Developing a platform for eventfulness in Blokhus

A holistic and integrative development project of a tourist town in Northern Jutland

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Pages: 71,86
Characters: 172.464
Total pages including Table Of Contents, Appendix, Bibliography: 186
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Abstract

Cultural heritage is given a low priority by the Danish tourism industry. The industry favors elements such as the nature, the beach and the sun in their marketing strategy. Consequently, Denmark is missing out on a considerable economic opportunity and foreign tourists.

This master's thesis presents an integrative and holistic approach to destination development. The case presented in this master's thesis is Blokhus; a Danish tourist town located by the North Sea in Northern Jutland. In recent years, Blokhus has suffered from a loss of identity, giving the tourist town a vague and incoherent profile. Development projects are missing a basic structure and a common denominator. Consequently, the tourist experiences implemented in Blokhus are random, vague and easily copied by other tourist destinations. The aim of the master's thesis is not to replace existing development projects, but to present an alternative supplement to urban development in Blokhus.

Tourism and tourist destinations are complex areas comprising a variety of different actors, functions and entities. These concepts are briefly elucidated in order to create a clear definition in connection with the case in the master's thesis. Cultural heritage constitutes a valuable asset in destination development, but it is often disregarded in development projects. Blokhus is one of the oldest seaside towns in Denmark, comprising an interesting cultural heritage. In the master's thesis, emphasis is one of the valuable benefits of utilizing cultural heritage in urban development. Examples of international cultural heritage projects are presented in the thesis, outlining valuable experiences and recommendations. Experience economy has become a popular phenomenon in Danish tourism; it is utilized as a strategy to create attractive regions, towns and tourist experiences. National, regional and municipal entities have developed tourism strategies including experience economy. An American and a Danish approach to experience economy are presented; emphasis is on national similarities and differences. The master's thesis aims to create an overview of these actors and their strategies in order to elucidate the context of Blokhus.

The integrative and holistic perspective is applied in connection with building a platform for eventfulness. This master's thesis aims to develop a structure involving the whole destination of Blokhus. The purpose is to provide Blokhus with strategic tools that can rebuild the town's identity and create a platform from which future development projects can be structured and coordinated. Destination development does not only concern political authorities, urban planners and place marketers, but also the actual space including

landscapes, local actors, residents, traditions, values and stories. It is therefore essential to develop a platform which makes room for these elements. In this master's thesis, building the platform involves keywords such as eventfulness, eventful city, experience spaces, Experience Matrixes and ID360. The master's thesis aims to present an approach to urban development that recognizes Blokhus' context as a whole, increasing the possibility for a sustainable outcome.

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List of figures and tables in master's thesis

1.0 Introduction

"Denmark is missing out on tourist billions" (Own translation).[1] This was the dramatic headline of an article in a Danish newspaper. The article discussed the reasons for why tourists do not visit cultural heritage sites during their stays in Denmark. The reason is that Denmark does not utilize its cultural heritage and consequently, the country misses out on a considerable economic opportunity and foreign tourists. Recent statistics concerning tourists' consumption in Denmark show that out of DKK 75 billion tourists only spend DKK 4 billion on cultural activities and attractions.[2] The article states that several countries have recognized that cultural heritage comprises great potential and it is therefore utilized within tourism. But unlike other countries, Denmark and the Danish tourism industry have failed to recognize the importance of investing time and money in promoting its cultural heritage, and thus the country is left behind when it comes to attracting tourists' attention to Danish cultural experiences. The article stresses that Danish tourism industry does emphasize elements such as nature, sun and beaches in the majority of its marketing material because it considers these factors to be among the key experiences for potential tourists. In the article, Danish tourism experts argue that an increased focus on cultural heritage holds an even greater potential compared to the nature, the sun and the beaches, and it is disappointing that Danish tourism actors fail to recognize its significance. According to the Heritage Agency of Denmark, cultural heritage is becoming an increasingly relevant issue because people in today's society have higher educational backgrounds and *"the interest in architecture and history is growing"* (Own translation).[3] Cultural heritage constitutes an incredible asset which is highly relevant to the modern tourist. It is disappointing that the Danish tourism industry continues to apply its traditional and familiar strategies instead of utilizing and marketing Denmark's cultural resources.

The reason for commencing the master's thesis with this article holds two purposes: firstly, it presents a current debate within Danish tourism in relation to cultural heritage in which conflicting opinions evidently exist, and secondly it gives a short, yet interesting insight into the tourism landscape in Denmark – both purposes are relevant to the subject of this master's thesis. Cultural heritage is being widely discussed within tourism circles and a thorough definition and discussion of this concept will be presented later in the master's thesis. Tourism policy and related areas of responsibility are divided between a national, regional and local level in Denmark. Each level has different functions and carries out different work assignments in

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[1] Appendix 1
[2] Ibid
[3] Ibid

connection with Danish tourism. The following section will introduce national, regional and local actors and strategies within Danish tourism.

1.1 Danish political actors in tourism

On a national level, the Danish Ministry of Economic and Business Affairs constitutes the highest authority in connection with tourism. It develops the overall political framework in which Danish tourism can evolve. The Ministry's main focal point is branding Denmark internationally: *"The goal is to create a clearer and more positive image of Denmark within those areas in which it provides actual advantages in the international competition concerning global talents, tourists, investments and market shares"* (Own translation).[4] Tourism is regarded as one of the main areas which could generate economic growth in Denmark. It is therefore immensely important for the Ministry of Economic and Business Affairs to construct a solid framework that holds political guidelines which can support tourism actors and create positive turnover: *"Tourism is important for the Danish economy and has an annual turnover of more than DKK 70 billion yearly"* (Own translation).[5] The Ministry of Economic and Business Affairs plays an implicit role in the domestic tourism affairs because the structural reform implemented in January 2007 delegated areas of responsibility to entities on regional and local levels. Tourism became a focus area for regional and local authorities in Denmark.

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[4] Økonomi- og Erhvervsministeriet. Handlingsplan for offensiv global markedsføring af Danmark 2011-2012. November (2010), p. 3
[5] Appendix 2

According to the structural reform of January 2007, Denmark was divided in five regions (figure 1).

Figure 1. Map of regions in Denmark.[6]

One of the new political areas of responsibility was economic development including tourism. The field of economic development had previously been an optional work assignment, but with the implementation of the structural reform in January 2007, economic development became an obligatory focus area for the regions.[7]

The case study of this master's thesis is based in the Municipality of Jammerbugt, located in the North Denmark Region. The economic development strategy of the North Denmark Region holds one primary purpose: *"(…) the main objective is to enhance growth and development in the North Denmark Region"*.[8] On the basis of this economic development strategy, the region focuses on three factors which could generate regional economic growth and positive development: culture, tourism and experiences. The region aims to

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[6] Appendix 3
[7] Appendix 4
[8] Appendix 5

be *"(…) a progressive part of Denmark with a lively cultural life, a diverse nature and a wealth of experiences"* (Own translation).[9] The aim of this strategy is to attract tourists, residents and businesses to the North Denmark Region and thereby generate economic growth.

The Municipality of Jammerbugt constitutes the local political authority (figure 2).

Figure 2.Location of the Municipality of Jammerbugt.[10]

After the structural reform in January 2007, the municipality became the primary actor in connection with development of areas such as cultural heritage, leisure and experiences. *"Seen from a cultural, leisure and experience perspective, the municipalities were hereby given a more central role. In this way, they have a responsibility to preserve and develop natural values, preserve and develop cultural heritage, promote cultural activities and provide cultural facilities. At the same time, the municipalities should work with enhancing tourism as a business area* (Own translation). [11] On the basis of the structural reform, the Municipality of Jammerbugt created a development plan in which tourism is an important focus area. The plan comprises different municipal plans that are to have a positive effect on the development of tourism.

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[9] Appendix 6
[10] Appendix 7
[11] Anne Lorentzen & Rikke Krogh. Oplevelsesøkonomi, udvikling og planlægning i nordjyske kommuner. Skriftserien Nr. 7. Aalborg Universitet: Institut for samfundsudvikling og planlægning (2009), p. 43

The municipality is highly dependent on tourism and it is therefore essential that this area is given the most optimal conditions.[12]

It may have been noted that there was not any mentioning of the political actors' tourism strategies. The reason for this omission is that they generally utilize a similar strategy: *experience economy*. Experience economy in Danish tourism will be briefly discussed in the following part.

1.2 Experience economy in Danish tourism

Experience economy has become a buzz word in today's society and it plays a major role in national, regional and local tourism development. Since the Danish government published *"Danmark I kultur- og oplevelsesøkonomien – 5 nye skridt på vejen"* (Denmark in the culture- and experience economy – 5 new steps on the way) in 2003, experience economy has spread from the national level to the regional and municipal levels. The Danish government was inspired by the concept of experience economy, which was becoming well-known within different business circles. The publication outlined that experience economy within governmental circles focuses on development of cultural and creative business areas, and the way in which it facilitates inspiring development opportunities by merging cultural/creative businesses with traditional business areas. Tourism is among the business sectors in which the government could see interesting and advantageous opportunities if experience economy was implemented. The purpose of a merger between highly different business sectors is to add value to an existing product or experience: *"In the merger between the cultural institutions and the business sector, dynamics is created in the culture and experience economy from which new value will develop"* (Own translation).[13] This indicates that the Danish government regards experience economy as an interesting alternative to traditional economic and business strategies. On a regional level, the North Denmark Region has adopted a similar approach in which it emphasizes that tourism and experience economy constitute two valuable assets that can be utilized to transform regional development and growth: *"Tourism and experience economy is included as a central theme in the Regional Development Plan"* (Own translation).[14] The region defines tourism and experience economy as both different and overlapping areas: *"Tourism is a part of the experience economy and tourism evolves within the experience economy"* (Own translation).[15] The North Denmark Region's

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[12] Udviklingsafdelingen ved Jammerbugt Kommune. Jammerbugt Kommunes indsats på turismeområdet. Jammerbugt Kommune (2008), p. 2

[13] Den danske regering. Danmark i kultur- og oplevelsesøkonomien – 5 nye skridt på vejen. København: Schultz Grafisk (2003), p. 26

[14] Temagruppen for Turisme og oplevelsesøkonomi. Tema-rapport om turisme og oplevelsesøkonomi i Region Nordjylland. Aalborg: Region Nordjylland (2007), p. 4

[15] Temagruppen (2007), Ibid, p. 5

approach is identical with the Danish government because it utilizes experience economy to revitalize traditional business areas by applying elements from cultural and creative sectors. A revitalization of traditional business areas aim to develop an eventful region capable of attracting tourists, residents and investments. [16] On a local level, the Municipality of Jammerbugt does not diverge from previous political strategies. Experience economy is combined with tourism to create cultural and eventful tourist experiences which aim to generate local development and economic growth: *"In the future, the Municipality of Jammerbugt will focus more on the potential that lies in a synergy between tourism and culture; both of which are very important factors in the local experience economy"* (Own translation).[17] As an additional element of experience economy, the Municipality of Jammerbugt has added that authenticity and cultural heritage constitute important aspects in connection with tourism development. It is essential that newly developed experiences are coherent with the area's cultural heritage because this holds advantageous, economic benefits.[18] Experience economy is therefore a part of the municipal development plan in which it is employed as a strategic method that could increase economic growth.

