are the fundamental forces a destination developer needs to create an attractive destination (Gunn & Var 2002). Both figure 1.1. and 1.2. model touristic planning and touristic flow. Both models are visual presentations in which development segments affect a possible tourist motivation to visit a destination and develop a destination to increase attractiveness. Gunn & Var (2002) argue that on the demand side in touristic planning, only those motivated and have the time and resources to travel are counted in the *demand* part of tourism. Those who “do not have the interest, desire, and purpose of

travelling and staying home” (p. 50) are not representatives of the touristic demand. But as I present in the previous research, Rääkkönen et al. (2018) and Bloom et al. (2017) find, staycation and touristic behaviour and experiences can happen even near one’s home.

Covid-19 impacted the demand and supply of the tourism industry. PASOLP and the Tourism Functioning system models help me to explain the changes in country structures, touristic resources, and present tourism market have the influence over the whole touristic system. Furthermore, the tourism functioning system helps me to explore how changes in supply, i.e. attraction, information, and services, also influence the touristic demand. To sum up, is that the difference between the models that the Figure 1.1. acknowledges more the feasibility and the socio-economic societal context and the Figure 1.2. highlights the intertwined relationship of supply and demand and the market trends. Thus, both models contribute to the theoretical framework of this thesis. Furthermore, Covid-19 had affected both the demand and supply of the tourism industry. The pandemic has socio-economic effects, and the countries governmental structures had become more eminent when Covid-19 related restrictions and recommendations were set. This is developed further in the earlier research on Covid-19, destination development and cultural heritage management.

### 4.3. Open-air destination development

In this part, I discuss how open-air and outdoor have been significant touristic resources in Nordic destination development. Open-air experiences and outdoor recreation are significant elements in Nordic destination development. The traditional form of engaging outdoors is just passively enjoying a landscape (Hall et al., 2016; Rantala, 2017). However, more contemporary forms of experiencing nature have become more eminent in the touristic market demand like sportification and diversification of nature-based touristic services are a resource in Nordic place branding (Laven et al., 2019). Sportification is a form of increased demand for biking and hiking experience in Nordic tourist attraction sites. Diversification of outdoor recreation relates to innovative ways, including other services in the nature milieu like cultural heritage activities linked to nature (Laven et al., 2019).

Furthermore, related to open-air recreation and nature activities, slow adventure is a tourism trend related to the concepts above and sustainable destination development, which suits the Nordic fundamentals and the touristic resources that are significant, like the landscape and rural natural resources in Scandinavia. Varley and Semple (2015) concluded that “... slow adventure fits well with the people, landscapes, cultures and skills of the Nordic countries, and

emerges as an opportunity to facilitate high- value, unique and memorable experiences. It may also be a concept that makes Nordic tourism distinctive and highly valued for those on the outside – sustainable, eco-sensible tourism rich in the skills and cultures of the region and its peoples” (Varley & Semple 2015, p. 87). This finding contributes to the Nordic outdoor branding and sustainable tourism trend.

Hall et al. (2016) articulate it this way “recreation and tourism activities in a number of rural settings have been dramatically transformed from being relatively passive and minor elements in the landscape to become active and significant agents of environmental, economic and social change” (p. 4). The trending nature-based and rural tourism have attracted attention from local, regional, national and supranational policymakers because of the ability to increase economic and social growth in the region. This relates to how Pardo & Ladeiras (2020) called the pandemic a “rural moment” how the social, political and economic context contributed to destination development (Kastenholz et al., 2012) which helps to explain how the destination development and cultural heritage’s role has been influenced in Helsingborg during the pandemic.

Open-air can be developed as a tourist attraction, and especially nature-based / rural tourism is advocated to be a simple yet valuable tool for regional development, destination development and diversification of open-air economies internationally, which also applies to Sweden (Hall et al. 2016; Lucarelli, 2019; Margaryan & Fredman, 2017). Open-air and outdoor in Nordic destination development also relates to sustainable tourism and environmental, ethical thinking, market demand and the increased investment of services that respect sustainable development characteristics like slow adventure and slow tourism. Slow tourism is characterised by slow moments between sites and places, like avoiding flying and focusing on environmentally sustainable behaviour, peaceful leisure, and cultural amenities (Bigné & Decrop, 2019).

### 4.3.1. Nature-based touristic planning

In this part, I approach nature-based tourism and how the emphasis of the natural and rural elements in a destination area can be argued to be a form of tactical ruralism. This creates a foundation to understand the destination development initiatives in Helsingborg and what kind of service development work Helsingborg’s cultural heritage organizations have started during the pandemic.

Nature-based tourism is all tourism that is motivated by nature as a touristic attraction, and the touristic behaviour is situated in nature milieus (Rantala, 2017). Not all nature-based

tourism is sustainable travel because sustainable travelling needs to include ecologically mindful and ethical decision making (Rantala, 2017). Margaryan and Fredman researched this topic in their article about natural amenities and the regional distribution of nature-based tourism supply in Sweden (2017). This Margaryan and Fredman's (2017) research is an example of rural tourism and destination development of rural areas. They found that Swedish nature-based tourism is a diverse industry, strengthening the argument that collaboration between natural landscapes, open-air spaces, and cultural actors is eminent in Sweden. The research on nature-based tourism in Nordic countries has especially explored the destination development of periphery areas.

In Sweden, these periphery areas have been acknowledged to face many challenges due to the weak economy of the region, out-migration trend of the inhabitants, declining and ageing of the workforce of the area. Tourism and destination development are seen as a tool to overcome these challenges and generate symbolic, social and economic value for the area. Still, the presence of services and convenience facilities is crucial for the success of the destination. The pandemic has changed the demand and supply of touristic services, and one substantial change in touristic behaviour has been the consumers aim to avoid closed and overcrowded places (Pardo & Ladeiras, 2020). Thus, nature and rural milieus are preferred set for recreation during the covid restrictions. This even led to hiking and biking becoming increasingly popular, and research has found that the sale of bikes has increased during the pandemic (Pardo & Ladeiras, 2020). Experiences that can be offered and are simultaneously demanded are the services in open-air spaces and nature (Pardo & Ladeiras, 2020). In other words, nature-based touristic services became a successful touristic product internationally during the pandemic, so nature-based tourism is significant for this thesis.

#### 4.3.2. Tactical ruralism in proximity to urban

Helsingborg is not a rural town, but by discussing tactical ruralism, I aim to highlight how a destination development can use marketing conceptualization like utilization of ruralism to enhance the place's attractiveness. Furthermore, tactical ruralism during 2020 is essential because rural tourism intertwines with nature-based tourism and sustainable destination development both before the pandemic and even more during the pandemic because the research has found that biking, hiking, nature and rural areas tourism. After all, the increased demand for open-air experiences in spaces was respecting the social distancing is possible (Pardo & Ladeiras, 2020). Due to this, it is significant to analyze how tactical ruralism occurs in Helsingborg's destination development.

Tactical ruralism as a branding strategy has materialized in the pandemic-era destination development because destinations emphasize natural sites. Thus, proximity to rural areas has been a resource, especially during the pandemic event. However, tactical rural destination development and recreation in the open-air milieus has been an eminent touristic resource in Nordic touristic planning even before the pandemic. During the pandemic, rural and nature-based tourism like biking and hiking have increased because of the increased interest in investing time and money in physical and mental health in spaces where social distancing is possible (Pardo & Ladeiras, 2020).

Even though during 2000 and 2010, there has been an increased demand for nature-based touristic services in rural environments that either has infrastructure on their own or are in proximity to urban areas where moving between the sites is considered uncomplicated. Pandemic forced destination development to stop and rethink, which created an opportunity to play with the cards that the tourism enterprises had utilization of the open-air spaces where health and safety requirements are met (Pardo & Ladeiras, 2020). Carmen Pardo and Ana Ladeiras call the influence that Covid-19 has had on destination development as a *rural moment*. Still, during 2020 and 2021, it is not a choice but a need to attract visitors and tourists (p. 678), which can be used to explore and explain the destination development in Helsingborg during the pandemic.

Mobility and micro-mobility are part of touristic behaviour because it is way to move within the destination. Rural tourism is not a single destination but many destinations and sites (Kastenholz et al., (2012), which relates to mobility that a destination's infrastructure allows. Broegaard et al. (2019) advocate that tactical ruralism and nature-based destination development can occur in proximity to big and small towns. The destination's infrastructure is a make-or-break component because it ties together the attraction sites. Lane & Kastenholz (2015) see that counterbalance of urban and rural as features of rural destination development is critical for rural tourism research. Lane and Kastenholz (2015) examine that interest in rural tourism market demand is linked to the micro-mobility phenomenon, which means that even locals appreciate the ability to enjoy rural experiences in “Urban populations, in particular, tend to perceive rural life mainly as nature and an idyllically shaped reserve of traditional ways of life; as a symbol of the good life and the authentic, the antithesis of change and modernity; as an antidote to the anomie of urban life” (Kastenholz et al., 2012 p. 248).

Tactical ruralism and rural tourism is a branding strategy because research has found that it is a dynamic process of both experiences that relate to naturalness, authenticity, history and nostalgia (Hjalager et al., 2018). Simultaneously, rural tourism also includes modernizing

rural experiences to provide novelty, comfort, and reinvention of rural traditions (Hjalager et al., 2018). Tuohino (2017) writes that traditionally the concept of countryside and rural are associated together as a space with forests, waters and agricultural landscapes, just like the Nordic nature-based tourism emphasizes to be fundamental in the current place branding. Still, the rural territory can also be understood as a place for improving the quality of life. Tactical ruralism is the development that influences how a place is perceived and the concept inspired by the concept of tactical urbanism, which is an opposite destination development communication strategy to enhance the features of the city and human-made components in a place (Gyimóthy, 2019).

In research, rural touristic development has gained the focus of researchers since the 1990s (Hall et al., 2016) and conceptualization about rural tourism explores places and spaces outside of the metropolitan area. Among the touristic industry, rural tourism dates to the 19<sup>th</sup> century, when people travelled to small towns or spa destinations (Lane & Kastenzholz, 2015) and related to romanticism and aesthetic landscape appreciation (Hall et al., 2016; Rantala, 2017). However, during the '70s and '80s, the rural touristic development focused on developing more active, adventurous and experiences like cycling tourism and walking, climbing and skiing (Hall et al., 2016; Kastenzholz et al., 2012; Lane & Kastenzholz, 2015). Furthermore, there are two distinctive types of rural tourists: *overnighters* and *excursionists* who only visit the rural place during the day. In 2000, the latter kind of tourists became more popular than the first (Hall et al., 2017). In the Swedish context, rural tourism has often taken place in periphery areas, especially in Northern Sweden and Swedish Lapland, where health and wellbeing in nature are in focus (Helgadóttir & Dashper, 2021) or Gotland Sweden (Broegaard et al., 2019; Gyimóthy, 2019; Waade et al. 2019).

Rural tourism is a well-established topic in Scandinavian touristic research, but there is no definitional conception of rurality, and rural tourism is. There is diversity between definitions of rural destinations because local and regional authorities dealing with destination development and management of landscapes may only include spaces where the main features about farms and nature are present. In contrast, other cultural authorities might have a broader perspective on economic activities, experiences, and services outside urban areas (Hall et al., 2016). Nevertheless, rural tourism is a dynamic economic and social activity, behaviour and phenomenon where geographical, physical and human elements intertwine in the rural context where social, political, cultural and economic context plays a role (Helgadóttir & Dashper, 2021; Kastenzholz et al., 2012; Tuohino, 2017). However, not all tourism in rural areas is a form of rural tourism, and for tourism to be viewed as rural tourism, it needs to have a rural context

and focus, as Helgadóttir and Dashper (2021) argue. Kastenholtz et al. (2012) agree that rural tourism always takes place related to rural territory.

On the other hand, there is Nordic research on tactical ruralism initiatives in non-traditional rural towns. Waade et al. (2019) case study is an example of tactical ruralism in a Danish coastal town's Light Sabre initiative where temporary architectural installations are co-designed with the locals. Danish and Swedish rural destinations have previously been in the shadows of urban metropolitan destinations because of the lack of branding and attractive branding (Waade et al.). Furthermore, Gyimóthy (2019) argues that there are contemporary initiatives where hybrid experiences cross-appropriate rural and urban elements, which leads to sensuous confusion. Nordic rural destinations combine traditional countryside values with cosmopolitan values features (Gyimóthy, 2019).

This research approached tactical ruralism from a holistic standpoint that it is the branding strategy to emphasize the nature and rural elements in any destination. Even though a destination can be considered urban simultaneously while the promotion and development initiatives emphasize the rural elements in the destination area that can be deemed a rural territory, this helps my analysis and explanation of cultural heritage's role in destination development Helsingborg.

### 4.3.3. Challenges in nature-based tourism and tactical ruralism

Rantala (2017) argues that in the past, one of the main reasons for nature-based tourism was to experience the romantic nature environment. This experiencing was seen as passive enjoyment of landscape (Rantala, 2017). However, now the tourism industry is more focused on the activity and well-being that nature can enable. Nature can function as a resource in tourism and destination development. When nature is seen as a resource, it is viewed as a commodity that needs management which means investment to preserve and develop its quality. Above this, nature is understood as a resource for tourism as a commodity, rather than just an absolute value (Rantala, 2017).