The Danish government, the North Denmark Region and the Municipality of Jammerbugt have identified experience economy as the new strategic tool. The purpose of experience economy is to add value to an existing product/ experience and thereby create new, eventful experiences. The application of experience economy constitutes an attempt to revitalize "old-fashioned" political and economic strategies. Traditional business areas are combined with cultural/creative businesses to create eventful industries. This contrasts with the Danish newspaper article introduced earlier, which indicated that Denmark misses out on tourist billions because Danish tourism performs badly with regards to investing in and marketing its cultural heritage. Danish tourism comprises actors which hold different areas of responsibility, but in spite of the difference in area of responsibility, they appear to adopt a similar strategy. Experience economy dominates on all levels - national, regional and local. It seems as though experience economy has been identified as a panacea which can facilitate economic growth and development. Experience economy is applied in different contexts but it holds the same purpose. Investment and marketing of Danish cultural heritage are given a low priority even though its significance is recognized by political actors. This discussion constitutes the point of departure for the master's thesis.

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[16] Temagruppen (2007), Ibid, p. 6
[17] Udviklingsafdeling (2008), Ibid, p. 20
[18] Udviklingsafdeling (2008), Ibid, p. 24

2.0 Description of the case study – Blokhus

A description of Blokhus is a good point of departure because it will provide an in-depth understanding of the case study in this master's thesis.

Blokhus is one of the oldest seaside towns in Denmark. The town was originally a small fishing village which was a part of the neighboring town Hune. The origin of the name Blokhus is uncertain but several sources believe that Blokhus derives from the block houses, which originally stood in the area and functioned as storage facilities for corn, butter and meat. Evidence of trade has been found along the west coast. It has been established that a significant trade flourished by the coast of Blokhus during the 18th and 19th hundreds. In the beginning, the people of Blokhus traded with Norwegian merchants but later countries such as England, Germany and Belgium joined the trade.[19] Timber, butter, corn, meat, fabrics, salt and earthenware were among the goods traded in Blokhus.[20] The increasing trade brought prosperity and recognition to Blokhus and local merchants with names such as *Bondrup, Brix* and *Klitgaard* had their heyday. These men had great influence and they built large farms and houses in Blokhus. *Kancelligaarden, Strandingskroen, Futten and Bingen* constitute some of the more significant buildings dating back to this prosperous era which still exist in Blokhus. The trade declined from 1884 and onwards.[21] Blokhus turned to a new market which was slowly emerging: tourism.

Sources argue that it was the Danish author Meir Goldschmidt who inspired people to visit Blokhus as tourists. The author visited Blokhus in 1865 and he noted in his diary (which was later published) that he had enjoyed a swim in the North Sea.[22] This was the first time that the sea had been used for recreational purposes. From the mid-1800s, visitors began to arrive and after 1870, the number of tourists in Blokhus was increasing rapidly. Initially, only the upper class could afford to visit Blokhus as tourists. The majority of the tourists came from Aalborg but there were also a small number of visitors from Copenhagen and other Danish towns. In addition to wealthy upper class tourists, Blokhus also attracted creative individuals because the town offered unique sceneries which could be utilized as subjects in their esthetical and literary art works. After 1st World War, it became affordable for other social classes to take short trips and this entailed an increase in the number of visitors in Blokhus. The fresh air by the North Sea was considered to have health benefits. In the beginning, tourists visited Blokhus in the search of peace, solitude and

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[19] Harald Klitgaard & Henrik Fog. *Blokhus – fra istid til ispind*. Aalborg: Lindtofte Forlag (2007), pp. 41-42
[20] Karl Hansen. *Ved Jammerbugten – Erindringer fra det gamle Blokhus*. Pandrup: Forlaget Hvetbo (1987), p. 12
[21] Klitgaard & Fog (2007), Ibid, pp. 44-54
[22] Meir Goldschmidt. *Dagbog – En Reise paa Vestkysten af Vendsyssel og Thy*. København: Forlagsbureauet (1865), p. 83

natural experiences. Later, elements such as the sun, the outdoor life and exercise became attraction factors. The first summer-houses were built in the beginning of the 1900s. Tourists from the upper class were among the first people to build summer-houses in Blokhus but at the end of the 1920s summer-houses were being built by people from every social class. Blokhus was not only popular among the common man; The Danish Prime Minister *Stauning* had a summer-house in Blokhus and the Danish royal family has often visited the area.[23] Tourists could choose from a variety of activities during their holiday: horse and carriage rides, visiting Blokhus rescue station, hiking to Blokhus beacon or strolling along the beach, perhaps to see the remnants of the Norwegian ship wreck from 1882.[24] Tourists were slowly becoming the new major source of income in Blokhus.

The German occupation of Denmark (1940-1945) transformed Blokhus' appearance. The Germans had demolished several buildings such as Blokhus' rescue station containing the rescue boat and Blokhus beacon, and both the town and beach area were dominated by German bunkers. Sources argue that the mentality in Blokhus changed during the German occupation and the sense of community and closeness vanished. It was replaced by a more business-like approach. The ending of the 2nd World War opened up the world and it became easier to travel. People from Blokhus travelled and brought back new ideas and perspectives in relation to the field of tourism. These ideas were implemented in Blokhus transforming the town into a modern tourist town offering a variety of experiences to tourists. During the 1950s, Blokhus became a popular tourist town and it was literally invaded by hordes of tourists from Denmark, Norway, Sweden and other Northern European countries. A Danish author described these tourists as stressed, busy and sun-hungering individuals who visited Blokhus either in weekends or during holidays. They visited Blokhus for the same reasons as their predecessors: to relax, experience nature and breathe in the fresh air of the North Sea.[25]

The 1970s was a decade dominated by rapid development in Blokhus. The number of tourists and summer-houses increased because of the economic boom. During these years, a different trade mentality emerged which recognized tourists as a new vital source of income, hereby emphasizing the importance of offering tourists a large variety of experiences. Blokhus introduced a new concept: experience tourism. This resulted in the development of a number of experiences which encouraged tourists to come to Blokhus instead of

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[23] Kirsten Monrad Hansen. *Tilbage til turismens rødder – 150 års badeturisme langs den nordjyske vestkyst*. Nordjyllands Amt (2001), pp. 41-46
[24] Hansen (2001), Ibid, pp. 48-51
[25] Klitgaard & Fog (2007), Ibid, pp. 104-106

other competing tourist towns. Examples of experiences in Blokhus are attractions such as *Fårup Sommerland, Anne Justs Have, Blokhus Klitplantage, Vesterhavsmarch, and Sankt Hans Bål.* There are two hotels in Blokhus: *Feriehotel Nordsøen* and *Hotel Bellevue.* The most significant restaurants in Blokhus are located in the old, historical buildings, which were built by local merchants during the trade era in the 1700s and 1800s. Today, tourists enjoy activities such as soccer, beach volley, wind surfing and kite surfing on the beach. Blokhus holds approximately 400 residents but the town has around 1.6 million overnight stays in the summer. Sources point to Blokhus having two identities: the small quiet village in the winter, and the pulsating, busy tourist town in the summer - time.[26]

As mentioned above, Blokhus is one of the oldest seaside towns in Denmark. The town has an interesting and fascinating historical legacy, located in unique surroundings by the North Sea. However, experts argue that *"today the profile of the area appears vague without any clear identity. To many, Blokhus seems like yet another seaside town along the northwest coast"* (Own translation).[27] In recent years, Blokhus has been marked by a loss of identity. Development projects focus on developing tourist experiences neglecting to rebuild the town's identity.

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[26] Klitgaard & Fog (2007), Ibid, pp. 110-143
[27] Debatoplæg til borgermøde 28. august 2006. *Forandring i Blokhus-Hune.* Samarbejde mellem Pandrup Erhvervskontor, styregruppen, Aalborg Universitet og arkitektfirma Jørgen Ussing, p. 8

3.0 Problem formulation

The purpose of a problem formulation is to develop a framework which can structure the academic and methodological considerations in a project. It is argued that a good problem formulation should include the following elements: *a solid statement of the reasons for a problem, a clear and intelligible use of language, a logical structure, and a clear delimitation* (Own translation).[28] A problem formulation process is iterative and its final structure does not materialize until the final pages of a project have been written.[29]

As mentioned earlier, Blokhus suffers from a loss of identity. Development projects focus on developing tourist experiences neglecting to rebuild the town's identity.

During the initial work process of the master's thesis, thorough research was conducted by means of books, articles and publications concerning the town. Relevant actors in Blokhus were approached to discuss possibilities of a potential cooperation. This led to the possibility to attend meetings in the development group "Udviklingsgruppen Blokhus". Both research and participation in the development group meetings have provided a valuable insight into Blokhus and current development plans.

This has led to the following problem formulation:

In recent years, Blokhus has been suffering from a loss of identity giving the tourist town a vague and incoherent profile. Development projects suffer from a fundamental lack of a structure and common denominator. Consequently, the tourist experiences implemented in Blokhus are general, vague and easily copied. It is therefore vital to provide Blokhus with strategic tools that can rebuild the town's identity and create a platform from which future development projects can be structured and coordinated.

The following research questions have been developed:

1) *Which elements define Blokhus' context?*
2) *What constitutes cultural heritage in Denmark? Are there international examples where cultural heritage have been utilized? If so, what has been the most valuable experiences?*
3) *How can Blokhus rebuild its identity?*

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[28] Ib Andersen. *Den skinbarlige virkelighed – om vidensproduktion inden for samfundsvidenskaberne*. 4th Edition. Frederiksberg: Samfundslitteratur (2008), p. 60
[29] Andersen (2008), Ibid, pp. 59-60

4) *How can Blokhus develop an overview?*

5) *What defines Blokhus current situation?*

6) *What are the components of Blokhus' platform for future development projects?*

The problem formulation and the research questions will function as a guiding element in the master's thesis. It should structure and lead the work process, which entails a thorough introduction of methodological and theoretical considerations in connection with the case study of Blokhus.

<u>4.0 Method</u>

The methodological element comprises the development of a systematic framework in which a project can evolve. The purpose is to identify and define *"(…) reasons for incidents, purpose of actions and social/material structures' importance for individuals' opinions and actions"* (Own translation).[30] A method functions as a form of directory, indicating that it constitutes a map with relevant directions and delimitations which guides and structures the work process of a project.

The aim of this method is to provide a simple, yet thorough introduction of methodological reflections based on which this master's thesis is structured. The method will include the following elements:

1) <u>Epistemological and ontological considerations</u>
   - ➔ Social constructionism
   - ➔ Hermeneutics
   - ➔ Phenomenology
2) <u>Purpose of research</u>
   - ➔ From passive, descriptive and problem-identifying
   - ➔ To active and problem-solving
   - ➔ Reflections concerning the change of purpose
3) <u>Introduction to the theoretical framework</u>
   - ➔ Secondary theories
   - ➔ Primary theories
4) <u>Critical perspective on methodological considerations</u>
5) <u>Outline and delimitation of master's thesis</u>

4.1 Epistemological and ontological considerations

The difference between an epistemological and an ontological perspective is that they focus on different contexts. Epistemology involves *"(…) the question of what is (or should be) regarded as acceptable knowledge in a discipline"*[31] whereas an ontology focuses on the nature of social structures. Within ontology, the debate revolves around whether social structures should be regarded as external to social actors or whether these entities are actually social constructions, indicating that they are constructed by

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[30] Andersen (2008), Ibid, p. 15
[31] Alan Bryman. *Social Research Methods*. Third Edition. Oxford: Oxford University Press (2008), p. 13

the perceptions and actions of social actors.[32] It is important to emphasize that only the epistemological and ontological positions which are relevant for the master's thesis will be discussed here. In the following part, the concept of social constructionism, hermeneutics and phenomenology will be introduced and their relevance in connection with the master's thesis will be determined.

4.1.1 The social constructionism approach of the Master's thesis

Social constructionism is an ontological position that challenges the notion of the natural world. Social constructionism consists of two words: *social* and *constructionism*. An interpretation of these terms reveals that social reality is constructed and deconstructed by social actors. Within the field of social constructionism, different interpretations and perspectives of this ontological position exist. The perspective, which is adopted in this master's thesis, is the perspective which Wenneberg defines as social constructionism I. Wenneberg argues that social constructionism has a certain attraction factor because it questions whether a phenomenon which is perceived as natural is actually a social construction. The point of departure for social constructionism I concerns the issue of disclosing that natural elements and structures are in reality social constructions built up by social actors and processes.[33] The social constructionism I perspective is therefore utilized because it constitutes a position *"(…) which can open or decompose traditional ideas that often seem rather cemented and frozen"* (Own Translation).[34] Wenneberg takes it to a deeper level and goes beyond social actors and social processes and discusses the interesting aspect of questioning our known and traditional reality. In the master's thesis, Wenneberg's perspective is adopted because it constitutes a highly relevant and useful tool in the work process with the case study Blokhus. Social constructionism I emphasizes that I should not jump to conclusions and make general assumptions in connection with Blokhus. I should recognize that the natural world of Blokhus may be a front and I should critically question the town's actual reality in order to reveal potential hidden perceptions, traditions and assumptions which could influence the context of Blokhus. One of the primary aims of any interaction, meeting and visit in Blokhus involves being a social constructionist. This entails an attentive, responsive and critical approach with regard to Blokhus during the work process of the theoretical framework.

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[32] Bryman (2008), Ibid, p. 18

[33] Søren Barlebo Wenneberg. *Socialkonstruktivisme – positioner, problemer og perspektiver*. Frederiksberg: Samfundslitteratur (2002), pp. 72-73

[34] Wenneberg (2002), Ibid, p. 83

4.1.2 The hermeneutic approach of the Master's thesis

Hermeneutics is an epistemological position which has its origin in Greece. Hermeneutic means "to interpret" and it concerns the interpretation of something in order to develop an understanding or meaning of it. Hermeneutic was originally utilized as a method from which different texts could be interpreted but the scope of this epistemological position was later extended to include interpretation of human action.[35] Hermeneutic is defined as *"the study of what understanding is and how we should approach it methodically to achieve an understanding"* (Own translation).[36] There are different positions within hermeneutics: the historical hermeneutics, the existential hermeneutics and the ideology-critical hermeneutics.[37] The perspective, which is adopted in the master's thesis, is hermeneutic as an interpretative paradigm. The interpretative paradigm recognizes that human behavior constitutes a series of actions which should be interpreted because these actions hold a meaning. An interpretation within the hermeneutic paradigm encompasses individuals' perceptions, intentions and reason for actions, the purpose of which is to develop *"(…) the interpretive understanding of social action"*.[38] This epistemological position is coherent with social constructionism I which was introduced in the abovementioned section. Social constructionism I stresses that the natural world, which is perceived as part of a natural process, is socially constructed. These social constructions are built by social actors and adopting a social constructionism perspective facilitates an attentive, responsive and critical approach to entities, structures and processes of the case study. The combination of social constructionism I and the hermeneutic paradigm is relevant to the master's thesis because it adds an interpretative perspective to the work process. Hermeneutics emphasizes an interpretation, an understanding and a development of meaning of Blokhus – both in regard to actors and the urban space of the town. The hermeneutic paradigm has relevance for the theoretical framework of the master's thesis in which the interpretative approach is essential to understand and develop meaning of any experience in Blokhus. The hermeneutic position leads naturally to the final position of epistemological and ontological considerations, which is phenomenology.

4.1.3 The phenomenology approach of the Master's thesis

Phenomenology is an epistemological approach which *"(…) is concerned with the question of how individuals make sense of the world around them and how in particular the philosopher should bracket out*

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[35] Pahuus in Finn Collin & Simon Køppe (eds). *Humanistisk Videnskabsteori*. Danmarks Radio Forlaget (1995), pp. 111-112
[36] Danfinn Føllesdal et al. *Politikens bog om moderne videnskabsteori*. Copenhagen: Politiken Forlag A/S (1997), p. 88
[37] Pahuus in Finn Collin & Simon Køppe (eds, 1995), Ibid, pp. 117-126
[38] Weber in Bryman (2008), Ibid, p. 15

preconceptions in his or her grasp of that world".[39] The phenomenological tradition arose because of a demand among scientists for "genuine science". It was argued that there was a need for an approach which facilitated a neutral stance. Things should be seen in their original and genuine form without having been influenced by preconceptions, assumptions and perceptions.[40] Phenomenology holds different perspectives; they vary between approaches which agree/disagree about whether it is possible or impossible for individuals to maintain a neutral stance during research. The perspective which is adopted in the master's thesis is Gadamer's phenomenology. According to Gadamer, the concept of a neutral and unprejudiced stance constitutes an unrealistic approach, indicating that individuals are not capable of freeing themselves from their realm of understanding: *"We are always moving within a realm of understanding and when we reflect upon it, we can consciously disclose a part of it, but the rest is always present; contributing to the development of an understanding of the smaller part which we are consciously visualizing"* (Own translation).[41] Gadamer stresses the concept of pre-conception by adding a hyphen between *pre* and *conception*. The reason for this division is to emphasize that researchers bring a certain amount of pre-conceptions into a realm of understanding process. During a research process, these pre-conceptions can either be confirmed or dismissed: *"This is what Gadamer perceives as understanding: a gradual modification of our pre-conceptions so that they are consistent with what we are aiming at understanding, i. e. making it comprehensible"* (Own translation).[42] The combination of social constructionism I, the hermeneutic paradigm and phenomenology constitutes a useful and relevant method to both the work process and the case study of the master's thesis. In general, it is essential to recognize that as a researcher I cannot escape from bringing a certain realm of understanding into the whole work process. A biased perception and attitude will have a damaging effect on the master's thesis and its content, if one is not aware of its existence. To develop a clear interpretation which can improve and enhance the understanding and meaning of hidden social structures, processes and perceptions, it is essential that the presence of pre-conceptions and realm of understanding is recognized in the application of this master's thesis' theoretical framework to Blokhus.

This concludes the part of epistemological and ontological considerations of the master's thesis. The application of these positions emphasizes that the work process, both theoretically and analytically, is conscious of pre-conceptions, critical and interpretative.

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[39] Bryman (2008), Ibid, p. 15
[40] J. N. Mohanty & William R. McKenna (eds). *Husserl's Phenomenology*. University Press of America Inc. (1989), p. 182
[41] Føllesdal et al (1997), Ibid, p. 99
[42] Føllesdal et al (1997), Ibid

4.2 Purpose of research

In the introductory lines of the methodological part, it was indicated that the purpose of research had transformed from a passive, descriptive and problem-identifying purpose to an active and problem-solving purpose. The transformation commenced during the initial phases of the work process and eventually, after having conducted additional research of Blokhus, I realized that a shift of purpose of research was essential in order to grasp Blokhus' situation. Even though the primary focus is on an active and problem-solving purpose, I have included both of these purposes in the methodological part. When possible, I will refer to a logbook which includes notes from observations, meetings and conversations in Blokhus. The logbook will function as a part of the appendices of the master's thesis and its purpose is to give a varied and thorough insight into reflections on Blokhus.

4.2.1 Passive, descriptive and problem-identifying purpose

Ib Andersen argues that a problem-identifying approach involves identifying and defining potential problems which are more or less unknown: *"The knowledge which we have of the phenomenon is inferior or non-existent"* (Own translation).[43] This entails that the aim of a project involves describing potential problems in an unbiased way, thereby rendering the role of the researcher rather passive. Initially, I contacted the director at the local tourist office VisitJammerbugten because interaction with local actors can develop an in-depth insight. The purpose of the master's thesis was presented and a meeting was arranged to discuss benefits of a potential cooperation.[44] During the meeting, the aim was to remain reserved and objective to a certain extent because this would entail the most optimal results. The meeting comprised a discussion concerning identification and definition of potential problems in Blokhus.[45] The tourist director gave me the opportunity to attend meetings in "Udviklingsgruppen Blokhus", which is a group working with current development projects in Blokhus. This group includes local business-men and women in Blokhus, and it is managed by an external consultant firm, which has been employed by the regional tourist office in cooperation with the EU.[46] I attended a meeting in "Udviklingsgruppen Blokhus" as an observer, which gave insight into current development projects. During the meeting in the development group, I observed participants' behavior and exchange of views. The participation in "Udviklingsgruppen Blokhus" facilitated an introduction to local actors in Blokhus, which was and has been essential for the master's thesis because it provided a different perspective than the tourist director's point of view. It

[43] Andersen (2008), Ibid, p. 22
[44] Appendix 8
[45] Appendix 9, please see meeting 8th February
[46] Appendix 10

became evident that the initial meeting with the tourist director had been a front. There were explicit conflicting social processes, social entities and perceptions among Blokhus' actors which were hidden under the "natural" surface.[47] The purpose of the master's thesis and the point of departure for attending meetings had been to identify and define problems in Blokhus, but the observations and new information disclosed at the meetings with the tourist director and in "Udviklingsgruppen Blokhus" provided me with valuable knowledge. Based on this new knowledge of Blokhus, evidence pointed to the fact that Blokhus had identified and defined its problems to a certain extent, but that the town was incapable of developing a solution to these problems. The purpose of research in the master's thesis was therefore transformed.

4.2.2 Active and problem-solving purpose

The change in purpose of research entailed a shift in level of involvement. The problem-identifying approach constituted a passive perspective in which the purpose was to identify and describe potential problems in Blokhus. A problem-solving purpose holds a more active element. Ib Andersen argues that a problem-solving research *"(…) is about discovering alternative solutions and analyze (…) on the basis of the established knowledge to find out which of the alternative solutions would solve the problem/problems in the best way"* (Own translation).[48] During the meeting in "Udviklingsgruppen Blokhus", I had participated as an observer in a smaller group which was arranging storytelling events in Blokhus. As a result of the change of purpose, I joined this group, "Det Levende Ord", primarily on an observational level (while still attending meetings in the development group) as it could provide a different and varied perspective of Blokhus based on other local actors than the tourist director at VisitJammerbugten. These group meetings disclosed great discontent with the tourist director. The group members of "Det Levende Ord" include local business men and women in Blokhus. They stressed that the tourist director is not competent to sit in his job position, and it is argued that the tourist director "borrows" ideas and implements these as his own.[49] This entails a constant conflict and discussions at meetings in "Udviklingsgruppen Blokhus". A large group questions any initiatives and statements from the tourist director at VisitJammerbugten because the actors feel that he has a hidden agenda.[50]

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[47] Appendix 9, please see meeting 10th March
[48] Andersen (2008), Ibid, pp. 23-24
[49] Appendix 9, please see meeting 7th April
[50] Appendix 9, please see meeting 28th April

The meetings in both groups have clarified that development projects of Blokhus are missing a common denominator and a structure which could run like a red thread through future projects and strategies.[51] Additionally, it is argued in the problem formulation that Blokhus has been suffering from a loss of identity giving the tourist town a vague and incoherent profile. Consequently, the tourist experiences implemented in Blokhus are general, vague and easily copied. The aim is to provide Blokhus with strategic tools that could eventually rebuild the town's identity and create a platform from which future development projects can be structured and coordinated.