However, overutilization of rural and natural amenities in touristic planning can have a wearisome impact on the milieu of the destination. Thus, rural touristic development and nature-based touristic planning should be understood from tourists and the local community's perspectives and needs (Kastenholtz et al., 2012). The success of touristic planning might be challenging to define due to the multidimensionality of nature-based tourism (Edelheim, 2017). In general, a successful tourist attraction satisfies all relevant stakeholders, but some attractions can be too attractive for their sustainability (Edelheim, 2017). Due to the notion that rural

destination development is a dynamic process, the development requires management, partnership and networking to create the experience as an attractive product. Furthermore, smart utilization of available resources contributes to authentic, pleasurable, significant experiences which attract heterogeneous rural tourism markets (Kastenholz et al., 2012).

Smart utilization also means that the destination development should have a sustainable standpoint when marketing and developing a destination (Gunn, 2002). A sustainable approach to destination development can come from the ecological consideration of investing in the least destructive strategies to the environment and investment in systems that emphasize sustainable social and economic progress (Gunn, 2002). This means that planning and advocacy of balanced and resource gentle development and marketing are central (Gunn, 2002). The positive influence of the development of nature-based tourism and nature as tourism attractions is the conservation and protection of flora and fauna and the educational awareness that this process allows (Edelheim, 2015). However, nature-based tourism contributes to erosion, trampling, souvenir taking and air and water pollution, and lack of clarity in the management of the nature-based tourism development that can lead to negative impacts (Edelheim, 2015). Edelheim (2015) restricted access to nature-based tourism attractions to reinforce the sustainability of nature touristic attractions. This notion relates to my exploration of challenges that have been central in destination Helsingborg both before and during the pandemic.

### 4.3. Culture-based tourism

This discussion about culture-based tourism helps me to explain how culture attracts visitors both near and far. In international touristic development and research, the role of cultural tourism is increasingly acknowledged (Amer, 2019), but because Nordic touristic research has more focused on nature and gastronomy (Björk et al., 2021; Fredman & Margaryan, 2020; Helgadóttir & Dashper, 2021) so that the status of cultural heritage tourism in Sweden has not been a popular research topic even though cultural tourism is recognized in the Swedish touristic industry. Thus, I present how cultural and cultural heritage tourism is addressed as a potential touristic resource internationally (Andrianou & Papaioannou, 2019). Cultural tourism stimulates the epistemic/curiosity value of cultural site experience, making visitors feel adventurous and satisfy their curiosity by providing an authentic experience and educational encounters within the cultural site (Prebensen, 2014).

Culture can be a tourist attraction, and cultural heritage is an essential feature in cultural tourism. Cultural tourism aims to visit places, sites and touristic attractions with cultural value

(Hovi, 2017). Cultural tourism is one of the oldest forms of tourism (Hovi, 2017). There is a diversity of what is considered cultural value, and the definition of culture is diffused. It is challenging to distinguish cultural tourism from other forms of tourism (Edelheim 2017; 2015; Hovi, 2017). In the late 1970s, tourism researchers recognized cultural tourism as a travelling phenomenon. Still, the magnitude of cultural tourism was understood in the 1990s (Hovi, 2017). Depending on the definition, 35-75% of all international trips can be considered a form of cultural tourism (Hovi, 2017). Hovi (2017) argues that not all tourism that includes cultural aspects can be regarded as cultural tourism.

Cultural tourism is one of the most important forms of tourism today because of the economic and social impact, both tourism and attractive cultural supply in a location has other positive effects because touristic attraction can increase the pride and recognition of local uniqueness and distinctiveness (Edelheim, 2015; Thorsby, 2011). The emphasis on local uniqueness relates to the cultural heritage organizations work in destination Helsingborg.

Culture and nature have had a symbiotic relationship in Nordic place branding and international touristic planning which contributes to the previous knowledge on open-air culture heritage experience development, which relates to the destination development efforts in Helsingborg during the pandemic. Specific nature tourism destinations can also be cultural tourism destinations and vice versa (Hovi, 2017). Cultural research and cultural-geographical standpoint in nature-based tourism have emphasized the significance of nature-related cultural services to distinguish the previous confrontation between culture versus nature (Rantala, 2017). Findings in Rantala (2017) and Hovi (2017) emphasize that culture is often in symbiosis with nature, which can create a situation where culture is seen as a secondary touristic resource which is significant in the analysis of this thesis.

Cultural and natural resources have the potential to attract tourists, argue Pardo and Ladeiras (2020). Still, they are critical if these are enough on their own due to the competitiveness of the touristic industry internationally. Thus, smart specialization in destination development implementation is a necessary and long-term commitment to novel experiences that fulfil the characteristics of unique, authentic, indigenous resources in exclusive territory contribute to touristic planning success in the post-pandemic tourism markets (Pardo & Ladeiras, 2020). This notion highlights how competitive culture and nature-based services are when the world is a limit when it comes to travelling in a post-covid society.

At last, some of the main threats that tourism creates to cultural heritage sites should be considered. Similarly, to nature-based tourism, cultural heritage tourism can have negative impacts on the cultural object in question. Wear and tear of the object, accidental damage,

traffic, vandalism of tangible culture objects, and commodification and trivialization of intangible cultural heritage are some of the central negative features that cultural, touristic attraction faces (Edelheim, 2015). A sustainable approach is suggested as a solution in culture heritage-based tourism. Also, empowerment and community engagement are seen as appropriate management actions to perceive the cultural heritage objects (Edelheim, 2015). Above these cultural heritage management strategies, Edelheim (2015) proposes de-marketing, capacity raising and event creation for capacity flexibility as help for the negative impacts of over-popularity.

### 4.3.1. Culture heritage in destination development

Cultural heritage sites and cultural enterprises like museums work to preserve and enhance cultural heritage assets, which intertwines with a sustainable approach to destination development. Cultural heritage can add value to a place and give some endangered destinations a lifetime as a tourist destination (Hovi, 2017). Cultural and natural heritage are intertwined processes that are utilized in destination development and branding of location. Tangible and intangible elements contribute to the branding and development of the attractiveness of a destination. The aspects of authenticity and sustainability emerge in cultural and natural heritage management utilized in destination development (Andrianou & Papaioannou, 2019).

Cultural heritage has both economic and symbolic value (Thorsby, 2010). Cultural heritage tourism researchers have found that those cultural heritage experiences generate symbolic value for tourists and profit tourist firms and institutions through interactions which is the cornerstone for investment in regional destination development (Addis & Rurale, 2021; Broegaard et al., 2019; Carbonare & Prokúpek, 2021; Cassinger et al. 2019; Hall et al., 2016; Kastenholz et al., 2012; Lane & Kastenholz, 2015; Lucarelli, 2019). Tourism generates revenue for cultural heritage organizations which increases the resources (Thapa, 2010) of the organizations to do their core work which is often argued to be the preservation and protection of the cultural heritage resources (Carbonare & Prokúpek, 2021).

Cultural heritage is evident in the tourism sector - tourism and cultural heritage are linked worldwide in the process where tourists are introduced to landscapes, buildings and objects, customs, practices and rituals (Hall, 1994). Cultural heritage can be divided into three categories: (1) Immovable and built tangible heritage, e.g., buildings, monuments and locations; (2) Movable tangible heritage, e.g. artefacts and artwork and (3) Intangible heritage, e.g. music, literature, rituals, skills and traditional knowledge (Thorsby, 2010). Cultural heritage objects are seen as essential to be perceived for future generations, and in practice,

often, there is a top-level actor such as UNESCO is the institution that lists what cultural heritage is (Hovi, 2017). UNESCO has also been criticized because the definition and criteria of what is defined as cultural heritage are strict, which leads exclusion of some local cultural, historical objects (Hovi, 2017). Not all cultural heritage sites are listed by UNESCO, and other researchers have a more holistic approach to touristic attraction sites with cultural heritage and historical meaning (Burlingame, 2020; Garden 2006), which contributes to the analysis of cultural heritage enterprises Sofiero and Fredriksdal in Helsingborg.

Garden (2004) explored Heritagescapes, which are landscapes that entail more specific cultural heritage sites. Heritagescapes and its marked-out sites processes of construction and reconstruction that took place in the management and communicated in their operation and development initiatives about the place (Garden, 2004). This experience is related to the narratives that are shared both tangible and intangible signs in the destination development of the site (Garden, 2004). In other words, heritagescapes are a form of storytelling (Burlingame, 2020), and sites contribute to place branding (Cassinger et al., 2019). It can even be said that heritage can be performed in touring and experiencing a tourist attraction. Burlingame (2020) gives an example of reenactors and live-action role-players (LARP) as a form of performance experience because dramatized tours utilize authentic milieu and its past are also a form of performing a cultural, historical object which adds to cultural heritage experience (Hanks, 2011; Kronen, 2018). This relates to the explanation of how cultural heritage organizations management of services and experiences before and during the pandemic.

In the context of cultural heritage's role in destination development, research has found that inclusive and adaptive storytelling and narration is beneficial for the landscape both in touristic and regional development contexts (Addis & Rurale, 2021; Garden, 2004; Hartman et al., 2019). This theoretical knowledge on heritagescapes and storytelling in cultural heritage enterprise services relates to the work cultural heritage enterprises in Helsingborg did prior to and during the pandemic. Garden (2004) concludes that both operational and interpretative components in cultural heritage sites have an impact on visitors which means that the service and experience of a visit at a heritagescapes should be planned and developed in a manner where the visitor can interact and perceive the past. This notion contributes to the analysis of service development initiatives that cultural heritage enterprises in Helsingborg have had during the pandemic and in order to cater to the market demand and feasibility in changing societal context (Baud-Bovy, 1982; Garden, 2004; Gunn & Var, 2002; Kastenholz et al., 2012).

### 4.3.2.Challenges of culture and management of cultural heritage organisations

Criticism about cultural heritage management and destination development has been lifted because cultural heritage management and destination development are a way of controlling the story of a cultural-historical site and controlling the narrative of a destination and the story of the place. The images and memories, i.e., narratives, reflect *who belongs* and can decode the story in specific places (Sumartojo, 2019; Zukin, 1995). The component of a narrative is an important element in story-making because where there is a story, there is also a storyteller (Burlingame, 2020). Narratives reproduce a story from a certain point of view (Hanks, 2011; Ruggles, 2011). This factor of a storyteller highlights that there is a form of agency that distinct who produces the tale and who are in the position of experiencing and, through that, reproducing the intangible and symbolic value of the story (Burlingame, 2020). Agency and thus power are present in the ways of interpretation and presentation of history, which transpires into descriptions and ways of representation for place-making purposes (Bacchi & Goodwin, 2016). The agency and the narration of the story and place are often controlled by the privileged (Burlingame, 2020; Bacchi & Goodwin, 2016), which relates to the notion of institutionalized destination development work in the Nordic placemaking context. Furthermore, the narration that both cultural heritage institutions and destination developers make of a place related to the notion that collaboration, cooperation and inclusion are fundamental values in Nordic place branding, which is analyzed in the way cultural heritage takes place in the narration of Helsingborg and how the attractiveness of Helsingborg is articulated before and during the pandemic.

However, this is related to one of the main challenges in the arts and cultural organizations, which is the requirement to attract more visitors and provide attractive programs in order to expand their sources of income because the public funding has been reducing amongst museums (Carbonare & Prokůpek, 2021). Simultaneously there are indicators that consumption of cultural goods is decreasing because of the increase of other experiences which are alternative to cultural consumption, and the factor that there are limited amounts of free time among possible cultural consumers creates additional pressure to managing cultural businesses (Carbonare & Prokůpek, 2021). Furthermore, the changing outlook that traditional cultural spaces like cultural heritage sites are not accessible and these places do not meet the demand for social experiences closer to the everyday routines, i.e. consumers demand “value

for money” in the competitive leisure market as Carbonare and Prokůpek (2021) put it. The notion of demand for cultural organizations to develop their services in relation to market demand can be damaging on the “core purpose” for museums which some argue to be the work to maintain and develop the collection and preservation (Pickard in Carbonare & Prokůpek, 2021).

### 3.4. Summary

The analysis of this thesis utilizes the Product Analysis for Outdoor Leisure Procedure (PASOLP) model (Baud-Bovy, 1982), which contributes to the exploration of destination development as product development of both touristic attraction sites independently from a market-oriented standpoint. Furthermore, the model highlights the feasibility of touristic planning, which means that the social, political, economic and cultural structures are considered in the destination development strategy. The second destination development model this thesis relies on is The Tourism Functioning System (Gunn & Var 2002), which highlights further the demand and supply of touristic market and how the fundamental of successful touristic destination is the supply of attractions, transport, services, information, and promotion in correspondence with the demand (Gunn & Var 2002). These models help to explore and explain how the change in features of demand, supply and feasibility affected Helsingborg’s of destination development and cultural heritage enterprises work during a pandemic.

Above these models, knowledge on Open-air and nature-based destination development is required in order to be able to explain the “rural moment” and tactical ruralism trend in destination development during the pandemic. The theoretical knowledge helps to explain the initiatives to adapt to Covid-19 regulations that have taken place in Helsingborg and in cultural heritage enterprises. Moreover, Culture-based tourism in heritagescapes includes the development of storytelling and branding of cultural sites (Garden, 2006). Research has found that cultural heritage’s role in destination development requires inclusive and adaptive storytelling and narration is beneficial for the landscape both in touristic and regional development circumstances (Addis & Rurale, 2021; Garden, 2004; Hartman et al., 2019), which relates to the theoretical background on how to approach cultural heritage enterprises to work in Helsingborg.

# 5.Data Representation and Analysis

In this section, I show the destination development of Helsingborg looked like before and after March 2020 and what is the role of cultural heritage in the touristic planning of Helsingborg. I approach this by using PASOLP and tourism Functioning system model. I start by presenting the touristic resources, country structures and present tourism markets that relate to the destination development of Helsingborg. This is carried out by analyzing touristic resources like geographical dimension and nature-based tourism that dominates the touristic planning in Helsingborg.

Second, I demonstrate how cultural heritage was approached as a touristic resource in the destination development pre-pandemic in the discussion about the cultural heritage sites in Helsingborg and highlight the status and how cultural heritage enterprises Fredriksdal Museum and Sofiero Castle are validated and endorsed as part of communication what Helsingborg has to offer. Third, I display how the accessibility of existing destination development resources changed due to the national Covid-19 restrictions, which created a challenge for cultural and hospitality enterprises, strategies during 2020 and 2021.

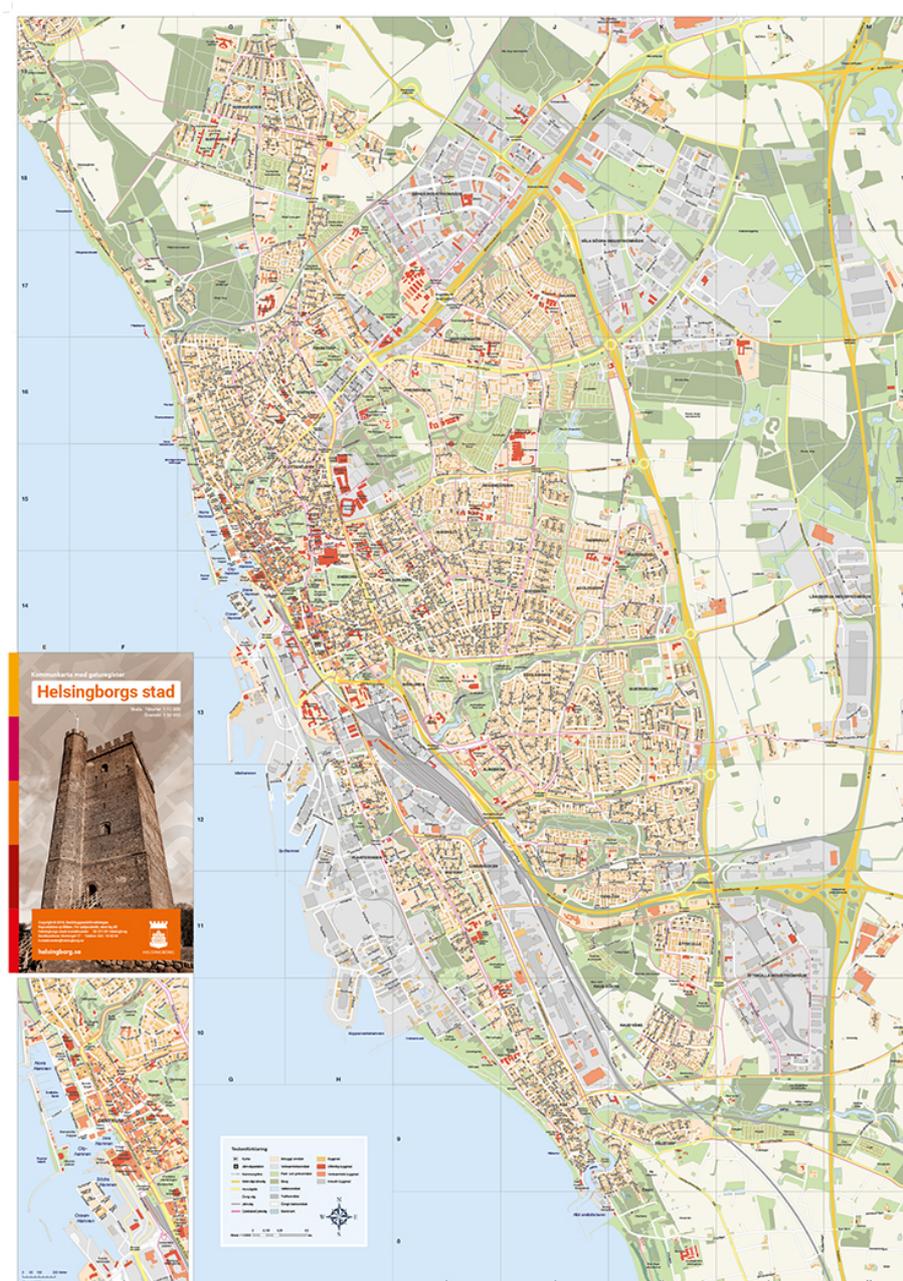
Finally, I present three solutions that emerged from the challenges of the new normal: modifying-, innovating- and collaborating of cultural heritage and destination development services. Above this, a fourth solution appeared during 2020 and 2021, which was a significant spatial-temporal sustainable destination development. The further spatial-temporal destination development was a response to Covid-19 restrictions and the challenges of over popular sites and seasons of destination Helsingborg.

## 5.1. Helsingborg as touristic destination

Helsingborg is the second-largest city in Skåne. Helsingborg is in North-West Skåne, next to Oresund and approximately 10 km away from Denmark and the Continent. Visit Skåne defines Helsingborg as "*a place with the city charm, village atmosphere*" (Visit Skåne 2021). This citation highlights how Helsingborg is defined through hybridity and mixture of opposites: big metropolitan city and charming, idyllic small-town feeling; has both ancient and modern features; the geographical closeness of Sweden and Denmark and how urbanity and nature are intertwined in destination development of Helsingborg (Visit Skåne 2021). Water, nature, tactical ruralism and geographical dimensions like location and the size of a town are touristic

resources of Helsingborg (Baud-Bovy, 1982), which has been in focus in the destination development both before and during the pandemic.

Below I present a map of the city of Helsingborg (Map 1). This map contributes to the understanding of the geographical dimension and geographical touristic resources that are highlighted in the PASOLP model (Baud-Bovy, 1982). The Geographical Location and geographical dimension are tourism resources for the destination development of Helsingborg and influence the feasibility of touristic planning before and during the pandemic (Baud-Bovy 1982; Ritalahti & Holmberg, 2017).



Map 1, Helsingborg city (Helsingborg Stad, *Kartor-Helsingborgskarta-Tryckt-S1-2018-750x1065-Sbf.Jpg*, n.d.)

## 5.2. Touristic resources of Helsingborg

In this part, I tell what touristic resources are emphasized in the destination development of Helsingborg. When the professionals in cultural heritage and destination development of Helsingborg are asked to describe Helsingborg, they highlight the location, size, the geographical material features, the proximity to other destinations, the sea and nature before the symbolic features like culture and history. The location of Helsingborg is both a geographical dimension of the development resources (Ritalahti & Holmberg, 2017) but also a touristic attraction (Edelheim, 2017) that offers nature and outdoor recreation opportunities to tourists. Secondary, the creative and cultural enterprises are named as touristic attractions, like cultural heritage enterprises Sofiero Castle Garden and Fredriksdal Garden and Museum.

The location of Helsingborg is emphasized by all the destination development and culture professionals working for Helsingborg. Moreover, Helsingør, which is a Danish city across the Oresund, is a feature in the destination development of Helsingborg. Before the Covid-19 related travelling restrictions, the existence of Helsingør and Denmark, among other touristic destinations within Scania, was a strength rather than a challenge for the destination development of Helsingborg.

The destination developer of Northwest Scania and The Chief of Marketing of Helsingborg and Tourism in Skåne's Destination Development Strategy Policy highlighted how the Helsingborgs destination development strategy builds on three main themes: (1.) cycling and outdoor; (2.) food and drink and (3.) creative lifestyle. Tourism in Skåne wrote even before the pandemic that they aim to strengthen Scania's attractiveness in three themes which are the same ones as named by the destination developer of the Northwest Scania and Marketing and Salesperson of Helsingborg. By focusing on Scania's strengths, the target group's driving forces and trends in the outside world can create an attractive range that strengthens Skåne's profile (Tourism in Skåne, 2020 p. 17). The location is named by all the interviewees, which makes it appear that the location is so central in the description of destination Helsingborg that it is like the heart of Helsingborg's destination development, and thus, the geographical location is articulated as a touristic attraction in the destination development of Helsingborg (Edelheim, 2017).

Destination developers have a strategy called *wonderful weekends* as well as *weekends all week* in Helsingborg, where cultural experiences are one of many experiences opportunities

destination Helsingborg has to offer in one weekend holiday and/or weekend like a holiday during weekdays. The strategies package several destination experiences like nature-based tourism and outdoor activities, and culture/culture heritage services together into *wonderful weekends* and *Weekends all week*. The strategy was applied to attract both domestic and international tourists outside of Scania. Here again, the ability to conceptualized and commercialized the destination and marketing the Wallåkra as part of the concept of *wonderful weekends* and *weekend all week* is a form of branding and storytelling process of destination (Mossberg, 2011).

When tying the destination development to Baud-Bovy's (1982) Outdoor Leisure Procedure (PASOLP), I see that throughout the interviews with destination developers and the Helsingborgs cultural program document, the cultural heritage is a touristic resource, but the present tourism market is demanding more sustainable, innovative, nature and rural-based touristic services (Baud-Bovy, 1982). PASOLP flow-by-flow model approaches destination development as a product creation and development strategy from a market-oriented perspective where a destination is defined as a product. In the case of Helsingborg, the *weekend* there is a way to conceptualize and market the product Helsingborg where nature and culture are intertwined. The existing infrastructure and facilities, like the nature paths that go through Scania and especially Helsingborg, allow alternative touristic products where culture heritage sites are part of the *weekend feeling* theme that was the critical feature in the branding and placemaking of Helsingborg before March 2020 (Baud-Bovy, 1982; Cassinger et al. 2019; (Mossberg, 2011).

Similarly like, Costa & Brandão (2018) emphasized in the PASOLP models approach to the destination as a product there are territories within the destination landscape that are managed on their own which also applies in the case of Helsingborg. Helsingborg is marketed and developed as a destination, but the management of the development is collaborating with other organs like North-West Scania, Tourism in Skåne and Visit Sweden. Above this, there are enterprises Fredriksdal and Sofiero within the public management of developing and marketing the Helsingborg as a product. The enterprises, Fredriksdal and Sofiero, as well as Wallåkra, also develop and market their services on their own in order to attract visitors to their sites which increases the attractiveness of the product Helsingborg (Baud-Bovy, 1982; Costa & Brandão, 2018).

The feasibility of the touristic product and the context location of the destination is key in the PASOLOP model (Baud-Bovy, 1982). Furthermore, the component of alternative tourist products and competing for tourism markets (Baud-Bovy, 1982). Helsingborg has utilized

nature and rural resources in their development and place branding and was named earlier in the results; the eminence of Helsingør and Denmark, among other destinations in the touristic area, has been a strength rather than a competition for the destination development of Helsingborg. Thus the “masterplan” of Helsingborg has been the hybridity of many touristic attractions (Manhas et al., 2016). The hybridity of culture and nature is developed further in the next part.

### 5.2.1. The Geographical dimension in destination development

The geographical dimension contributes to the country structures and tourism resources in the PASOLP -model, which is why I discuss how that influences the destination work in Helsingborg. The geographical dimension enables the open-air and nature-based touristic planning in the case of Helsingborg. The geographical dimensions and geographical location are dominating factors in the destination development and branding of Helsingborg because the geographical dimensions of a destination Helsingborg are both the centre city of Helsingborg but also the agglomeration of other destinations in Scania and Denmark, which together build a touristic area in North-West Scania and Oresund (Ritalahti & Holmberg, 2017). The agglomeration of other destinations strengthens the attractiveness opportunities of Helsingborg. This relates to Waade et al. (2019), who emphasized how those Nordic destinations, which are predominantly located in the coastal area, are defined by hybridity of natural, urban, leisure. Furthermore, Waade et al. (2019) emphasized how infrastructural landscapes play a significant role which is related to the increased mobility within the destination’s touristic attraction sites (Gyimóthy, 2019; Kastenholz et al., 2012; Lane & Kastenholz, 2015).

Related to the strait to Denmark and the Continent, the waterway is emphasized as a valuable touristic resource that emerges in defining what kind of destination Helsingborg is, which shows how the destination development of Helsingborg has built on both the development of touristic destination Helsingborg, but also the development of destination area Helsingborg–Helsingør (Ritalahti & Holmberg, 2017). The geographical location relates both to the capability to offer other destinations within the larger touristic area but also the ability to attract tourists from Denmark and the Continent.

Location as a resource is even highlighted in the documents published by the Cultural Administration of Helsingborg (2021) and Tourism in Skåne, who highlight how Helsingborg’s location is an asset for the development of the city’s cultural life (The Cultural Administration of Helsingborg 2021, p. 9). Helsingborg is one of the larger cities in southern Sweden in the

middle of the Oresund region, the Nordic region's largest and most densely populated metropolitan area. With European cultural metropolises such as Copenhagen and Hamburg at close range, the European dimension and cooperation in the Oresund region are utilized and developed as essential elements in Helsingborg's cultural policy (The Cultural Administration of Helsingborg 2021, p. 9).