4.2.3 Reflections concerning change of purpose

In this type of project in which interaction with local actors and participation in meetings are included, there is a fine line between complete observation and "going native": *""Going native" refers to a plight that is supposed sometimes to afflict ethnographers when they lose their sense of being a researcher and become wrapped up in the world view of the people they are studying"*.[52] The aim of the master's thesis is to have a critical approach towards all entities, structures and processes included in the work process. Any interaction and visit to Blokhus has been approached from a critical, interpretative and appreciative perspective since this constitutes the most optimal point of departure in the development of a solid framework for the master's thesis. Statements and perceptions concerning Blokhus' situation and problems were identified either through research or local actors which I have met during participation in the development group "Udviklingsgruppen Blokhus" and the group "Det Levende Ord". When possible, references are made to the logbook, which includes notes from various meetings and observations in Blokhus. By remaining reserved and critical, actors were encouraged to define the problems in Blokhus. The purpose of the application of the methodological framework to Blokhus is not to disclose familiar and general assumptions, rather to develop a solid understanding of Blokhus' social structures, processes and spaces.

4.3 Introduction to theoretical framework of master's thesis

The introduction will include primary and secondary theories which are utilized in the master's thesis. The primary theories are applied according to the problem-solving purpose of research. The purpose of the secondary theories is to elucidate terms defining the context in which the case study is situated. The application of theories follows the deductive process, indicating that the purpose of theory is *"(...) to*

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[51] Appendix 9, please see meeting 28th April
[52] Bryman (2008), Ibid, p. 412

illustrate or solve a concrete problem" (Own translation).[53] Bryman argues that deductive theory concerns deduction of a hypothesis based on general and theoretical knowledge within- /about a specific area. The deduced hypothesis *"(…) must then be subjected to empirical scrutiny"*.[54] A deductive approach in the master's thesis emphasizes that the theoretical framework will drive the process of collecting data, which should lead to either elucidation or solution to Blokhus' situation.

4.3.1 Secondary theory of the master's thesis

The secondary theories comprise theories from the field of tourism, cultural heritage and experience economy. Tourism constitutes a complex phenomenon and an attempt to narrow down this complex structure is made in order to outline the elements of relevance to the master's thesis. Tourism and tourism research have generally been neglected by researchers and scientists. The master's thesis includes a brief introduction of tourism and then moves on to discuss the concept of tourist destinations. As discussed in the introduction, cultural heritage holds great importance and value for tourism but is not utilized in Denmark. A part concerning cultural heritage will introduce the cultural heritage aspect in Denmark. National and international examples of cities and regions which have implemented cultural heritage in development plans are given. This should emphasize the economic, social and cultural benefits of cultural heritage. Experience economy is a phenomenon which has become a buzz word. It has resulted in many national and international publications of experience economy – both theoretically and politically. The section on experience economy introduces an American and a Danish perspective of experience economy. The purpose is to identify differences and similarities between the Danish and the American experience economy approaches.

4.3.2 Primary theory of the master's thesis

The primary theories constitute the theoretical framework which is utilized according to the purpose of research. The concept concerning the development of sustainable events and experiences, as discussed in "Eventful Cities", is introduced.[55] According to this perspective, a destination does not necessarily become eventful just by introducing a large number of different events. The act of creating eventfulness is difficult and it requires long-term efforts. To be an eventful city requires an integrative and holistic approach which is deeply rooted in the destination and its internal resources. "Eventful Cities" presents an overall structure for building a platform for eventfulness. On this platform, the concepts of Experience Matrixes and ID360

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[53] Andersen (2008), Ibid, p. 35
[54] Bryman (2008), Ibid, p. 9
[55] Greg Richards & Robert Palmer. *Eventful Cities – Cultural management and urban revitalisation*. Oxford: Elsevier Limited (2010)

are applied and function as essential components in connection with building a platform for eventfulness in Blokhus.

The Experience Matrixes are primarily a qualitative method which is utilized to evaluate/analyze experience spaces and experiences of a destination.[56] An evaluation/analysis should result in the development of a set of values that are developed according to a destination's character and values. It is argued that a destination's values can be utilized as a strategic and guiding tool in future development strategies. In the master's thesis, the Experience Matrixes are applied to Blokhus in order to identify and define the town's experience spaces and experiences. This entails uncovering qualities and characteristics which are deeply rooted in Blokhus. The strategic ID360 method is a qualitative method functioning as an implementation tool; it includes a critical evaluation of a destination's current situation.[57] Based on the destination's set of values, a destination is evaluated according to different categories to provide an overall overview of a destination's strengths, weaknesses and potentials. The application of ID360 to Blokhus consists of a critical evaluation of the town's present situation. Emphasis will be on areas which will require extra efforts in the future. In the ID360 method, the set of values function as evaluation indicators, meaning that the focus areas of ID360 are evaluated on the basis of the values to ensure that future efforts and developments are coherent with the context of Blokhus.

The theoretical framework of the master's thesis is mainly qualitative. During the work process of the Experience Matrixes and ID360, some sections will include quantitative elements because these methods also involve evaluating Blokhus according to different numerical scales. The application of the primary theories to Blokhus is partly analytical and partly empirical. The Experience Matrixes include visits and observations of Blokhus. Additionally, the background research, which is represented by the logbook with notes from meetings and observations in the development groups, also constitutes an empirical element. The development of Blokhus' set of values and the evaluation of the town's current situation is based on an analytical approach.

According to the epistemological and ontological considerations, the Experience Matrixes and ID360 are utilized to disclose the experience spaces, experiences and future focus areas in Blokhus. The disclosure involves developing an understanding of Blokhus' situation. "Eventful Cities" continues this work process by

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[56] John Hird & Peter Kvistgaard. *Oplevelsesrum – Turisme, Kulturarv og Oplevelser – et krydsfelt*. Århus: Academica (2010)
[57] Appendix 11

recognizing and implementing the results from the Experience Matrixes and ID360. The aim is to provide Blokhus with strategic tools that can rebuild the town's identity and create a platform from which future development projects can be structured and coordinated.

4.4 Critical perspective on methodological considerations

The epistemological and ontological considerations of the master's thesis concern social processes, systems and perceptions which were originally perceived as a part of a natural process. This involves an interpretation of the environment in question to develop an understanding and meaning of these social constructions. It may seem simple, but in reality this whole process constitutes a difficult balancing act. As mentioned earlier, there is a potential risk of *"going native"*: *"Going native is a potential problem for several reasons but especially because the ethnographer can lose sight of his or her position as a researcher and therefore find it difficult to develop a social scientific angle on the collection and analysis of data"*.[58] The epistemological and ontological perspectives (social constructionism I, hermeneutic, phenomenology) hold a potential risk of adopting actors' attitudes and perceptions during research, visits and interactions in Blokhus. It is therefore essential to constantly monitor and evaluate the work process critically, and additionally, it is important to recognize pre-conceptions and regularly confirm/dismiss these aspects to develop a thorough understanding of the realm of understanding. The active and problem-solving purpose of research could also entail significant involvement in Blokhus and it is therefore important to have a clear focus on elements which are relevant to the master's thesis and omit aspects which do not hold any relevance.

4.5 Outline of Master's thesis

The master's thesis is divided in five parts. Part I introduces the secondary theories of the Master's thesis, consisting of an introduction of theoretical perspectives and terms which are utilized in the master's thesis. Part II concerns the primary theories of the master's thesis, which constitute the theoretical framework applied to Blokhus according to the problem-solving purpose of research. Part III comprises the analyses or the application of the theoretical framework to the case study Blokhus. Part IV holds the conclusion of the master's thesis and Part V encompasses a discussion. The theories, entities, actors and organizations included in the master's thesis should not be regarded as an exhaustive list. Some theoretical and practical elements have been omitted because it was estimated that these elements were irrelevant to this master's thesis.

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[58] Bryman (2008), Ibid, p. 412

5.0 Part I – Secondary theories of the master's thesis

The purpose of Part I is to elucidate terms which define the context in which the subject of the master's thesis is placed. The three terms which are introduced will be used continuously in the master's thesis and it is therefore essential to clarify what they encompass. The three terms comprise tourism and tourist destinations, cultural heritage including international examples of cultural heritage applied in practice and two approaches of experience economy. These areas are part of the context in which Blokhus is situated. Delimitation should ensure a clear focus in the master's thesis.

5.1 Tourism

"Defining tourism is like defining an orange" (Own translation).[59] This quote illustrates that tourism is a familiar concept. But great confusion arises when a further definition of tourism is attempted because tourism is a complex field of research.

Cohen stresses that *"tourism became a rapidly growing social phenomenon and an increasingly important global industry in the first decades following the Second World War"*.[60] As a field of research, tourism had a slow beginning because scientists ignored its presence and failed to recognize tourism as a significant element. The general assumption was that tourism was associated with leisure activities including elements such as relaxation and holidays. Consequently, tourism did not attract much academic and intellectual interest because it was considered to have no economic and cultural importance in society.[61] Historically, tourism was dominated by general and critical assumptions that focused mainly on the negative consequences of tourism. This generated an unrealistic and misleading understanding of an area which was growing, both in size and importance.[62] Hall argues that *"tourism is now a major area of academic, government, industry and public concern"*.[63] In the last decades, different actors within government, science and industry have realized that tourism constitutes a significant factor which has an enormous impact on places, employment and economy in today's society. The problem is that tourism constitutes a complex phenomenon in which a large number of structures, processes and actors are involved. This entails great challenges when attempting to develop an understanding and definition of tourism. According to Hall, it is essential to develop a clear definition of tourism because this would outline *"(…) not only what we*

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[59] Anders Sørensen (eds.). *Grundbog i Turisme*. Copenhagen: Frydenlund (2007), p. 29
[60] Erik Cohen. *Contemporary tourism – Diversity and Change.* Oxford: Elsevier Ltd. (2004), p. 1
[61] Cohen (2004), Ibid, p. 2
[62] Sørensen (eds, 2007), Ibid, pp. 16-17
[63] Colin Michael Hall. *Tourism Planning – Policies, Processes and Relationships*. 2nd Edition. Harlow: Pearson Education Limited (2008), p. 1

study but also how we analyse and govern it".[64] Tourism is often associated with either individuals' national and international travel activities, or, definitions including services and goods provided by businesses operating within the tourism industry:

"Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. The usual environment of a person consists of a certain area around his/her place of residence plus all other places s/he frequently visits".[65]

"Tourism is the aggregate of all businesses that directly provide goods or services to facilitate business, pleasure, and leisure activities away from the home environment".[66]

The above statements outline the diversity of tourism. In the master's thesis, the field of tourism is narrowed down to comprising only tourist destinations. The subject of the master's thesis is Blokhus, which constitutes a tourist destination. The following theoretical part will therefore focus on tourist destinations.

5.1.1 Tourist destinations

In general, tourist destinations are assumed to comprise the place to which tourists travel. But according to Hall, it can be difficult to develop a definition of a destination because it constitutes a highly complex entity.[67] MacCannell stated that destinations could be defined as places of "staged authenticity" where tourist experiences are a "front" staged by actors to provide tourists with experiences from "the real life" of the destination: *"A fully developed mass tourist system surrounds the tourist with a staged tourist space, from which there is "no exit""*.[68] Different actors and entities work behind the scenes to create eventful experiences which can attract visitors. Because of the increasing pace of globalization, modern destinations are forced into strong competition: *"Place Marketing means designing a place to satisfy the needs of its target markets. It succeeds when citizens and businesses are pleased with their communities, and meet the expectations of visitors and investors"*.[69] Different actors and entities have a significant influence in the development of destinations: businesses, investors, the community and implicitly political actors.