This relates to Baud-Bovy's (1982) PASOLP model, which emphasizes the feasibility of the destination product analysis and how that relates to market flows. Above this, the exploration of competitive products in other destinations is vital when developing the destination as a product (Baud-Bovy, 1982). The analysis of other destinations influences the development of alternative services that the destination has to offer (Baud-Bovy, 1982). Helsingør, Copenhagen, Malmö, the European continent and other touristic attraction destinations with sites of tourism interest strengthened the feasibility of Helsingborg.

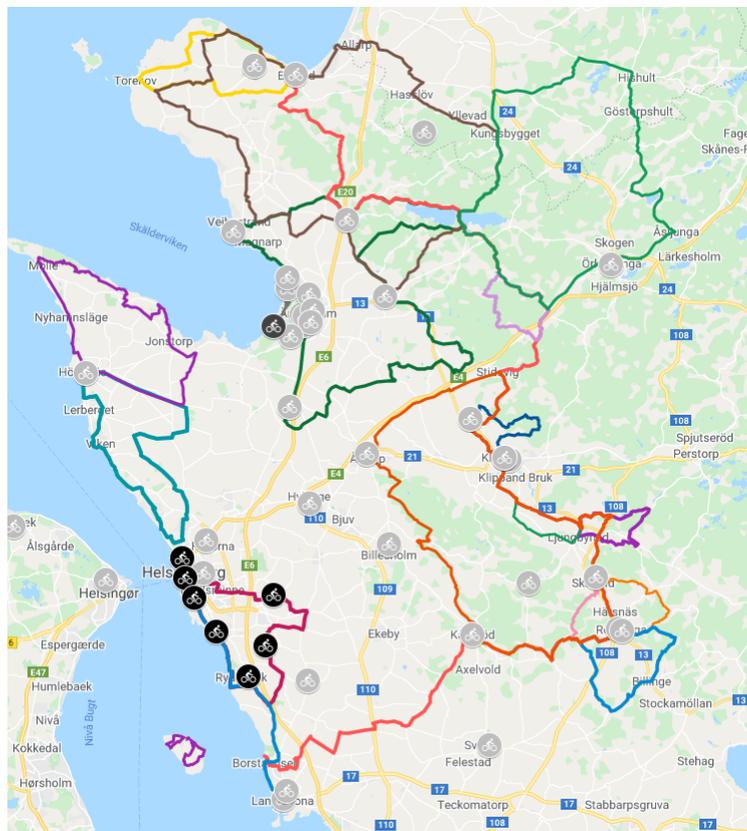
The geographical dimension enables the existence of nature which is a significant touristic resource in Helsingborg. Thus the geographical dimension also meets the tourism market demand for nature-based experiences. Nature is a key attraction and resource in touristic planning within Helsingborg and in the touristic area of North-West Scania. Thus, nature-based tourism and tactical ruralism are developed further in the next part. Likewise, the destination development of Helsingborg aims to attract with services related mainly to (1.) cycling and outdoor but also to (2.) gastronomy and (3.) creative lifestyle. Especially the first one relates to the country structures and tourism resources that the location offers for Helsingborg. The status of cultural heritage is not in the centre in the touristic planning of Helsingborg is but listed as the third touristic attraction resource by the destination developers and in the strategic plan of Tourism in Skåne. The coastal areas as destinations are often defined by hybridity of natural, urban, leisure Waade et al. (2019), which applies to the touristic development of touristic resources of Helsingborg. This reflects the significance of the geographical dimension's role in touristic planning. To develop further the cycling and outdoor as a touristic resource, I discuss the nature-based tourism and tactical ruralism that left a cultural heritage in its shadows, at least pre-pandemic.

### 5.2.2. Nature-based tourism and tactical ruralism

I approach the current branding strategy, tactical ruralism and emphasis of nature-based tourism, as PASOLP -models basic factor which is the component of present tourism markets that influence the touristic planning. Even though Helsingborg is not located in a periphery or in a traditionally rural area, I argue that the investment and emphasis of nature-based touristic

resources is an active branding strategy to associate Helsingborg with the rural and nature experiences close by the city in North-West Scania, which is a form of tactical ruralism (Gyimóthy, 2019). This articulated to be a touristic attraction even before the pandemic, but during 2020 the touristic motivation to visit the paths has significantly increased, which reflects with the notion of “rural moment” defined by Pardo and Ladeiras (2020).

Nature-based touristic development and tactical ruralism are present in the destination development of Helsingborg because of the touristic attractions in nature and because there are three national bike paths in Sweden, which all go through Skåne; two of these paths pass Helsingborg: Kattgatleden and the South coast trail starts and ends in Helsingborg. Here I present a map published by Helsingborg Municipality where the number of bike paths the number of services related to biking are indicated.



(Cykelturer i nordvästra Skåne, n.d.)

The Chief of sales and Marketing of Helsingborg says that due to the existence of these paths, Helsingborg is like a biking and hiking *hub*.

We have the main product, but so that we can sell it and get here strong interest and that visitor should experience us as a good cycling destination, we need to develop everything else around, i.e., how can we become a cycling-friendly destination? (Chief for sales and marketing of Helsingborg).

This is a form of promotion that is related to the market demand for sustainable and nature-based touristic experiences. The nature and ruralism of Helsingborg's location is a tourist attraction and is articulated as a resourceful *product* of the destination development of Helsingborg. This relates both to Baud-Bovy (1982); Edelheim (2017) and Gunn and Var (2002). Hiking/biking paths are named as touristic attractions and seen as *the main product* which attracts. Nature exists without touristic attention, but the paths are increasingly being marketed and developed in order to attract visitors (Edelheim, 2017).

Nature tourism is named as one of the strengths of Scania and Helsingborg because it is a material resource that matches ongoing eminent trends in the hospitality industry. Thus, the nature and paths are promoted, services are developed to match the market trend, transportation and the paths are invested in Helsingborg and information about the supply is increased in destination development of Helsingborg. In other words, as Gunn and Var's (2002) The Tourism Functioning System shows, these components are invested in the touristic system in order to match the supply and to communicate with the market demands. The geographical location of the sole destination of Helsingborg enables the touristic planning to utilize, promote and develop nature and rural areas in destination development and place branding of North-West Scania.

Above this, the tactical ruralism of emphasizing the attractions, developing the services, transportation and branding like promotion and information about the nature touristic sites enhances the supply of tourism functioning in Helsingborg (Gunn & Var 2002).

Our destination has an incredible diversity at very short distances because you can go out to Kullaberg and climb and hike if you want during the. Still, later in the afternoon you can go shopping and take a tour of the city. So, you have time to do quite a lot at our destination because it is very short distances (Destination Developer of North-West Scania).

Here again, location and proximity are vital forces of allure. Still, instead of emphasizing the water, the proximity to nature is noted as an accessible resource of the destination Helsingborg which is a branding strategy to emphasize especially the rural natural components in the destination area. The destination development sees nature as a resource and aims to enhance the perception of being a city (urban) with a close geographical and symbolic relation to nature (Gyimóthy, 2019).

Destination development of Helsingborg utilizes the ability to offer gardens, parks, woods, hiking/biking paths. Kullaberg and Bjärehalvön nature areas are key nature-based tourism attractions and are named as crucial marketing features by the Destination Developer

of North-West Scania. The counterbalance of urban and rural as features of rural destination development relates to the notion that rural tourism is not a single destination but many destinations and sites, which relates to mobility that the infrastructure at the destination (Lane & Kastenholz, 2015). The development of the infrastructure in nature areas of Helsingborg, a destination it is a make-or-break component in the investment of touristic attractiveness because it ties together the attraction sites (Lane & Kastenholz, 2015).

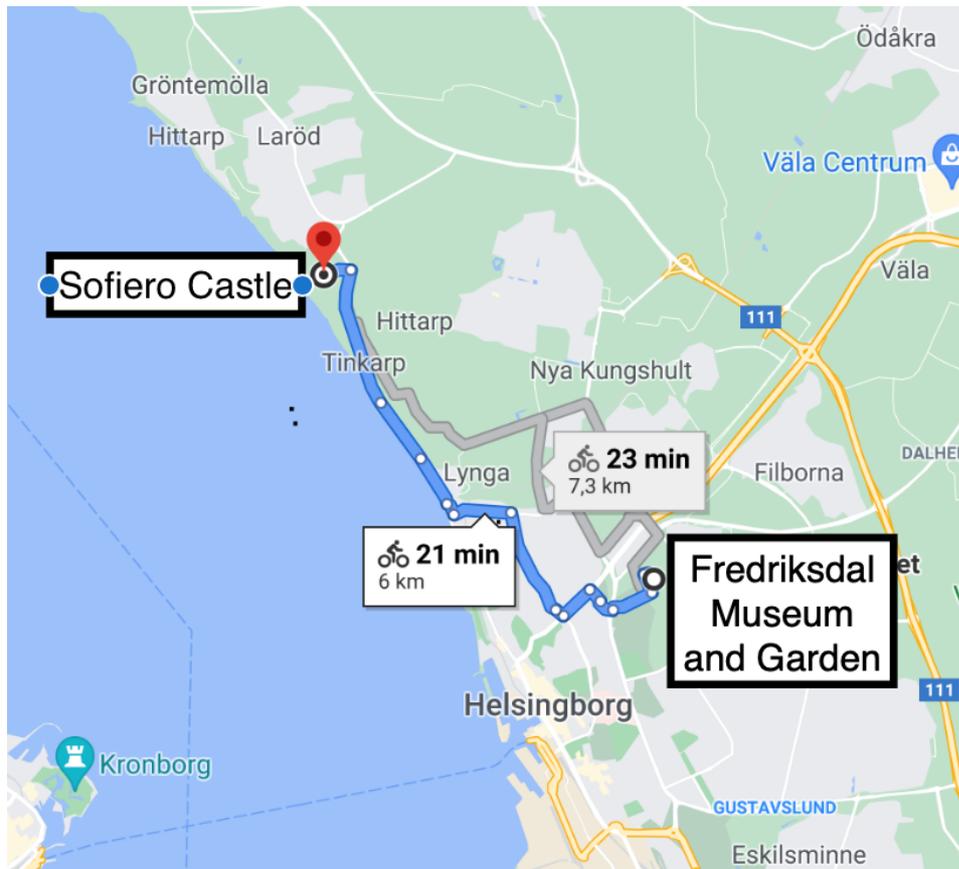
To sum up, the chief for sale and marketing of Helsingborg says that Nature tourism is one of the most significant features of attractiveness in Helsingborg and it is a central reason why people visit Helsingborg, which is a sign that both demand and supply of nature-based touristic experience are a market trend (Gunn & Var 2002). Thus, Helsingborg is developing nature-based tourism resources like cycling and hiking. The professionals have noticed that nature-based tourism is also in line with the market trends. Thus, the notion of developing and marketing nature is a form of destination development where stakeholders, professionals and destination developers invest in image building and touristic attraction services in order to attract more tourists (Edelheim, 2017; Ritalahti & Holmberg, 2017).

### 5.2.3. The Culture Heritage Sites in Helsingborg

Interviewees pinpoint the two cultural heritage and spots in Helsingborg: Fredriksdal Museums and Sofiero castle, which are regarded as essential sites and attract audiences who are motivated to see the history, culture, authenticity and nature of the destination because both sites have a significant garden and open-air area. This relates to Edelheim (2015) and Thorsby (2011), who wrote how cultural heritage sites could emphasize the pride and recognition of local uniqueness and distinctiveness. Above this, Fredriksdal and Sofiero work for the preservation of cultural intangible and tangible objects such as nature, flora and fauna as well as art, traditions and handicrafts (Edelheim, 2015; Thorsby, 2011).

The cultural heritage touristic attractions are regarded as apparent sites to visit for both tourists and locals in Helsingborg, but the main objective and priority of destination development in Helsingborg, Scania and Sweden are articulated to be sustainability and nature-based tourism, even before Covid-19. Thus, Culture heritage sites have 2020 and 2021 invested, developed and marketed initiatives with more substantial nature and rural-based tourism focus. Moreover, the additional facilities like the hiking/biking paths that are existing tourism resources and present tourism market demand are incorporated into the physical master plan of the destination Helsingborg and cultural heritage enterprises Sofiero and Fredriksdal

which are introduced in next the chapter. Below there is a map of Helsingborg and where Fredriksdal and Sofiero are located, and what is the distance between these sites.



Map of Helsingborg and biking distance between Sofiero and Fredriksdal, Sofiero and Fredriksdal signs added by the author.

(Google maps, *Fredriksdals Museet & Trädgårdar to Sofiero Palace*, n.d.)

#### 5.2.3.1. Sofiero Castle and Fredriksdal Open-air Museum

Sofiero Castle is an old royal summer castle that has been in the Helsingborg city ownership since the '70s. During the '90s, the city was developed as a destination site and touristic attraction, but part of the work is to manage and administer cultural heritage. What makes Sofiero Castle and its park unique is that instead of building the castle as a manifestation of monarch power, the building and garden were constructed as a private place of the royals. Princess Margaret is the one who created and built up the garden the way it is still today preserved.

Fredriksdal is an outdoor museum and a botanical garden 2,5 km away from Helsingborg Central Station. It is a 36 hectares wide area with plant archives, farm animals, and an old-town area that includes historical buildings. The services Fredriksdal employees highlight are the events directed for educational purposes for schools, services to engage senior

citizens in eldercare and conference arranging for public and private sector businesses. Above this, Fredriksdal has markets and celebrations during the key Swedish holidays like Easter and midsummer. These services bear great symbolic value related to cultural heritage to bring history to today.

The Cultural Strategy Program for 2021-2024 articulates cultural heritage sites in Helsingborg which means that Sofiero and Fredriksdal are both touristic resources for Helsingborg but also sites of tourism interest. Sofiero Castle Garden, together with Fredriksdal museums and gardens, are the parks of the people of Helsingborg and sometimes gardens of the whole of Sweden, which both convey an alive cultural heritage and are essential destinations, also internationally (The Cultural Administration of Helsingborg 2021, p. 14). Sofiero and Fredriksdal are not listed as UNESCO's world heritage sites, but these sites have cultural, historical significance due to the preservation and education work and other services with a symbolical and cultural significance that attracts both locals and tourists (Burlingame, 2020; Hovi, 2017; Garden, 2004).

The way Sofiero and Fredriksdal are articulated by the destination developers in the interview and in Helsingborgs Cultural Policy as culture heritage touristic attractions relates to Mossberg's (2011) finding that destination development includes branding and storytelling of a place which needs to be (1.) accepted by the stakeholders, professionals and marketers involved in the storytelling process; (2.) location-based and (3.) can be conceptualized and commercialized in the destination development and marketing strategies. Interviewees work for Helsingborg but are not related to cultural heritage management names Sofiero and Fredriksdal as cultural heritage sites state the existence of these sites as a feature in destination development and touristic resource due to the services these enterprises offer. Employee in the marketing of multiple municipalities at North-West Scania articulates why Fredriksdal and Sofiero are attractive sites in destination development of North-West Scania due to the constitution of authentic and uniqueness the sites reproduce in their services and at the site.

[About cultural heritage] I connect it to the authentic experience of going back to the heritage, which creates an authenticity legitimacy [...] I also think when you think it large market when we are now aiming to attract international visitors here, they want to experience Helsingborg or northwestern Skåne, there is nothing that can tell us as much about Helsingborg and northwestern Skåne that the cultural heritage can do. So we anchorage to that [heritage] always as much as possible [...] For example, Fredriksdal does fantastic things precisely because it is an open-air museum so they show very clearly what it has looked like here in the past and have made it an experience that the tourist can experience and ... can see how it was in the past in Helsingborg which is unique in its way. (Employee, Familjen Helsingborg with focus on Hospitality).

This situation emphasizes both the cultural value of the cultural heritage touristic attraction's ability to be commercialized (Mossberg, 2011; Edelheim 2017) and the forms of value cultural value that is taking place in Sofiero and Fredriksdal as places of local pride (Garden, 2004). Related to the citation above, the authenticity value, e.g., the realness, originality and uniqueness, are seen as the cultural value that especially takes place in Fredriksdal (Thorsby, 2011). Fredriksdal and Sofiero are offering authentic novel experiences for locals and tourists, which relates to the core of culture-based tourism.

Both interviewees who work for Fredriksdal say that the target audience they aim to attract is locals. The employees at Fredriksdal highlight that its services attract mainly locals, schools and eldercare visitors because they have retailed educational and engaging activities that wake recognition. This relates to Mossberg's (2011) finding that successful destination development is location-based and engages the local history, pride and recognition that is eminent in Fredriksdal's and Sofiero's work. Furthermore, below I discuss the storytelling and services relates to the storytelling experience in these cultural heritage enterprises, which are viewed as a touristic resource in the destination development of Helsingborg.

#### *5.2.3.2. Storytelling in Cultural Heritage experience and destination attractiveness*

The way Fredriksdal and Sofiero are touristic attractions with their own management that is related to public destination development of destination Helsingborg which contributes to the storytelling of the destination Helsingborg (Baud-Bovy, 1982). This supports the destination development of Helsingborg that reflects the role of cultural heritage enterprises work has in touristic planning and attractiveness. Touristic attractions contribute to the storytelling of the local history that is a touristic attraction that relates to the narrative of the destination. This influences the image of the place because of the images, memories, i.e., narratives (Sumartojo, 2019; Zukin, 1995). Fredriksdal contributes to the ordinary folk's cultural history, while Sofiero is a materialization of the monarchism in Sweden and in Helsingborg.

Touristic attractions, like the cultural heritage sites of Helsingborg, are not only cultural artefacts but also processes of construction and reconstruction of what is the history of the area, and this is communicated in their operation and place development initiatives (Garden, 2006). To develop further the notion of cultural heritage as a touristic attraction and feature in destination development in Helsingborg, I highlight an example of cultural heritage service that Fredriksdal creates. Fredriksdal has previously to the pandemic produced events where the history of the destination Helsingborg meets nature in their gardens. Fredriksdal had an event theatre event called *history for life* – a dramatized guided tour about nature and cultural history.

This event is an example of an event and service produced by a cultural heritage institution that, through storytelling, ties together the tangible cultural heritage site and intangible symbolic value that exists in the historical and nature milieu (Burlingame, 2020; Hanks, 2011; Kronen 2018).

Furthermore, the storytelling experience of Fredriksdal emphasizes that cultural heritage is being conceptualized and commercialized in the destination development and marketing strategies, i.e., when cultural heritage narrative is dramatized in an engaging manner and sold in as tickets to visitors (Mossberg, 2011). Furthermore, the ability to pre-book a cultural heritage relates service experience is a perceived positive factor among destination developers. Thus, the cultural heritage enterprises services are managed in a straightforward way which makes it easy for the developers and marketers to sell the storytelling experience further to visitors. This further strengthens the notion of cultural heritage attraction that can be conceptualized and commercialized in the destination development and marketing strategies (Mossberg, 2011). Cultural heritage services at Fredriksdal are accessible and commercialized, which makes it easy for to destination development of Helsingborg to rely on the experience the site creates.

#### *5.2.3.3. The Collaboration of cultural and nature as a touristic attraction*

Sofiero and Fredriksdal are part of the public and institutionalized culture sector in Helsingborg. However, a third cultural heritage attraction that is outside of institutionalized is the Wallåkra stoneware factory which is in the private cultural heritage. Wallåkra does not emerge in the analyzed documents, but two professionals working for the destination development of both Helsingborg and Northwest Scania emphasize the place and symbolic value Wallåkra created.

When we talk about cultural heritage [in destination marketing of Helsingborg], we think it has a close connection also to nature, where we have places such as the Wallåkra stoneware factory. A great example of where you lift a culture linked to nature is Wallåkra. It is a very great place, and it is located in a nature reserve, and where they have also lifted in this whole story with dinosaur tracks you have found there which have stepped on this clay that she [the maker] today sits and turns the clay into her pots (Chief for sales and Marketing of Helsingborg )

Wallåkra is an additional third example of cultural heritage being part of the destination development of Helsingborg and Northwest Scania. Cultural heritage is not seen as an attractive force on its own instead, as articulated in the citation above, Wallåkra's attractiveness is the combination of nature and culture rather than either-or. This means that there is a need to bake cultural heritage into other experiences and attractions in the destination. Cultural

heritage services are not seen in destination development as an attraction on their own. Instead, these resources producing intangible symbolic value need to be baked into other experiences. The destination development of Helsingborg focuses on the development of resources related to nature-based tourism. Cultural heritage enterprises aim to incorporate this focus in their services and develop their abilities to attract nature experience interested tourists. Sofiero articulates that their visitors are a homogenous group of older cultural interested people, but they aim to develop their opportunities to welcome and hiking tourists in the future, which is emphasized in the service development that has taken place during Covid-19. What can be seen in the destination development of Helsingborg is that nature and culture are resources in the destination Helsingborg which are marketed and developed in a dynamic and simultaneous manner.

Sustainable tourism development is discussed in relation to culture and nature because ecological sustainability relates to the element of nature-based tourism in how the professionals approach sustainability also in Helsingborg related to nature-based touristic planning (Edelheim, 2017). Nature is a touristic asset for cultural heritage because of the hiking and biking activity that takes place in nature. Fredriksdal and Sofiero are that these public cultural heritage enterprises have natural assets in their garden and their location by the famous hiking/biking paths enables them to develop their services and attract new visitors. Tourism in Skåne, Visit Sweden, Region Scania, Sofiero and Fredriksdal bring up the element of simultaneous existence of culture and nature together as a resource and a form of attraction in destination Helsingborg. Fredriksdal and Sofiero both have a collection of natural assets in the form of botanical archives. An employee working for cultural heritage management for the whole region of Scania also emphasizes the symbiosis in the scale of the whole Scania. Culture has a considerable significance together with nature, as employees working with cultural heritage at Region Scania said.

### 5.3. Summary

The role of cultural heritage in destination development is important but secondary to the nature and rural branding that takes place both in the destination development of Helsingborg and cultural heritage service development. This is because of the market demand. The challenge is not the lack of cultural heritage related services but because Nordic destination branding, supply and demand are significantly focused on nature, outdoors and recreation. The market

demand is also why cultural heritage enterprises develop their service supply to reflect trending market demand.

## 5.4. After March 2020

### 5.4.1. Covid-19 in Sweden

The Swedish Covid-19 strategy has posed challenges and possibilities for service innovations in the culture and tourism fields. Effects of Covid-19 on tourism and the service industry in Sweden are the following: The hotel and restaurant industry is particularly hard hit due to cancellations and recommendations to avoid public places. Foreign guest nights plunged, jobs and companies in the hospitality industry risk disappearing at the beginning of the pandemic 2020. The hospitality industry-related companies lack financial sustainability (Tillväxtverket 2020, pp. 15-17). Cancellations have contributed to the loss of revenue, and the traditional market demand has disappeared. This led to a change of primary audiences of cultural heritage touristic attractions and the destination visitors. In other words, the feasibility of cultural events and tourism service demand changed almost overnight in March 2020 (Baud-Bovy, 1982; Gunn & Var; 2002).

Sweden's approach was moderate restrictions which emphasized the individual. Thus, culture and tourism actors have readjusted and redirected their services instead of cancelling and closing. In Sweden, the hotels, restaurants and cultural services have stayed open to some extent. However, the responsibility to establish a safe environment for visitors and employees has been on the public and private culture and hospitality enterprises.

The covid-19 pandemic has a transformative influence on societies, the tourism industry and the environment (Hall et al. 2020). This also applies to Helsingborg and its tourism industry prospects and the cultural heritage enterprises' ability to attract visitors. Each EU country has made their own decision about travel restrictions and quarantine. Many countries closed their borders and restricted the freedom of movement, which has affected the usual consumption opportunities internationally, domestically and locally. This created pressure and challenge for the Hospitality -, tourism-, and culture industry to maintain their economic and social possibilities to create value. In the Swedish context, hospitality, tourism and culture actors are directly affected by their complete closure, either through political decisions to close,

for example, bars and restaurants, or as an indirect effect of political decisions, such as banning gatherings over a certain number of people. (Tillväxtverket, 2020).

Hall et al. (2020) argue that the Covid-19 pandemic influences society the same way plagues and other disease outbreaks have done before because these crises shape demographics, production systems, and society's capacities to evolve and adapt to change. Visit Sweden has adapted marketing and branding based on the conditions and governmental recommendations. The aim is to keep the *Swedish brand* alive with foreign tourists but does not encourage travel. Visit Sweden says that stopping the spreading of Covid-19 is a high priority. Still, they also work and prepare to ensure that the tourism and hospitality industry in Sweden will receive revenue from international tourism in the future. Visit Sweden welcomes tourists when the time is right and emphasizes Swedish nature as a critical destination attraction in the times of Covid-19. (Interview with Visit Sweden; Visit Sweden och covid-19, n.d.)

Visit Sweden's Trend report (2020) depicts that consumer do not feel safe travelling far away because of the health risks Covid-19 creates. The vaccine for the majority is still far ahead, and the pandemic has designed economic stress for people. These components make staycation and touristic behaviour within domestic and local destinations more attractive. Visit Sweden (2020) predict future trends which are (1.) The holiday as a time for personal development; (2.) Soft adventure - increased demand for comfortable, arranged and safe nature experiences; (3.) The longing for nature and authentic experiences; (4.) Holistic health; and (5.) Aim to commit to sustainability and environmental-friendly tourism. Visit Sweden (2020) highlights that these trends have emerged since 2018 and are ever-growing in "the new normal" that the Covid-19 pandemic has created.

The utilization and attitude about the touristic resources of destination development changed during the pandemic. This is due to the national Covid-19 recommendation and restrictions that excluded the accessibility to utilize the existing material resources. Before March 2020 destination Helsingborg was heavily developed and marketed through its proximity to other destinations, mainly Helsingør. Pandemic cut this resource off, and the international target audiences cancelled due to the recommendation to avoid unnecessary travelling. This recommendation even applied to people living in Sweden further than 2 hours away from Helsingborg. Thus, the destination development of Helsingborg turned inwards. In this section, I will talk about how the destination development and culture heritage management of Fredriksdal and Sofiero navigated during the pandemic in 2020.

## 4.5.2. Challenges of the pandemic

Traditionally tourists are only the people travelling away from their everyday environment motivated to do and experience something new (Gunn & Var, 2002). Since 2008 the staycation phenomenon has become more topical in the marketing of touristic experiences. However, Tourism in Skåne and destination development of Helsingborg say that they have never marketed Helsingborg for the locals and not marketed the summer season either. This is because Helsingborg has attracted enough visitors during summer on its own. In 2020, this changed when the pandemic cut out the international demand, which led marketing to focus more on the locals and Scanians.