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[64] Hall (2008), Ibid, p. 5
[65] Sørensen (eds, 2007), Ibid, p. 34
[66] Sørensen (eds, 2007), Ibid, p. 35
[67] Hall (2008), Ibid, p. 191
[68] MacCannell in Erik Cohen (2004), Ibid, p. 102
[69] Kotler et al. in Colin Michael Hall (2008), Ibid, p. 195

It is argued that the complexity of destinations is caused by the various ways in which the term is elucidated. Destinations can be defined according to political attraction project, a business cooperation, locals and landscapes. When destinations are defined according to political attraction project, it points out the political actors involved in the marketing of a destination. Political actors on national, regional and local levels are realizing that tourism holds cultural and economic benefits for a destination: *"The entire urban core is presently looked upon as a recreational environment and as a tourism resource"*.[70] Funds are therefore invested in the development of tourist experiences which involve an increase in the marketing of existing experiences. Destination as business cooperation refers to the situation when different businesses of a destination combine forces to market and brand its tourist products. In some cases, this entails cooperation between local businesses and political authorities, the purpose being to develop tourist experiences and events that can generate a positive economic outcome: *"The primary justification for the redevelopment of inner city areas for tourism is the perceived economic benefits of tourism"*.[71]

Destinations defined according to locals refer to the local residents which are employed by the tourism industry within a destination. In a tourist destination, local attitudes and opinions concerning tourists are two-sided – firstly, tourists occupy urban and recreational space, and secondly, tourists create a buzzing and lively atmosphere in a town which is deserted during off-season. This indicates that there is a fine line between constructing eventful urban spaces for both tourists and locals. Destinations as landscapes point to the fact that destinations are socially constructed by tourists when they travel and move through time and space. Tourists develop images and experiences through social interactive relations and processes. The construction of a destination is based on interactions between tourists, tourist businesses, public authorities, locals, landscapes and environment.[72] The above outlines that it is a complicated process to understand tourists' construction of a destination. Urry has *"(…) argued for the fundamentally visual nature of tourism experiences. Gazes organise the encounters of visitors with the "other", providing some sense of competence, pleasure and structure to those experiences. The gaze demarcates an array of pleasurable qualities to be generated within particular times and spaces"*.[73] Destination as landscapes presupposes that tourists constantly reflect upon images that they are exposed to before, during and after their stay at a destination.

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[70] Jansen-Verbeke in Colin Michael Hall. *Tourism and Politics – Policy, Power and Place.* Chichester: John Wiley & Sons Ltd. (1994), p. 157

[71] Hall (1994), Ibid, p. 155

[72] Sørensen (eds, 2007), Ibid, pp. 205-213

[73] John Urry. *The Tourist Gaze*. 2nd Edition. London: SAGE Publications Ltd. (2002), p. 145

This section concerning tourism and tourist destinations emphasizes the complexity of these areas. It is assumed that tourism and tourist destinations can be defined according to different perspectives. The different definitions of a tourist destination will be applied in order to outline the context in which the case study of this master's thesis is placed.

5.2 Cultural Heritage

Cultural heritage constitutes a phenomenon comprising objects, structures, values and traditions of the past which individuals wish to preserve and carry on for future generations: *"History is interested in the past, heritage is interested in how the past might be conserved and interpreted for the benefit of the present and the future"*.[74] According to the Heritage Agency of Denmark, three types of cultural heritage can be identified:

1) *The movable cultural heritage (objects which can be collected and moved).*
2) *The solid cultural heritage (buildings and cultural environments).*
3) *The immaterial cultural heritage (more intangible, e. g., traditions, expressions, habits),*(Own translation).[75]

After the structural reform in 2007, it was determined that the municipality was to become the primary actor within the field of cultural heritage. Cultural heritage was chosen as a focus area in municipal development plans. Municipalities should participate actively in preserving and developing cultural heritage because it holds social, cultural and economic benefits which can be utilized to create positive development.[76] The development work of cultural heritage has a positive effect in the local community because it can attract residents, business investments and tourists.[77] Additionally, cultural heritage can strengthen the sense of place and identity.[78]

Cultural heritage has become an important resource in international urban revitalization projects. In Europe, regions, cities and towns have recognized that cultural heritage holds advantageous opportunities which can not only generate economic benefits, but also create a synergy-effect and unity in a community:

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[74] Peter Howard. *Heritage – Management, Interpretation, Identity*. Continuum (2003), p. 21
[75] Appendix 12
[76] Kulturarvsstyrelsen & Fonden Realdania. *Kulturarv – en værdifuld ressource for kommunernes udvikling.* (2005), p. 34
[77] Indenrigs- og Socialministeriet. *Kulturarv som et aktiv i byfornyelse.* (2009), p. 13
[78] Dimitrios Buhalis & Carlos Costa (eds.). *Tourism Management Dynamics – Trends, management and tools*. Elsevier Ltd. (2006), p. 165

"The heritage has been restored, re-enacted and conserved primarily for the sake of the city's prestige and its inhabitants' pride, though no doubt with an eye on tourist revenue".[79] In the following part, international and domestic examples of areas, in which cultural heritage is applied, are introduced.

The British city of Manchester initially adopted cultural heritage as a part of an urban revitalization project which was commenced after an IRA bombing of the city. The purpose was to restore and preserve Manchester's historical industrial buildings and areas. During the work process, the parties involved (political, local and academic actors) realized that cultural heritage could be utilized to reach out to society's weakest social groups. This became the beginning of Manchester's "outreach strategies" in which cultural heritage functions as primus motor, involving different social groups which would normally be neglected in today's society. In Manchester, cultural heritage is implemented in urban revitalization strategies and it constitutes a method for creating unity and sense of place. In the late nineties, Kosovo endured a devastating conflict which divided the country. In 2001, a Swedish NGO (Kulturarv utan Gränsar) started a project with the aim of employing cultural heritage as a method for restoring unity and building bridges between different ethnic groups which had been in conflict. The project focused on rebuilding houses and buildings from a cultural heritage perspective. This was to increase the possibility of reconciliation and facilitate a return to normal life. Hoogvliet, a suburb to the Dutch city Rotterdam, planned an intensive demolition project to create a more vibrant urban environment. The area was dominated by industry including many industrial structures which had created a negative image. This way, cultural heritage became an important asset emphasizing Hoogvliet's qualities and characteristics in urban projects. Additionally, cultural heritage was used to create a safe environment and the outcome was that Hoogvliet is no longer among the most criminal areas in Holland.[80]

The Heritage Agency of Denmark launched the concept of "Kulturarvskommuner" (Cultural Heritage municipalities) in 2005. This project facilitated that Danish municipalities could work actively with cultural heritage and utilize it as a resource in development plans. In 2006, the first group of municipalities was selected to participate in the first cultural heritage project.[81] Since then, other Danish municipalities have followed in their footsteps and applied to be appointed as cultural heritage municipalities: *"The cultural heritage municipality project changes the perspective on cultural heritage. Cultural heritage goes from*

[79] Howard (2003), Ibid, p. 161
[80] Indenrigs- og Socialministeriet (2009), Ibid, pp. 18-20 and p. 65
[81] Kulturarvsstyrelsen & Realdania. *Kulturarven – et aktiv. Anbefalinger fra fire kulturarvskommuner.* (2007), p. 1

being a passive element standing in the way of development, to being an active resource, which is the point of departure for development" (Own translation).[82] Based on the experiences with cultural heritage, municipalities have developed a list of recommendations which could be utilized by any entity or structure considering a cultural heritage project:

1) *Find the good and common story.*

2) *Think holistically instead of in single elements.*

3) *Formulate a vision.*

4) *Find, visualize and communicate the physical elements.*

5) *Make the cultural heritage an integrated part of the planning process.*

6) *Work across administrations, museums and other stakeholders.* (Own translation)[83]

The recommendations emphasize that working with cultural heritage requires an integrated and holistic approach which involves actors from different levels. The process should include a clear vision which holds stories that are connected/deeply rooted in the particular area. Benefits would include a potential increase in residents, business investments and tourists. Additionally, it could lead to a strong sense of place and identity among all involved parties. A development plan including cultural heritage constitutes a solid and useful method to revitalize urban space and identity.

5.3 An American and a Danish approach to experience economy

As indicated earlier, experience economy has become an essential part of national, regional and local development plans in Denmark. Political actors utilize experience economy as a strategic tool to generate economic growth. The purpose of experience economy in Danish development plans is to add value to an existing product/experience and thereby create value-based experiences. This is to result in a revitalization of regions and urban spaces. In this part, an American and a Danish perspective of experience economy are introduced to elucidate a phenomenon which has transformed the political and tourist landscapes in Denmark.

There is a general belief that experience economy constitutes a panacea which can ensure economic growth and positive development. In Denmark, political authorities and businesses have been fascinated by

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[82] Kulturarvsstyrelsen & Realdania (2007), Ibid, p. 1
[83] Kulturarvsstyrelsen & Realdania. *Kommune – Kend din Kulturarv!* (2010), p. 6

experience economy, and it is assumed that this new phenomenon could revolutionize "old-fashioned" strategies and ways of thinking.[84] American authors Pine and Gilmore wrote the often cited book "The Experience Economy" from 1999. They argued that the economic development was transforming into an experience economy in which experiences and the staging of experiences were becoming increasingly important elements: *"Recognizing experiences as a distinct economic offering provides the key to future economic growth"*.[85] According to them, consumers are willing to pay more for products which include an experience. In modern society, consumers are interested in experience-based products because these hold intangible benefits which are of high value to them.[86] Pine and Gilmore utilize a theatre metaphor to illustrate that businesses constitute a stage on which experiences are built up to provide consumers with a memorable and unique experience: *"The newly identified offering of experiences occurs whenever a company intentionally uses services as the stage and goods as props to engage an individual "*.[87] Critics of Pine and Gilmore argue that their approach to experience economy assumes a mechanical perception of individuals. The stage metaphor indicates that consumers function as an audience, assigning them a highly passive role in connection with an interaction with a business and its products/services. Pine and Gilmore's weakness lies in the general assumption that businesses can stage and provoke an experience for consumers intentionally. Pine and Gilmore employ a business and marketing approach in which the company constitutes the sender and producer of experiences.[88]

In "Følelsesfabrikken", Danish authors Lund et al. introduce an experience economy perspective in which it is assumed that all businesses and organizations can utilize experience economy to create economic growth. Lund et al. emphasize that they differentiate between types of business and the various values which these businesses implement in products/services.[89] Lund et al. identify two types of experience producers; The first group comprises businesses in which the business concept is based on experiences (e. g., amusement parks and movie theatres), and the second group consists of companies that utilize experiences to add an extra attractive dimension to an existing product/service. Even though Lund et al. mainly employ a business perspective, they do stress that *"the focal point of experience economy is that the*

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[84] Peter Horn & Jens Friis Jensen (eds.). *Oplevelsesledelse i praksis*. Roskilde Universitet: MOL Forlaget (2008), p. 25

[85] Joseph Pine II & James H. Gilmore. *The experience economy: work is theatre & every business a stage*. Boston: Harvard Business School Press (1999), p. x

[86] Horn & Jensen (eds, 2008), Ibid, p. 25

[87] Pine II & Gilmore (1999), Ibid, p. 11

[88] Jørgen Ole Bærenholdt & Jon Sundbo (eds.). *Oplevelsesøkonomi – produktion, forbrug, kultur*. Frederiksberg: Forlaget Samfundslitteratur (2007), p. 55

[89] Lund et al. *Følelsesfabrikken – Oplevelsesøkonomi på dansk.* Copenhagen: Børsens Forlag A/S (2005), p. 37

consumer must get an experience" (Own translation).[90] In the Danish approach of experience economy, it is explicit that any business can stage experiences which aim to have a positive effect on consumers.