Above marketing touristic attractions to locals, the development and promotion of alternative touristic attractions took place. However, changing marketing and developing touristic resources in a societally uncertain situation was a risk for destination Helsingborg and cultural heritage organizations. The risk of wasting economic and human resources on unsuccessful development initiatives was actual in Helsingborg. Overall, the Covid-19 has contributed to uncertainty, change of existing resources and audiences. This has materialized as a financial loss of revenues in the industry with a few exceptions that I discuss in the solutions of cultural heritage organizations in destination development Helsingborg.

### 5.4.2.1. Challenge 1 Cancellations

Tillväxtverket published a report on how Covid-19 has affected the hospitality industry in Sweden. The report does not name cultural heritage, but it discusses culture concerning tourism and hospitality businesses changed resources and abilities to attract the usual international target audiences. The crisis has also affected the view and conditions for travellers, where issues such as health and safety, digital meetings, and focus on local markets have become central (Tillväxtverket 2020, p. 5). The corona crisis negatively influences the economy, which affects international tourism and the hospitality industry. Furthermore, the market demand has fallen to zero. Tillväxtverket emphasizes that the full consequences of the crisis at Swedish and Global levels are yet to be determined (Tillväxtverket 2020, p. 5). Tillväxtverket acknowledges the negative effects the pandemic has on the economy, which affects the whole society. This leads to the situation where service, hospitality, entertainment and culture industries are in a challenging situation due to the national restrictions to travel and avoid physical events and meetings (Tillväxtverket 2020, p. 15). This has also materialized in the cultural heritage management in the destination development of Helsingborg.

Cultural experiences and touristic attractions element of gathering locals and attracting tourists gives identity and meaning to the place (Tsalpara et al., 2021). First, in March 2020, both Fredriksdal and Sofiero got event cancellations also decided to cancel the Easter market. At that time, there was close to no visitors even though their door was open. The change in the ability to carry out the usual forms of cultural services in Helsingborg was also a challenge to the primary cultural heritage organizations and the destination marketing and development.

The main challenge has been the change in target audiences and critical sites Helsingborg has to offer. Thus, the marketing plans altered when the resources and audiences altered. Fredriksdal got many conference cancellations in March and April 2020, before the idea about outdoor conferences arose. Sofiero Castle was significantly affected by the loss of weddings, spring party season, openings. Sofiero also had seven concerts cancelled, which meant the loss of revenue of about 1.5 million SEK. Above this at least, one-third of Sofiero visitors are international tourists, which all disappeared.

Nevertheless, aside from these cancellations, Sofiero and Fredriksdal could have stayed open on regular days. The change in target audience from international tourists to the possibility of attracting locals to do touristic-like. The locals had already been a vital part of the audience before the pandemic.

#### 5.4.2.2. Challenge 2 Change and Uncertainty

Concerning the change of target audiences, the uncertainty of the Covid-19 and changing recommendations was a challenge for the destination development of Helsingborg. Also, the layoffs were an immediate symptom of cancellations.

At first, we thought this would be over in 2 weeks, and then it would be over in 3 weeks and then would be out in 2 months and then would be out by the summer and so on. That was how we experienced it professionally, this bubble of uncertainty. *What should I do, on which foot should I stand?* I dived myself quickly into problems that arose in the hospitality industry. There were many layoffs in hotels pretty quickly and restrictions on restaurants and so on, which affected the whole hospitality industry and also my profession within my job (Current chief in Helsingborg's Public Hospitality Industry Development )

The marketing plan needed to be altered. As discussed previously in the section introduction to Helsingborg before the pandemic, *Weekend all week* and *wonderful Weekend* were the existing marketing strategy of Helsingborg. The strategy was marketed internationally and domestically outside of Scania before March 2020. Tourism in Scania stopped the marketing and waited for the official recommendations on how they should move on. The Swedish Public Health Agency and Government published the official recommendation in mid-spring 2020, which articulated that travelling further than 2 hours away from home is not recommended.

This made Tourism in Skåne realize that *weekend all week* was not a functioning marketing strategy anymore and got rid of the plan. Simultaneously Tourism in Skåne developed a new marketing strategy based on *staycation* consumption. According to Tourism in Skåne, they never have before marketed Scania for people in Scania. Interviewees from Visit Sweden, Marketing and Sales of Helsingborg and Northwest Scania highlight how the existing marketing plans to attract visitors were unsuitable because they work in the public sector. Thus, contradicting official national recommendations and restrictions would be not only irresponsible but also negative PR.

Simultaneously, there is a threat of hospitality industry actors and businesses going bankrupt due to the challenging economic situation. The economic uncertainty negatively affects the ability to develop and market destination and culture which, is recognized by the professionals in Helsingborg as well as Tillväxtverket. The Destination developer at Northwest Scania emphasizes how during spring 2021, they aim to help the hospitality industry; they want to market and develop the touristic services for the upcoming summer, but due to the uncertainty, not all organizations could adapt and adjust. However, what materialized in the interviews was the popularity of cultural heritage sites in Helsingborg during the pandemic. Thus, solutions and innovation have taken place in destination Helsingborg's cultural heritage organization's management, which I discuss in the next section.

## 5.5. Solutions that have emerged during the pandemic

The way a destination performs thrives, adapts and survives in changing circumstances in order to stay attractive concerning other competitive tourism areas is a dynamic process (Hartman, 2020). Thus Covid-19 has generated challenges, but the hospitality industry has created solutions.

In parallel with the work carried out to support the business community through crisis initiatives, many adjustment works have been carried out in companies, industry organizations, regions, and other parts of the hospitality industry's player system. Many testify to a remarkable ability to act quickly and creatively and with an increased ability to collaborate. (Tillväxtverket 2020, p. 5 Translated by the author).

This quotation by Tillväxtverket highlights how creativity, novelty, creativity, and collaboration have led to solutions. This also happened in the destination development of Helsingborg and the Helsingborgs cultural heritage organizations services.

Sweden's culture industry has had two ways to manage the national restrictions and recommendations: digitalization and outdoors. Even though professionals name digitalization and the value of virtual experiences at Region Skåne, Fredriksdal and stakeholders at HASAB,

this analysis focuses on the value of outdoors and nature. This is because of the trending recreation in the outdoors, nature-based tourism, and sustainability focus in the Nordic tourism industry before the pandemic. Thus, I approach only the outdoor-related adaptation, innovation, and collaboration destination development initiatives because of the popularity of outdoor and nature-related services. Furthermore, there was a specific service development initiative by Sofiero and Fredriksdal, which focused on developing biking and hiking services at Helsingborg. This way, this thesis contributes to nature-based touristic development research and sustainable touristic planning. I see that digitalization is part of the trends Covid-19 has created. However, the significance of outdoor experiences in market demand and supply development is more relevant to explore and explain because of the uniqueness of the Swedish corona strategy.

Matiza (2020) and Pardo and Ladeiras (2020) wrote that customers want experiences in non-overcrowded sites in the future. Pardo and Ladeiras (2020) concluded that biking and hiking related nature-based recreation experiences are attractive due to Covid-19 recommendations. This finding relates to the solution and adaptation in Helsingborg's destination development and cultural heritage organizations service work during the pandemic. Next, I present four solutions that my empirical data shows about the adaptation strategies in cultural heritage organizations and destination development. These are 1) modifying, 2) innovating, 3) collaborating, and 4) spatial-temporal development. Above this, I present an additional reflection about cultural heritage's institutional status that contributes to Helsingborg's destination development.

### 5.5.1. Solution 1 Modifying

In this part, I highlight how the change in the policy and restrictions. i.e. country structures as named in the PASOLP model influenced the services at Sofiero and Fredriksdal. The professionals and stakeholders of Helsingborg tell how public cultural heritage organizations Sofiero and Fredriksdal have gained extreme popularity. Sofiero is Helsingborg's most popular touristic attraction. About 50% of visitors came to countries other than Sweden Stakeholder at HASAB tells. Before the pandemic, Sofiero had high self-financing and had success in revenue during a typical year related to entrance sales and sales linked to events. Sofiero has hardly had any international tourist group, and the primary audience has been the Swedes instead. Despite this challenge, Sofiero made an audience record during 2020 (Stakeholder at HASAB).

Sofiero has been triumphant in the pandemic. We had a visitor record last year, and we broke our record from 2016 ... It has shown that Sofiero is a significant place to see and get outdoors. You could even hang out across generational boundaries. So, we saw many large families who came and had coffee and

or a picnic [in the park] ... you could hang out with grandma and grandpa and do something together experience something which works for a fairly wide age group, so we noticed we were an important place and breathing space. (Employee Sofiero)

This last citation emphasizes the value of the outdoors that the cultural heritage garden of Sofiero Castle could offer as a stage for quality time for larger families. Sofiero also considered digital events, but instead of investing in virtual experiences, they aimed to modify their existing outdoor events:

We have had to think about a classic event when usually it is two days long with 20,000 visitors. We have had to rethink to do something different. For some, becoming digital [is an option], and it may work that way for all digital events. However, we had the opportunity to use 17 hectares of park. Instead of having a garden party of garden events for three days, we could have inspiration gardens that are exhibitions in the park. You build ideal gardens, so people will look at it even though it has been open for a very long time and, e.g., four weeks. It worked very well, and it made us think of new ideas. (Employee Sofiero).

As Tsalpara et al., 2021 conclude, essential social human elements cannot be transferred on the internet. This relates to why Sofiero aimed to develop and market their park and garden rather than entirely investing in producing their services and events through digital spaces. Thus developing the capabilities of the cultural heritage touristic attractions to welcome visitors enabled Sofiero to offer an event that includes socializing, communication and interaction during times of Covid-19 restrictions (Edelheim 2017, Tsalpara et al., 2021).

Novelty and innovation that has emerged from challenging times at Sofiero also apply to how cultural heritage organization Fredriksdal has managed the year 2020. In Fredriksdal, the pandemic also made them rethink their conference services. Conference bookings was a significant source of income before the pandemic and one of the first noticeable changes when in March 2020, all the planned conferences were cancelled. I see that the objectives and priorities were rearranged due to the feasibility of the existing touristic resources being altered during the pandemic (Baud-Bovy, 1982). The physical masterplan aimed to utilize the additional facilities, the biking and hiking paths and existing nature to a different extent (Baud-Bovy, 1982). Both Sofiero and Fredriksdal modified their existing services to enable welcome visitors even during the most burdensome Covid-19 restrictions mirrors Hartman's (2020) characteristics of successful destination development, which requires flexibility and innovation.

The pandemic has made the outdoor more valued both in destination development and touristic attraction sites. The employees at Fredriksdal tell how what a resource the outdoors and nature was already before the Covid-19. However, the potential service possibilities were understood further because the restrictions made some indoor museums close their doors.

Fredriksdal, asana open-air museum, made it possible for the cultural heritage site to utilize its 36 hectares to a fuller strength than before. For example, they developed new services like outdoor conferences, and covid-19 was seen as a golden opportunity to take a chance and test new service innovations. Innovation development happened within the cultural heritage site framework. Fredriksdal Outdoor conferences are an example of an experimental adaptation of destination organizations related to the experimental mentality of the industry. Furthermore, both Sofiero and Fredriksdal changed some of their events from a few days to longer and space-wise larger events. This was a form of capacity raising and aiming to produce more flexible events, which are emphasized as a sustainable approach to natural heritage and cultural heritage management (Edelheim, 2015).

Innovation to find a way to utilize the outdoors has taken place at Fredriksdal and Sofiero, a dynamic adjustment to changing environments (Harman, 2020). The professionals have seen their existing gardens as an asset to modify their services to fit the new normal. Furthermore, but collaboration initiatives between these cultural heritage organizations have been sketched to attract new audiences and gain economic support from Tillväxtverket. This is developed further in the next section.

### 5.5.2. Solution 2 Innovating

In this part, I highlight how innovation and alternative space were a form to build a more prominent capacity to fit the country structures (Edelheim, 2015). Furthermore, I present how innovation at Sofiero and Fredriksdal during the pandemic was a way to meet present tourism markets with new service innovation by utilizing alternative touristic resources (Baud-Bovy, 1982). Biking and nature have been a touristic resource for the Helsingborg pre-pandemic, which was already introduced in the map on biking paths in Scania on page 52. However, during pandemic cultural heritage organizations, Sofiero and Fredriksdal initiated a service development idea about a joint bike path between the two destinations. On page 55 there is a map of existing ways to bike between these places. The employees of Fredriksdal and Sofiero and the stakeholder at HASAB describe innovation and collaboration opportunities related to the cultural heritage services of these organizations and the destination development of Helsingborg. They recognize nature as an attraction in destination Helsingborg. Thus, these organizations have thought about how they could benefit from the trending nature-based tourism that materializes in the destination marketing of Helsingborg.

The interviewees emphasize that nature and culture have been a resource for the destination development of Scania even before the pandemic. However, since March 2020, the

inter be in cultural heritage spaces in nature has intensified due to the appreciation of the outdoors as safer spaces to meet people. Fredriksdal and Sofiero pitched a collaboration prototype initiative proposal in February 2021 for Tillväxtverket (Swedish Agency for Economic and Regional Growth). The proposal was to invest in a joint path to attract visitors and tourists travelling on a bike.

We saw the announcement for support made by [Tillväxtverket] – Swedish Agency for Economic and Regional Growth. Then we [Sofiero and Fredriksdal] started to develop ideas on what you could do to work with a sustainable destination and in collaboration. ... We are in Kattegatleden and Skåneleden [ – hiking and biking paths]. We have seen the bike tourists drive past us ... and the hiking trail ... it is common for them to move past us. The challenge has been to make them visit us ... (Employee Sofiero).

The initiative is supposed to tie together the destinations [cultural heritage sites] through some type of trail and make it easier for bike tourists [to visit both destinations and] with specific services needed so that you can feel safe if you have a more expensive bike, you park it safely there is pumping station and so on. We want to make sure that the tourists' needs are met and even see what the needs of the hiking tourists are ... and collaborate with different actors in the city [in Helsingborg] to create this trail. The experience along the way can be filled with the artwork it can include in small audio guides. (Employee Fredriksdal)

These citations highlight how nature and the biking path are touristic resources that have attracted people. Bikers drive past these cultural heritage sites because the sites have not met the needs of the biking tourists before. It emphasizes how nature-based destination development can take place in proximity to big and small towns. This strengthens the argument that this collaboration is an initiative to enhance the rural and nature-based elements of Helsingborg (Gyimóthy, 2019). Through the joint bike path, Sofiero and Fredriksdal are developed and promoted to be associated closer to nature and ruralism even though both cultural heritage touristic attractions are in proximity to urban city areas (Gyimóthy, 2019).

This initiative is Fredriksdal and Sofiero way to develop their services to gain more visitors and contribute to the entertainment and hospitality supply with cultural heritage. Combining biking and hiking enthusiasts with cultural heritage sites is a form of experimentation, innovation, flexibility, alternative destinations, and paths of development fostered in heterogenous collaboration initiatives (Hartman et al., 2020). The path between two prominent cultural heritage touristic attractions is collaboration and innovation, enabling economic and social growth.

Even though Helsingborg is not an example of a town in rural territory, cultural heritage organizations utilize nature and rural as a touristic attraction and a touristic resource. Thus, this can be argued to be a form of tactical ruralism where the aim is to revive the economy by utilizing the nature sites (Broegaard et al., 2019). HASAB wants to use the cultural heritage

destinations, existing processes, sites and paths to create, add and enable new. Sofiero and Fredriksdal need to build new knowledge about how our visitors travel to and between destinations. Furthermore, the organizations aim to build long-term sustainable infrastructure around new movement patterns and ways of travelling (HASAB application for Tillväxtverket 2021, p. 1). This resonates with the Tourism Functioning System that highlights to development of information about attractions, transport, services, and promotion interrelation with the demand (Gunn & Var, 2002). In other words, knowledge building around the biking path, customer behaviour and sustainable touristic behaviour is a form of development of the supply in touristic planning. Also, this relates to Baud-Bovy (1982), who emphasized the individual management of touristic attraction sites, which contributes to the more extensive destination attractiveness.

The core of this prototype initiative proposal of joint cycling and hiking path does not only revolve around attracting new audiences and be in trendy in the nature-based tourism phenomenon but five other factors which are in correlation with the Covid-19 pandemic: (1) change of entertainment resources of the locals, (2) physical and mental health that outdoors offer (3) social pressure to follow the national recommendations (4) outdoors as a stage for social interaction (5) establish sustainable cultural heritage site development concerning the destination development of Helsingborg. The interviewees emphasize these factors at Sofiero, Fredriksdal and HASAB.

We are actively working with sustainability issues in different ways, such as bicycle tourism, a much more sustainable way of travelling than a car. [Considering the path] there would be created and produced activities and content on the road between the two destinations. The path is something like 6-7 km. Then we should also be able to [support] motion and exercise as an essential part of physical and mental health. Health is a significant value and mission. (Stakeholder, HASAB)

This relates to Rantala (2017) and Pardo and Ladeiras (2020). They emphasized that today nature is developed more as a stage for activities and enables active experiences related to trending well-being and health services. This relates to the notion of nature and culture being places for recreation in Nordic place-branding (Laven et al., 2019) and the outdoors becoming attractive for space for recreation and experiences in the Scandinavian context during the pandemic (Björk et al., 2021; Fredman & Margaryan, 2020; Helgadóttir & Dashper, 2021). Here the path would become a touristic resource to attract visitors rather than a nature path with an absolute value on its own (Rantala, 2017).

Production of cultural heritage and nature-related experiences between Fredriksdal and Sofiero is a significant component of the initiative. HASAB emphasizes how this initiative also contributes to symbolic value creation, a central component of cultural heritage enterprises.

Sofiero and Fredriksdal aim to improve their reception of the bikers. This would contribute to the bikers' knowledge about cultural and natural experiences along the hiking and cycling path (HASAB application for Tillväxtverket 2021).

To sum up, this bike path initiative strengthens the argument that for cultural heritage enterprises to stay timely and survive during the pandemic, they have had to adapt and adjust. Sofiero and Fredriksdal have done it by innovating, developing, and promoting their organization as a site that welcomes bikers. Furthermore, they have developed and promoted themselves as a site where outdoor, natural and rural elements exist in the joint bike path proposal. The third adaptation that Sofiero and Fredriksdal have engaged in is to develop new forms of services and experiences to attract the changing target audience. The last one is developed in the section about the third solution.

The requirement and necessity to modify and collaborate in culture and nature are viewed as mutually beneficial themes. Nevertheless, the attractiveness of cultural heritage as a sole touristic resource is doubted. This initial proposal would develop and market the actual cultural heritage sites, contribute to their base assignment to produce and preserve cultural-historical artefacts. Furthermore, the path would also contribute to the development of destination Helsingborg. However, Tillväxtverket did not grant support for HASAB for this sustainable destination development proposal.

### 5.5.3. Solution 3 Collaboration and cooperation

This part builds upon highlighting how the Nordic fundamentals of collaborating enabled adaptation to the changing country structures and touristic resources during the pandemic (Cassinger et al. 2019; Pardo & Ladeiras; 2020). The third solutions that emerged in Helsingborg among cultural actors and hospitality enterprises are a culture card – membership and bike approved sites. These projects relate to the two previous solutions but combine multiple enterprises in Helsingborg. In the cultural card, the cost of one membership card would give access to 10 (during 2020) and about 15 (during 2021) cultural sites like museums.

*The bicycle approved* site was indicative where Hospitality actors like hotels and other sites like museums would develop their services to be more bike-friendly. This would mean safer bike parking opportunities, pumping and fixing services and easy access to bikes to these places. The initiative started to be promoted in late spring and the beginning of the summer of 2021. This form of bike-friendly service would be a more environmentally friendly form of commuting and travelling. It would also slow the spread of the Covid-19 virus.

Experimenting with new collaborations includes letting go of old ways of working like vast interests and failed dependencies to invest in developing novel services (Hartman et al., 2020; Pardo & Ladeiras, 2020). Instead of Sofiero and Fredriksdal (among other cultural organizations in Culture card and bike approved initiatives ) seeing each other as rivals in an already challenging societal time of Covid-19 restrictions, these joint path initiatives would be a way to thrive, adapt and evolve.

Hall et al. (2020) criticized how the public, tourism industry and politicians have ignored or forgotten how to manage the threats that pandemics create, which also relates to the climate crisis. The future development of both the Covid-19 pandemic and the Climate crisis requires improvement in global cooperation for sustainability (Hall et al. 2020). Aside from global cooperation but collaboration has taken a more central role in the destination development of Helsingborg. Bike-approved initiative is also an integration of sustainability and nature-based touristic planning in cultural heritage enterprises is one adaptation and cooperation project. Furthermore, the *bicycle approved* and the culture card membership initiatives are materializations of novel development of service to enhance the touristic behaviour of the locals during 2020 and 2021.

To sum up, the culture card and bike approved site initiatives relates to the Nordic place branding fundamentals of collaboration and cooperation (Cassinger et al., 2019). Culture card and bike approved initiatives also relate to Pardo and Ladeiras (2020) conclusion that collaboration is required in the novel service development initiatives during the pandemic. Both initiatives in Helsingborg relate to the modifying and innovating services due to the Covid-19. Furthermore, the contribution to nature-based tourism and incorporation of cultural tourism materializes in these destination development innovations. This relates to the notion of *managing* nature and *producing* the destination sites where the natural components play a significant role with the infrastructure that facilitates the attractiveness (Margaryan & Fredman, 2017).

Furthermore, when the feasibility of existing tourism prospects changes (Baud-Bovy, 1982), the demand shifts towards bike experiences (Gunn & Var, 2002). The infrastructure of the destination and the collaborating networks influence the quality of touristic behaviour, which interrelates with the success of destination development (Lane & Kastenholz, 2015; Margaryan & Fredman, 2017; Nhamo et al., 2020; Throsby, 2010; Waade et al., 2019). Here the development of cultural services like the culture card and the bike accessibility attracts visitors to visit a site more often. Furthermore, the development of bike friendliness aims to attract new audiences to cultural heritage sites as well.

#### 5.5.4. Solution 4 Spatial-temporal destination development

This part emphasizes the foundation of touristic resources of destination development of Helsingborg and how previous challenges and development work influenced Helsingborg. Destination developers in Helsingborg also emphasize that the sustainability approach in destination development is a significant factor in the demand and supply end in the tourism industry. One of the most central challenges in Helsingborg is to spread the visitors time and space-wise, i.e., the spatial-temporal destination development. This is a question of sustainable destination development. This problem is emphasized by most destination developers, stakeholders, and other professionals in Helsingborg and Tourism in Skåne.

Investment spatial-temporal destination development of Helsingborg was already in progress before pandemic in the Weekend all week and wonderful weekend branding strategies. Nonetheless, the strategic promotion of alternative nature and cultural sites and development of the cultural heritage related spaces outside the official borders signify increased spatial-temporal destination development related to Covid-19 restrictions. In other words, capacity development (Edelheim, 2015).

Sustainable destination development in Helsingborg has focused on spatial and temporarily marketing, which means seasons other than summer and alternative sites are promoted and developed. Peaking visitor season is also a challenge for cultural heritage sites Fredriksdal and Sofiero and natural areas like Kullaberg nature reserve.

The way destination development has reacted to the overpopulation of specific natural and cultural touristic attractions relates to Edelheim (2017). He proposed managing touristic peaking times by de-marketing, capacity raising and event creation for capacity. Above this, instead of only promoting a few natural sites and hiking trails, more sites have been promoted, emphasized and informed. This means that that touristic motivation to visit new places became more central in the marketing of Helsingborg and Tourism in Skåne during 2020 and 2021. This relates to the information spreading component in Gunn and Var's (2002) tourism functioning system in supply development in touristic planning. It also relates to Hovi (2017), who emphasized that tourists need to know about a tourist site to be motivated to travel to a destination.

Furthermore, spatiotemporal destination development of capacity development that Edelheim (2017) emphasized as a form of sustainable management related to cultural heritage and natural sites existence. The Spatial-Temporal Destination development serves both the locals and the tourists. This relates to earlier research that found that successful rural touristic

development and nature-based touristic planning should be understood from tourists and locals' perspectives and needs (Kastenholz et al., 2012).

To sum up, the destination development in Helsingborg has been in transformation even before the pandemic. However, it increases the need to spread visitors time and space, which also relates to research on changes in touristic behaviour to avoid overcrowded sites (Matiza, 2020; Pardo & Ladeiras, 2020). This also relates to Helsingborg's cultural heritage enterprises initiatives to invest in service development outside their site frontiers during the pandemic. It also reflects the culture and touristic attraction sites that need to adapt and invest in novel development during pandemics (Hartman et al., 2020), which also has an ecologically sustainable contribution (Vrasida, 2021).

## 5.6. Additional reflection

Many of the interviewees highlighted how institutionalized the cultural sphere of Helsingborg is. Smaller and local actors are not well represented in the cultural scene of Helsingborg. Even though many of the interviewees highlight their relationship to the city, it cannot be considered as interventional destination development because of the institution they represent in their profession. This notion suggests no interventional place-making or participatory place-making happens in Helsingborg. Not at least before the culture card and bike approved initiatives. However, interviewees contradict the amount of collaboration over sector lines which I discuss in this part.

The employee at Sofiero did highlight how institutional the cultural sphere of Helsingborg is and how Helsingborg lacks alternative cultural actors. However, Sofiero Castle branding does not allow any event and local actors and artists to take place in their garden because the castle is strict about what fits in. This emphasizes how the cultural heritage enterprises in Helsingborg are inclusive of nature-based tourism development but not alternative and contemporary cultural contributions and collaborations.

Interventional place-making positively influences community dynamics because it challenges the typical narrative of what a destination is. Interventional destination development contributes new narratives and ways to utilize place, sites and destination. Waade et al. found that collaboration with citizens, tourists, stakeholders and students can facilitate local engagement and contribution. Thus, rather than Sofiero and Fredriksdal facilitating collaboration between two public institutional, cultural heritage enterprises, like the joint bike path, investment in interventional destination initiatives would contribute to the lack of

alternative cultural scenes Helsingborg. This investment might enable the cultural heritage to intensify its role in the destination development from a supportive actor as a leading star as a culture on its own instead of as the touristic resource on the side of nature.