An important aspect of experience economy is to recognize that *"it is (…) difficult to operate strategically with experiences within the experience economy (…)"* (Own translation).[91] Developing experiences is a complex process which does not necessarily imply a constant bombardment of new experiences.[92] The above approaches mainly discuss an application of experience economy in business industries. But it is becoming increasingly common and popular to utilize experiences to stage urban spaces: *"When experiences are used for staging, it concerns developing a framework for experiences, i. e. staging the urban space in such a way that it provides opportunities for experiences and displays"* (Own translation).[93] According to Dorte Skot-Hansen, experiences in urban spaces normally comprise events and festivals, but she stresses that it is essential for city planners and place marketers to recognize that staging of different events and experiences is not enough. The process of planning and developing an urban space should hold an integrative and holistic approach indicating that an involvement of all relevant groups and entities within the community entails an eventful experience space[94] and the concept of developing an eventful urban space will be the subject of the following sections of the master's thesis.

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[90] Lund et al. (2005), Ibid, p. 17
[91] Bærenholdt & Sundbo (eds, 2007), Ibid, p. 56
[92] Bærenholdt & Sundbo (eds, 2007), Ibid, pp. 28-30
[93] Dorte Skot-Hansen. *Byen som scene – Kultur og byplanlægning i oplevelsessamfundet*. Frederiksberg: Bibliotekarforbundet (2007), p. 46
[94] Skot-Hansen (2007), Ibid, p. 21 and 47

6.0 Part II – Primary theories of the master's thesis

Part II concerns the primary theories of the master's thesis that constitute the theoretical framework which is applied to Blokhus according to the problem-solving purpose of research. This entails an introduction to the theoretical perspectives of "Eventful Cities", Experience Matrixes and ID360.

6.1 Developing an eventful city

Modern cities are faced with two vital choices: *"Either they develop to meet the challenges created by the pace of global change, or they resist the impulse for transformation and stagnate"*.[95] The increasing pace and challenges of globalization are forcing cities to reinvent and optimize urban development strategies. To differentiate and stand out in the global market place, cities are slowly recognizing that an inclusion of internal cultural resources and assets in urban development projects could transform urban spaces and generate economic, social and cultural growth.[96]

The process of planning and developing an eventful city requires adopting an integrative and holistic approach. Eventfulness is not created by a mere introduction of various events. In today's society, cities are either a city with events or an eventful city. A city with events constitutes a top-down structure in which place marketers and city planners create and apply events/experiences in the urban environment. The primary purpose is to market the city and thereby generate economic growth. An eventful city has a bottom-up structure in which an integrative and holistic approach is adopted, indicating that the importance of involving different networks, actors and entities is recognized.[97] Hall stresses that *"the involvement of people in the planning and decision-making processes that affect their community is extremely important: such activity is likely to foster sustainable outcomes, as participants will then be more likely to regard themselves as stakeholders in the implementation of programmes"*.[98] Richards and Palmer outline the difference between a city with events and the eventful city in table 1.

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[95] Richards & Palmer (2010), Ibid, p. 2
[96] Richards & Palmer (2010), Ibid, pp. 2-21
[97] Richards & Palmer (2010), Ibid, pp. 42-47
[98] Hall (2008), Ibid, p. 206

A city with events	The eventful city
Sectoral	Holistic
Tactical	Strategic
Reactive	Proactive
A container with events	A generator of events
Ad hoc	Coordinated
Competition	Cooperation
Pandering to audiences	Provoking publics
Left brain thinking	Right brain thinking
Event policy	Events as a policy tool
Market led	Market leader
City marketing	City making
Spectacle	Involvement

Table 1. A city with events versus the eventful city.[99]

An eventful city strategy emphasizes the increasing need for a dynamic approach in modern society, which comprises cooperation and coordination across business industries, political levels and local actors. The creation of eventfulness indicates that *"the eventful city needs to go beyond the relatively narrow confines of the market-driven experience economy and city-branding mentality into a more inclusive concept based in the sharing economy"*.[100] Experience economy is a static concept which focuses mainly on consumption and economic growth. Sharing economy constitutes a people-centered perspective in which focus is on sharing experiences, values and visions among different stakeholders.[101] An outline of the difference between an experience economy and a sharing economy is illustrated in table 2.

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[99] Richards & Palmer (2010), Ibid, p. 43
[100] Richards & Palmer (2010), Ibid, p. 471
[101] Richards & Palmer (2010), Ibid, pp. 468-469

Experience economy	Eventfulness
Experiences	Events
Static	Dynamic
Economic	People-centered
Market-driven	Collaborative
Proprietary	Sharing
Money	Meaning

Table 2. Events in the Experience Economy versus Eventfulness in the Sharing Economy.[102]

Developing an eventful city is a complex process. There is no standard model for developing eventfulness and implementing strategies utilized in other contexts is simply insufficient: *"The challenge lies in – both for the big cities and the "provincial" towns – to mobilize their own resources instead of blindly copying models and concepts developed in other contexts. There is no master plan for developing a creative city, and city planners and cultural planners should search jointly to uncover the completely unique competences and needs which exist locally"* (Own translation).[103] Each city consists of a unique urban space and it is therefore essential to create a personal recipe for eventfulness.

According to "Eventful Cities", ten basic steps make up a solid platform for developing eventfulness (Table 3).

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[102] Richards & Palmer (2010), Ibid, p. 471
[103] Skot-Hansen (2007), Ibid, p. 57

Building a platform for eventfulness
Create a vision
Evaluate potential
Be prepared to take risks
Build networks
Develop creative spaces
Stimulate involvement
Provide support and guidance to ensure that events contribute to the wider aims of the city
Invest in people and retain talent
Monitor outputs and outcomes
Learning from eventfulness

Table 3. Ten basic steps to eventfulness.[104]

A vision comprises clear statements of the direction in which a city wishes to move. It holds reasons for why a city is adopting this strategy and whom it benefits. A vision should include ideas, values and events which are recognized by local actors and residents. This will ensure a strengthening of a city's identity and a sustainable outcome for a project. An evaluation of a city's potential encompasses an evaluation of internal and external resources to identify any potential cultural and creative resources which could be utilized in a development strategy. A willingness to take risks ensures that a city adopts a dynamic approach in connection with event development. This entails an urban environment which is highly flexible and prepared for change processes. Building and reinforcing relevant stakeholder networks is vital in an urban event development process: *"People can only cope with risk and unpredictability if support networks abound"*.[105] The support of networks constitutes a useful method to disclose potential tensions and conflicts in connection with the process. The aim is to identify and transform negative assumptions and perceptions into positive energy. A development of creative space involves transforming an urban environment to include physical, symbolic and creative spaces in which creative ideas and experiences can evolve. This is to result in a development of a cultural and creative environment that enhances social creativity.

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[104] Richards & Palmer (2010), Ibid, pp. 473-479
[105] Richards & Palmer (2010), Ibid, p. 475

The concept of eventfulness encourages an involvement of different stakeholders and during the whole process, the importance of both public and private participation is stressed. A vision ensures that a city continues to move in the right direction. By constantly supporting and guiding a city through this process, a city becomes more flexible and prepared for change. It enables a city to identify potential strengths and weaknesses more efficiently. Investing in people and nurturing talents is highly important in a development process. It is essential that an aspiring eventful city nurtures and invests in its talents by implementing long-term development plans and perspectives. A series of indicators is to be installed to monitor the event development process. These indicators set the criteria for defining critical success and failure factors. Developing eventfulness is a valuable learning process for a destination: *"The concept of continuous learning in the city is important because it places priority on evaluating, adapting and learning from change. That remains a critical key to the successful realisation of the principles of the eventful city"*.[106] Working with eventfulness provides valuable knowledge of human interaction and functions of systems, and it outlines relevant interconnections between culture, economy and society.[107]

A platform for eventfulness constitutes a foundation on which the future development strategies of a destination are placed. In this section, the overall recipe for building a platform for an eventful destination has been presented. The Experience Matrixes and ID360 constitute the essential ingredients of this recipe and an introduction of these strategic concepts is therefore relevant. The introduction will begin with a critical view on "experience spaces" in order to identify the most optimal definition for the master's thesis.

6.2 Experience Spaces

The aim of the Experience Matrixes is to explore, describe and understand an experience space.[108] The concept of experience spaces represents diverse definitions. Mosberg stresses that *"an experience space comprises the physical surroundings in which the service is produced, delivered and consumed"* (Own translation).[109] The central element is the customer's active involvement in and consumption of experiences. An experience is a part of a process in which different actors/participants hold a social dimension. Consumers' experiences take place within a closed, physical environment that provides a setting for interactions between the producers of experience, customers and personnel.[110] O'Dell argues

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[106] Richards & Palmer (2010), Ibid, p. 479
[107] Richards & Palmer (2010), Ibid, pp. 473-479
[108] Hird & Kvistgaard (2010), Ibid, p. 101
[109] Lena Mosberg. *Å skape opplevelser – Fra OK til WOW!* Bergen: Fagbokforlaget (2007), p. 112
[110] Mosberg (2007), Ibid, p. 30

that *"as sites of market production, the spaces in which experiences are staged and consumed can be likened to stylized landscapes that are strategically laid out and designed. They are, in this sense, landscapes of experience – experiencescapes that are not only organized by producers (from place marketers and city planners to local private enterprises), but are also actively sought after by consumers"*.[111] His approach assumes that city planners and marketers are capable of designing and staging experiences, indicating that consumers' experiences are restricted to a closed, controlled and controllable environment. A significant element in O'Dell's definition is that the construction of experiences is not confined to businesses. It is also applicable in urban contexts. Andersson and Kiib define experience space as hybrid urban space: *"The term "hybrid urban spaces" breaks down the traditional division between public and private and seeks to choreograph the city as spaces of experience which both serve as frameworks for traditional functions and simultaneously take on new roles, new meanings and new narratives"*.[112] Urban development projects aim to develop synergy between business-economy, culture-creativity, and urban spaces including its good narratives. The purpose of merging these different business areas with the narratives from the urban environment is to reconnect with a city's identity and identify/define elements of the past which could be transformed and utilized as positive resources and narratives in present and future development strategies.[113]

The definition which is utilized in the master's thesis is Hird and Kvistgaard's definition of an experience space: *"A physical and mental context which provides a specific framework for each individual's possibilities for experience and which contributes to communicating a destination's values. It is both permanent and non-permanent spaces, natural and man-made spaces and commercial and non-commercial spaces"* (Own translation).[114] Their definition includes different types of experience spaces which is essential according to an urban perspective. The other definitions seem narrow and insufficient, and focus on designed and staged experience spaces. According to Hird and Kvistgaard, an experience space can take many forms: natural and man-made, permanent and non-permanent, commercial and non-commercial. Restriction and staging specific experiences in an urban environment is not possible because of its complexity.[115]

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[111] Tom O'Dell & Peter Billing (eds.). *Experiencescapes – Tourism, Culture, and Economy*. Copenhagen Business School Press (2005), p. 16
[112] Gitte Marling & Martin Zerlang (eds.). *Fun City*. Copenhagen: Arkitektens Forlag/The Danish Architectural Press (2007), p. 122
[113] Marling & Zerlang (eds, 2007), Ibid, p. 133
[114] Hird & Kvistgaard (2010), Ibid, p. 60
[115] Hird & Kvistgaard (2010), Ibid, p. 57

6.3 The Experience Matrixes

The Experience Matrixes comprise an evaluation and/or analysis of an experience space and its experiences. The Experience Matrixes are an approach which facilitates evaluating/analyzing the complexity of experience spaces and experiences in urban environments.