The earlier research found that the Nordic democratic culture is attractive to international tourists. In smaller communities, collaborative practices, regional policy and citizen engagement are developing factors in branding and destination development. The aim to have high consensus resonates with successful place-making initiatives (Mossberg et al., 2011; Waade et al., 2019). Successful destination development is a co-creative process between the stakeholders and locals that contributes to regional and local identity (Andrianou & Papaioannou, 2019). Furthermore, the context of cultural landscape management is that community-based initiatives seldom generate formal management and protection of naturally or culturally vulnerable destinations (Selman, 2004). This signifies that some alternative cultural heritage resources are excluded from branding and marketing Helsingborg and Northwest Scania.

In the case of Helsingborg, the consensus of the cultural heritage resources is portrayed within the institutional public organs without the inclusion of local cultural actors, which can contribute both to cultural-historical resources and contemporary cultural services. Thus, the agency of cultural heritage narrative and the destination development lies on the public institutions' board. However, the local agency and narrative of destination Helsingborg are left to the shadows.

During late spring 2021, Familjen Helsingborg got granted support by Tillväxtverket to increase sustainable destination development and collaboration in the Northwest Scania. This project can be considered an interventional development project to include smaller local touristic organizations in sustainable destination development. However, when the interview was conducted, cultural heritage-related organizations' involvement was not articulated as part of Familjen Helsingborg's project in May 2021. Cultural heritage organization's role in destination development is stable. However, alternative culture heritage is not in balance with public intuitions like Fredriksdal and Sofiero. Furthermore, some interviewees do not consider Fredriksdal and Sofiero to collaborate with organizations outside the public sector. However, the bike-approved initiative and culture card project indicate an opposite development because these are collaboration projects over the sector lines.

## 5.7. Summary

Culture heritage organization's status in Helsingborg is institutional and stable, enabling the organization's Fredriksdal and Sofiero to adapt and engage in service development that comes from market trends like the popularity of nature-based tourism also the stable institutional status enables adjustment to Covid-19 challenges.

At first, the pandemic created challenges due to the uncertainty of national recommendations and the wave of cancellations of bookings and international visits. This created a moment where destination development paused totally in Helsingborg. However, both in cultural heritage institutions at Sofiero and Fredriksdal, the pandemic made them think and reflect on what could be done. This led to (1) modifying services in outdoor spaces, (2) answering the market demand on nature-based experiences, (3) creating a circumstance where social distancing is respected, (4) collaborating and spatial, temporal destination development where promoting, (5) innovating and developing branding in a manner which is traditionally seen as rural destination development. The bike-approved site initiatives and the Sofiero-Fredriksdal bike path prototype initiatives are a form of tactical rural branding strategy where nature-related elements are incorporated in destination marketing even though Helsingborg is not traditionally a rural town. Thus a "rural moment" in place branding actualized also in the cultural heritage enterprises service development and the destination development of Helsingborg during the pandemic.

## 6. Conclusions

In this part, I discuss the role of cultural heritage in destination development and how Covid-19 has impacted this. My application of the PASOLP and Tourism Functioning model brought me to four following findings. Firstly, Covid-19 has shaped the processes within cultural heritage management and destination development. This research shows that cultural heritage organizations with open-air areas and proximity to nature could adapt and adjust. Culture and tourism are intertwined and co-influence Helsingborg's touristic planning and development of touristic attractions. Culture has been a strong driver for tourism. Museums that have stayed open have been significantly attractive places to visit. Sweden's unique openness has impacted the role of culture in destination development work in Helsingborg. The indicator for this is

that the cultural heritage sites with outdoor areas and services have been breaking audience records during the pandemic.

Secondly, before the pandemic cultural heritage itself in Helsingborg has a secondary status in destination development work, rather than being the main anchor in creating destination attractiveness. Nature-based touristic development and sustainability are in the centrum of promotion and development in the touristic planning and service development of the destination area North-West Scania and Helsingborg. Furthermore, cultural heritage organizations Sofiero and Fredriksdal have taken a step towards nature-based service development, especially during the pandemic, to adapt to the Covid related challenges. The cultural heritage organization's position in Helsingborg is solid and institutional. This position contributes to these public organizations' ability to adapt to the changing feasibility of touristic resources and services and touristic market demand (Gunn & Var, 2002).

Thirdly, change in feasibility (Baud-Bovy, 1982) influenced the supply and demand (Gunn & Var, 2002) of culture and tourism services. Before the pandemic, cultural heritage organizations produced their services in both indoor and outdoor environments. The Covid-19 restrictions made it difficult to execute indoor cultural heritage events for large audiences. Two opportunities emerged: virtual events and outdoor events among cultural heritage organizations in Helsingborg. The second one relates to the nature-based touristic trend that was already increasing in popularity before the pandemic. Outdoor has been a crucial resource for Fredriksdal and Sofiero, which has enabled attracting visitors during the pandemic. The Sofiero Castle and Fredriksdal hiking and cycling path initiative proposal is an example of cultural heritage organizations developing and innovating ways to shape their existing service, which would fit into the nature and sustainability trends. This shows that tactical rural touristic innovations took place in the service development of cultural heritage organizations of Helsingborg as well as in the destination development of Helsingborg and Northwest Scania. Tactical ruralism is the active emphasizing the proximity to a rural territory which can be seen in the destination work and service development work.

Fourthly, change in tourism resources and country structures influenced and enabled innovation (Baud-Bovy, 1982; Gunn & Var, 2002). The attitude towards existing touristic resources that Helsingborg's location has changed in destination development during the pandemic. The location and distance to Helsingør, Denmark and the rest of Europe were cut off. This changed both the target audience and the main stages of destination Helsingborg. Before March 2020, the other destinations in proximity (Helsingør, Denmark and the Continent) were articulated as part of the strong attraction of destination Helsingborg and were

excluded from practicable marketing opportunities. Covid-19 cut off this resource, and other touristic attractions needed to be further developed and marketed. The development and marketing of nature were already in progress before the new normal of the pandemic reinforced the opportunity to an unforeseen extent. Due to the change in the touristic resources that destination Helsingborg has to offer, and the local's/ Swedes' opportunities to have touristic-like experiences during the pandemic, Fredriksdal and Sofiero attracted more attention. Thus, among the locals, the existence of cultural heritage became more significant because these sites offered "breathing space", as an employee at Sofiero articulated it. Cultural heritage organizations' gardens enabled recreation and socialization during the pandemic, which was significant for the organizations and locals.

To sum up, during the pandemic 2020 and 2021, Cultural heritage enterprises in Helsingborg aimed to incorporate nature, sustainability and especially nature-based tourism development into their services to remain relevant. Service development and innovation occurred when existing services became less feasible, and the country structures changed (Baud-Bovy, 1982). This led to investments in outdoor conferences and increasing the capacity to welcome guests during special events. Also, service development initiatives to become bike-friendly sites and destinations took place during Covid-19. Proximity to the hiking and biking paths and cultural heritage enterprises with the outdoor area was an asset as employees at Fredriksdal and Sofiero highlight. During the pandemic, cultural heritage organizations adapted the current trends of nature-based tourism and outdoor lifestyle in giving them a central role in their work. This led culture to adapt nature in the destination development of Helsingborg rather than the destination development of Helsingborg, aiming to include cultural heritage as a touristic resource.

The way cultural heritage organizations have adapted to Covid-19 and how that has changed the status quo of open-air culture sites is one example of Covid-19 influence on cultural heritage management and destination development. During the pandemic, domestic tourism catered to consumers' need for novel experiences. Domestic and local novel services also functioned as an economic apparatus temporary for growth in Covid-19 society (Hall et al., 2020). It is to be seen if the domestic focus will remain or only a temporary trend. Thus, for future research, I would suggest seeing if cultural heritage enterprises change their target audiences from international to domestic in the long term. The longitudinal engagement in touristic planning is a success factor, as highlighted in previous literature (Gunn & Var, 2002; Hall et al., 2020; Pardo & Ladeiras, 2020). Thus, seeing what influence the pandemic has on the destination development, in the long run, is a possible area of future research. Has the

pandemic, the moment to stop and reflect, enabled more sustainable touristic planning within the destination and its touristic attractions? It could be fruitful to see if the nature-based touristic initiatives at cultural heritage enterprises overshadow future cultural, historical services.

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# Appendices

*Table 1.1. Basic Information about the interviews*

<b>Interviewee</b>	<b>Area of responsibilities</b>	<b>The governmental area of the organisation</b>	<b>The length of the interview</b>
Interview 1: Employee 1, Fredriksdal	Guiding and boking	Fredriksdal museum and garden, part of Helsingborgd Museer, Public institution	55 min
Interview 2: Employee 2, Fredriksdal	Guiding and boking	Fredriksdal museum and garden, part of Helsingborgd Museer, Public institution	45 min
Interview 3: Chief, Sofiero	Operations manager	Sofiero Castle, part of Helsingborgs Arena och Scen AB, Public Institution	35 min
Interview 4: Stakeholder/ Chief 1 Helsingborgs Public Culture Sector	Head of culture in culture administration of Helsingborg	The culture departement of the municipality of Helsingborg	55min
Interview 5: Stakeholder/ Chief 2 Helsingborgs Public Culture Sector	Chief in culture administration; Chief in Helsingborgsarena	Helsingborgs Arena och Scen AB, Public organisation	55 min
Interview 6: Former employee in Helsingborg's Public Hospitality Industry Development	Expertice in destination development of Helsingborg and Gotland	–	57 min
Interview 7: Employee, Tourism in Skåne	Chief in Tourism in Skåne	Tourism in Skåne, Public organisation	50 min
Interview 8: Current chief in Helsingborg's Public Hospitality Industry Development	Chief for sales and marketing of Helsingborg	The municipality of Helsingborg	1 h 5 min
Interview 9: Employee, Familjen Helsingborg with focus on Hospitality in Familjen Helsingborg	Destination marketer for Famljen Helsingborg	Familjen Helsingborg is a collaborative organistaion between 11 municipalities in North-West Skåne, Public Organ	1 h 2 min
Interview 10: Employee, Kulturförvaltning Skåne	Chief culture heritage and habitat	Region Skåne, Public Organisation	1 h 5 min
Interview 11: Chief, Visit Sweden	Chief for development	Visit Sweden, Public Organisation	35 min
Interview 12: Employee, Familjen Helsingborg with focus on Hospitality in Familjen Helsingborg (2nd interview with the same person as the interview 9)	Destination marketer for Famljen Helsingborg	Familjen Helsingborg is a collaborative organistaion between 11 municipalities in North-West Skåne, Public Organ	15 min

Table 1.2. Interview guide

Key themes in the Semi-structured interviewing	Research Question: <i>What is the role of culture heritage in destination development of Helsingborg before and during Covid-19 pandemic?</i>
Warm-up questions:	<p>Can you describe your relationship with Helsingborg? Professional (and personal if you like) How would you describe Helsingborg/your organisation for someone who has never visited?</p>
Questions related to time before Covid-19 Pandemic:	<p>How did you see the future of Helsingborg as a city/destination before the Covid-19 pandemic? What were your heart questions? and on-going ideas for the future? What does Helsingborg/ your organisation emphasize in marketing communication? What is left out of marketing communication? What were the key challenges that Helsingborg and/or the enterprise faced before the pandemic?</p>
Questions related CH and DD After March 2020:	<p>How has the pandemic affected the destination development of Helsingborg and/or your organisation? Were there some initiatives that had to be cancelled due to the restrictions? What are the other ways culture in Helsingborg has been affected? How has pandemic affected the strategies and ways of working and developing? What have been the challenges, solutions and possibilities the new normal has created? Are there some strategies that have taken a more central role in cultural heritage management that would not be actual otherwise? Can you tell me about the innovation and initiative that has taken place since the pandemic started?</p>
Questions related to Cultural heritage in destination development during pandemic:	<p>What are the initiatives related cultural heritage enterprises have come up with since march 2020? Could you describe Digitalisation versus open-air initiatives that has taken place? How do you see open-air culture and experiences in Helsingborg? Could you describe what are the challenges and possibilities related to this? What is the target group? Has it altered since the last march? Could you tell me about the culture interested visitors? Who visits and explores Helsingborg/your organisation?</p>
The Future:	<p>What do you expect from the upcoming spring and summer? What are your professional expectations on the changes related to the pandemic that will last further in the future?</p>
Ending question:	<p>Is there something that we have not touched yet but what you would like to add or emphasize that is related to culture heritage, destination development and Covid-19?</p>

Table 1.3. Basic information about documents

Document	Publisher	The length of document	Published
Sofiero and Fredriksdal - Together for the sustainable experience journey of the future (Sofiero och Fredriksdal – Tillsammans för framtidens hållbara upplevelseresa]	Application for Support from Tillväxtverket	3p.	2021 February
The Cultural program of Helsingborg 2021-2024 (Kulturprogram 2021-2024)	The Cultural Administration of Helsingborg	18p.	2021 February
Trend Report about Nature tourism 2020 (Trendrapport Naturturism 2020)	Visit Sweden	26p.	2020 November
Tourism and hospitality industry after Corona Raport (Turism och besöksnäringen efter Corona Rapport)	Tillväxtverket	50p.	2020 June
Tourism matters! Strategic roadmap for Skåne towards 2030 (Tourism matters! Strategisk färdplan för Skåne mot 2030)	Tourism in Skåne	18p.	The 6th of March 2020 (Before WHO announced Covid-19 as pandemic)
The hospitality industry's target group guide (Besöksnäringens målgruppsguide)	Visit Sweden	20 p.	2019