The Experience Matrixes involve developing a set of values: *"The values are the actual core of the work with the development of experiences, activities, experience spaces, infrastructure, feeding and so on. It is the destination's way of life – its character"* (Own translation).[116] The set of values functions as a strategic, guiding tool. A set of values comprises a core value and a series of surrounding values supporting the core value. A destination can strengthen its entire environment significantly by developing a set of values because this joins internal resources and provides external differentiation. A set of values is developed on the basis of a destination's history, identity, culture, traditions, language, norms and people, and these elements are not easily copied compared to random activities, attractions and accommodations (Table 4).[117]

Values are important because
Values are internal integration.
Values are external differentiation.
Values tighten up the choice of involvement and non-involvement.
Values cannot be copied because they are embedded in the destination.
Values tighten up the communication of the destination's character.
Values tighten up the judgment of what is good and bad development.
Values offer the opportunity of explicit cooperation relations.

Table 4. Importance of values (Own translation).[118]

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[116] Hird & Kvistgaard (2010), Ibid, p. 63
[117] Hird & Kvistgaard (2010), Ibid, pp. 63-65
[118] Hird & Kvistgaard (2010), Ibid, p. 65

There are five matrixes in the Experience Matrixes:

"Each of the five matrixes provides a constant deeper understanding of an experience space, and overall the Experience Matrixes are a tool which the participants utilize for systematizing subjective experiences and impressions which they have in a certain experience space. The systematization takes place through the content of the matrixes which the participants are to respond to and fill out with their own impressions and opinions" (Own translation).[119]

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┌─────────────────────────┐
│   Experience Matrix 1   │
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             │
             ▼
┌─────────────────────────┐
│   Experience Matrix 2   │
└─────────────────────────┘
             │
             ▼
┌─────────────────────────┐
│   Experience Matrix 2   │
└─────────────────────────┘
             │
             ▼
┌─────────────────────────┐
│   Experience Matrix 3   │
└─────────────────────────┘
             │
             ▼
┌─────────────────────────┐
│   Experience Matrix 5   │
└─────────────────────────┘
             │
             ▼
┌──────────────────────────────────┐
│  The experience space's set of values  │
└──────────────────────────────────┘
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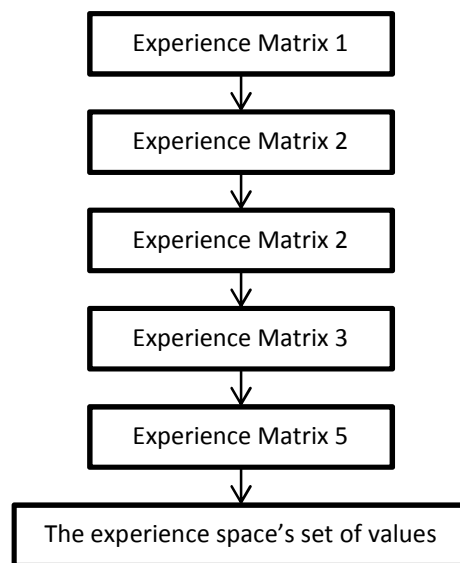
Figure 3. Overview of Experience Matrixes (Own translation).[120]

Figure 3 illustrates that an experience space's set of values are developed on the basis of the five Experience Matrixes. An application of the Experience Matrixes includes visiting a defined experience space. Impressions, experiences and observations in the particular experience space are evaluated/analyzed according to the five matrixes.

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[119] Hird & Kvistgaard (2010), Ibid, pp. 85-86
[120] Hird & Kvistgaard (2010), Ibid, p. 85

The Experience Matrixes consist of two almost identical versions (figure 4):

Matrixes	Version 1	Version 2
Matrix 1	Characteristics	Characteristics
Matrix 2	Types of experiences	Types of experiences
Matrix 3	Senses	Senses
Matrix 4	Stories	Stories
Matrix 5	Music	Experience-economic potential

Figure 4. The two versions of Experience Matrixes. (Own translation).[121]

In the master's thesis, version 1 is applied. This entails an inclusion of the musical aspect and an omission of the experience-economic potential in Matrix 5.

6.3.1 Matrix 1 – Characteristics of an experience space

The main focus of Matrix 1 is on the physical characteristics of an experience space. It concerns identifying what actually constitutes a certain experience space. Hird and Kvistgaard stress that an identification of perceptions, observations and impressions in correlation with an experience space's physical environment is highly relevant because it is consistent with what a tourist would experience when s/he visits a tourist destination and its experience spaces. Additionally, Matrix 1 involves noting any man-made and natural, commercial and non-commercial characteristics.[122]

6.3.2 Matrix 2 – Types of experiences in an experience space

In Matrix 2, emphasis is on different types of experiences in an experience space. It is assumed that an experience space holds a variety of experiences. In Matrix 2, five types of experiences are identified: esthetical, entertainment, action, educational, pleasure. These experiences are evaluated according to role and diffusion in a certain experience space.[123]

6.3.3 Matrix 3 – Senses in an experience space

"Senses are extremely important in the experience economy because experiences are highly concerned with excitation of the senses" (Own translation).[124]Matrix 3 comprises the involvement of the senses in

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[121] Hird & Kvistgaard (2010), Ibid, p. 87
[122] Hird & Kvistgaard (2010), Ibid, pp. 87-88
[123] Hird & Kvistgaard (2010), Ibid, pp. 88-90
[124] Hird & Kvistgaard (2010), Ibid, p. 90

connection with an experience space and this entails an inclusion of the sense of smell, taste, touch, hearing, sight and gut feeling. Matrix 3 constitutes an approach in which an experience space's capability to stimulate the different senses are measured.[125]

6.3.4 Matrix 4 – Stories of an experience space
Matrix 4 focuses on the stories/narratives of an experience space. The phrase *"stories bring people to life"* is highly relevant in regard to experience spaces. It is the stories which facilitate an emotional bond between visitors and a certain experience space. In Matrix 4, the stories of an experience space are evaluated according to three categories: actual stories (signs and information boards in a certain experience space), implicit stories (what is an experience space implicitly telling visitors), preferred stories (which stories are missing and could have been relevant during a visit).[126]

6.3.5 Matrix 5 – Music of an experience space
It is recognized that music is increasingly becoming an important element utilized to attract consumers and connect with their emotional consciousness. Matrix 5 concerns the music of an experience space referring to the type of music that an experience space symbolizes.[127]

Additionally, Matrix 2 and 3 involve evaluating the strength of an experience space on a scale from 1-5. During the work process of the Experience Matrixes, it is possible to note any reflections, thoughts and ideas which could materialize in the experience space. When an analysis/evaluation is finalized and a set of values has been developed, the implementation phase commences. During an implementation process, it is essential to implement the set of values in development strategies. According to Hird and Kvistgaard, a systematic approach is required to ensure that the set of values becomes implemented in a destination's plans and strategies. The strategic ID360 constitutes such a systematic implementation tool.[128]

6.4 The strategic destination development method - ID360
The strategic ID360 method is a qualitative method which includes a critical evaluation of a destination's current situation.

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[125] Hird & Kvistgaard (2010), Ibid, pp. 90-91
[126] Hird & Kvistgaard (2010), Ibid, pp. 91-95
[127] Hird & Kvistgaard (2010), Ibid, pp. 95-97
[128] Hird & Kvistgaard (2010), Ibid, pp. 127-128

ID360 includes ten dimensions from which a destination is evaluated (figure 5):
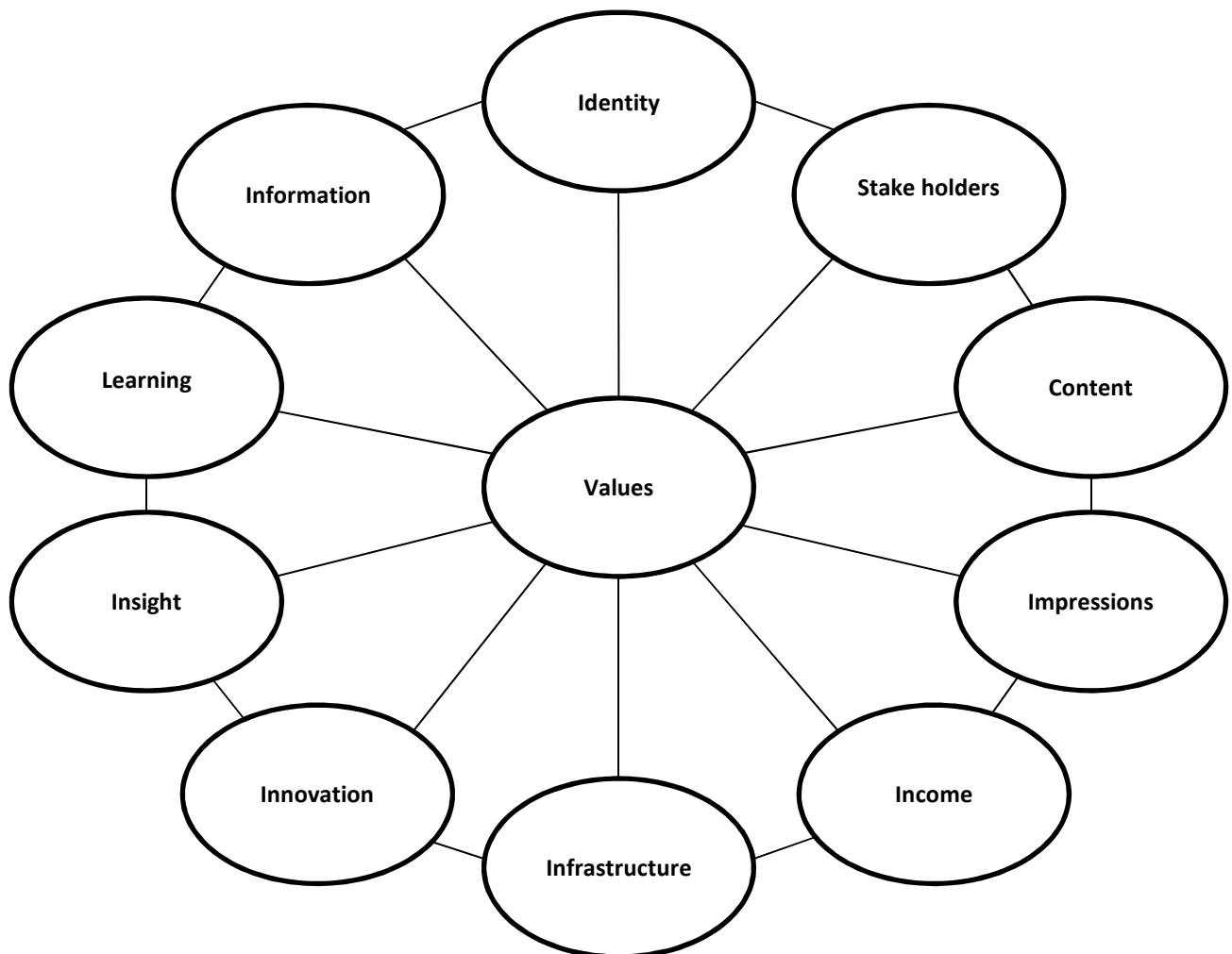
Figure 5. ID360 – Destination Management Value System. (Own translation).[129]

"One of the advantages of applying the principles behind ID360 in connection with an implementation of the results of an Experience Matrix process is that it ensures, besides the built-in systematics, that a decision is made concerning a line of essential dimensions in correlation with the further development of an experience space" (Own translation).[130]

According to ID360, only few destinations adopt a systematic approach. A majority of destinations focus on traditional elements, namely products (internal) and segments (external). Products and functions are easily

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[129] Appendix 11
[130] Hird & Kvistgaard (2010), Ibid, pp. 129-130

copied, but a destination's set of values is unique to this destination and cannot be copied. The ID360 process stresses the importance of including natural and cultural heritage in the development of a destination. Natural and cultural resources are unique to each destination and can only be applied in this particular context. An ID360 process strengthens and unites internal forces and generates external differentiation for a destination.[131] ID360 argues that *"tourism and experience economy demand a larger focus on the internal side surrounding the set of values"* (Own translation).[132]

ID360 constitutes an integrative and holistic destination development method in which a destination's set of values functions as point of departure. This approach includes a critical evaluation of a destination's current situation on the basis of ten dimensions including ten aspects. The most optimal method would involve processing all dimensions, but a small budget and few economic resources could add restrictions to the process, and it may be necessary for a destination to prioritize the different dimensions. The purpose of ID360 is to develop internal integration (cooperation and organization) and external differentiation (the market). The work process of ID360 generates an overview and a common point of departure for a destination. Initially, a clear definition of a newly developed set of values is essential. Each of the ten dimensions includes a definition which should be understood before the ID360 process can begin. On the basis of the set of values, a destination is evaluated on a scale from 1 to 10 for each dimension. The evaluation includes writing a short text stating the reasons for the particular score given to a destination. At the end of the ID360 process, the scores are added up and the texts are collected systematically, facilitating comparisons and a possible identification of certain patterns. It is argued that scores of ID360 can function as index figures in future development plans and strategies.[133]

An ID360 approach outlines a destination's actual position, elucidating strengths, weaknesses and potential in connection with future efforts.[134] As figure 5 illustrated, ID360 includes ten dimensions which are: identity, stakeholders, content, impressions, income, infrastructure, innovation, insight, learning and information.

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[131] Appendix 13
[132] Appendix 13
[133] Appendix 11
[134] Appendix 11

6.4.1 Identity

An identity of a destination comprises elements characteristic to a certain destination. It concerns identification and definition of what constitutes a certain destination. The identity dimension involves working with elements such as mission, vision, strategies, stories, sustainability and pride of a destination.

6.4.2 Stakeholders

Stakeholders cover organizations, groups of people and particular individuals who may influence or could be influenced by a destination's priorities and decisions. The stakeholder dimension includes aspects such as knowledge of stakeholders, understanding of stakeholders, expectations, openness and decision-making processes of a destination.

6.4.3 Content

Content concerns experiences within a certain destination. Experiences constitute a complex entity and the content dimension can involve action experiences, esthetical experiences, educational experiences, authentic experiences and development of experiences in a destination.

6.4.4 Impressions

Impressions consist of an evaluation of quality. Quality of a destination can be evaluated in various ways and the impression dimension includes measuring quality of accommodation, quality of different attractions, quality of service level and future plans for increasing the level of quality in a destination.

6.4.5 Income

Income concerns direct and indirect income in a destination. The income of a destination involves evaluating elements such as consumer patterns, income per tourist, income potential and value-based contact with tourists during their stay in a certain destination.

6.4.6 Infrastructure

Infrastructure points to three factors: a destination's physical resources, a destination's facilities and tourism structures as hotels, restaurants and amusement parks. This entails an evaluation of a destination's experience spaces, accessibility, nature attractions and accommodation.

6.4.7 Innovation

The innovation dimension comprises a destination's will and ability to be original. It concerns a destination's ability to transform and utilize its resources commercially. This dimension focuses on

elements such as number of passionate people, support of these passionate people, and strategies in connection with innovation development in a destination.

6.4.8 Insight

Insight constitutes the level of knowledge which a destination has of destination development. The insight dimension focuses on factors which could be essential for a destination to have knowledge of e. g., target groups, actors, local residents and future consumer patterns.

6.4.9 Learning

Learning includes processing a destination's ability and efforts to obtaining new knowledge and experience. This entails an evaluation of plans for competency development of actors, different alternatives within competency development, need and demand for competency development among actors in a certain destination.

6.4.10 Information

The information dimension focuses on a destination's communication in correlation with tourists. Among other things, emphasis is on target groups, a destination's brand, promises in a destination's communication with its market and a destination's communication strategy.[135]

The components of the platform for eventfulness have now been presented. In the following parts, the context of the case study will be outlined and a platform for eventfulness is built.

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[135] Appendix 14

7.0 Part III - Analyses

Part III concerns the analyses of the master's thesis and it comprises two analyses. The purpose of the first analysis is to elucidate the context of Blokhus. The second analysis applies the perspectives of "Eventful Cities", the Experience Matrixes and ID360. The purpose of these approaches is to build a platform from which future development projects can be structured and coordinated.

7.1 Analysis 1 – the context of Blokhus

As a tourist destination, the context of Blokhus is defined by various actors, functions and entities. Tourism strategies including experience economy set the standard in the development of attractive tourist experiences and products in the space of Blokhus.

Blokhus is situated in the Municipality of Jammerbugt, which is a part of the North Denmark Region. The structural reform in January 2007 appointed the North Denmark Region and the Municipality of Jammerbugt as the main tourism actors for the area of Blokhus. The content of Blokhus is defined by the tourism strategies of the North Denmark Region and the Municipality of Jammerbugt aiming to create attractive tourist experiences and products. The North Denmark Region regards tourism as a valuable asset in Northern Jutland. In 2010, tourism's turnover was estimated at DKK 8.9 billion, and 5.9 % of the work force in the North Denmark Region worked within the tourism industry. The region is recognized as a tourist destination nationally and internationally; the natural landscapes, the diversity of experiences and quality accommodations are among the key factors attracting tourists. The North Denmark Region focuses on marketing the region as a whole, creating one strong brand.[136] The strategic method which is utilized to develop an eventful region is experience economy. The region utilizes experience economy because experience economy is considered to hold the potential to create competitive advantages.[137] The North Denmark Region regards tourism and experience economy as two interconnected areas in which value-based experiences are created. The experience economic approach of the North Denmark Region comprises either "pure" experiences such as music, film and events, or experiences as an integrative element of existing products and services (see section 5.3, pp. 32-34).[138] The North Denmark Region has identified tourism, culture and experiences as key elements in connection with regional development. According to the North Denmark Region, a focus on culture, tourism and experiences can generate an eventful region attracting new residents, businesses and creative resources, which would create regional

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[136] Appendix 15
[137] Tema-gruppen (2007), Ibid, p. 15
[138] Tema-gruppen (2007), Ibid, p. 5

economic growth and development. The creation and realization of an eventful region requires cooperation and coordination across different business sectors, networks and projects.[139] In this process, the tourist destination Blokhus constitutes a small piece of a larger puzzle in Northern Jutland. The focal point of the development plan is to create a coherent image of the region and this leaves no room for individual flagships.[140]

The Municipality of Jammerbugt has adopted a "traditional" marketing approach comprising tourism and experience economy; the municipality is the sender and producer of experiences (see section 5.3, pp. 32-34).[141] The Municipality of Jammerbugt is highly dependent on tourism because it provides a major source of income in the area. It is estimated that the Municipality of Jammerbugt has approximately one million overnight stays annually.[142] The municipality recognizes tourism as an important factor in connection with local employment, businesses and economic growth. It is therefore important for the municipality to create an environment in which tourism can evolve. The Municipality of Jammerbugt aims to become the Danish tourism municipality with the highest number of overnight stays. This is achieved by extending the season, developing flagships and eventful activities and attractions. In regard to Blokhus, the Municipality of Jammerbugt recognizes that the tourist town has a unique cultural heritage worth preserving. The municipality aims to create a development plan including Blokhus' cultural heritage as a central point, indicating that the municipality is interested in utilizing the potential of its cultural and natural resources.[143] The Municipality of Jammerbugt has given Blokhus a central role in its tourism plans and strategies.[144] Blokhus is a significant tourist destination in the area and it is highly dependent on the source of income provided by tourists. It is therefore essential for the municipality to ensure that Blokhus has optimal conditions. In the Municipality of Jammerbugt, tourism strategies including experience economy tend to dominate whereas cultural activities and events are given a low priority.[145]

Blokhus is defined as a tourist destination on the basis of different business collaborations. On numerous occasions, business and political actors have joined forces to develop tourist products and experiences in Blokhus. "Udviklingsgruppen Blokhus", whose meetings I had the opportunity to participate in, constitutes

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[139] Appendix 6
[140] Appendix 15
[141] Lorentzen & Krogh (2009), Ibid, pp. 50-56
[142] Udviklingsafdelingen (2008), Ibid, p. 2
[143] Udviklingsafdelingen (2008), Ibid, p. 24
[144] Jammerbugt Kommune. *Helhedsplan 2009 – Planområde Hune*. Jammerbugt Kommune (2009), p. 74
[145] Lorentzen & Krogh (2009), Ibid, pp. 50-56

business cooperation comprising external and internal actors. "Udviklingsgruppen Blokhus" consists of local business-men/women, representatives from the Municipality of Jammerbugt, the regional and local tourist office.[146] The reason for including both external and internal actors is to ensure that the development project becomes sustainable and anchored in Blokhus. In the initial phase, the actors presented ideas and suggestions to how they believed that Blokhus could become attractive for potential visitors. The actors were divided in different groups, each group working with a particular initiative which aimed to introduce new experiences in Blokhus. The actors are expected to participate in the management of their initiatives before, during and after their realization.[147] The aim of "Udviklingsgruppen Blokhus" is to develop events and activities for the target group 40+. The development project is funded by the EU and to ensure that the funds are invested properly, an external consultant agency has been appointed as head of the project.[148] This particular development project has proved to be a challenge, disclosing tensions, conflicts and frustrations among the involved actors. A group of the local actors distrust the local tourist director because they feel that he, on numerous occasions, has "borrowed" their concepts and presented them as his ideas.[149] In a particular case, this led to the dissolution of one of the groups in "Udviklingsgruppen Blokhus" because the group felt overrun by the tourist director.[150] Cooperation and coordination of different actors is a challenge because it can stir up mixed emotions. Consequently, the process is delayed or come to a complete standstill. To date, the development project "Udviklingsgruppen Blokhus" has not been finalized. Initially, the project was due to finish in the middle of June, but it has now been postponed till August.[151]

Blokhus is defined on the basis of its residents. The majority of the experiences and activities of Blokhus have been constructed for tourists. It was emphasized that Blokhus has two identities: a quiet village during winter and a busy, pulsating tourist town during summer. During winter-time, the majority of shops and restaurants close down and the town appears as a ghost town. But in the summer-time, Blokhus reopens, selling different tourist products and experiences. The town center is dominated by rental shops for summer houses and bikes, real estate agents selling summer houses, souvenir shops, restaurants and hotels. As pointed out in the description of Blokhus, the end of the trade era transformed the life of the town. The residents of Blokhus quickly adapted to the emerging tourism market, creating an urban space

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[146] Appendix 10
[147] Ibid
[148] Ibid
[149] Appendix 9, please see meeting 28th April
[150] Appendix 20
[151] Appendix 16

favoring tourists. The locals adopted a strict business-like trade mentality after the 2nd Word War. It became important to create various tourist products, events and activities in order to provide the increasing number of tourists with a steady stream of new experiences in Blokhus.[152] Firstly, this indicates that Blokhus' locals are capable of adapting to new, unfamiliar situations, and secondly, that the unique trade mentality among the residents is among the key factors defining the current context of Blokhus.

Blokhus is also defined on the basis of landscapes. The landscapes of Blokhus are difficult to identify and define because tourists develop personal experiences on the basis of these. Tourists' experiences comprise interactions in Blokhus' urban space, involving various actors and elements. Blokhus' landscapes constitute an open, uncontrollable and uncontrolled space. It is possible for tourists to construct experiences before, during and after their stay in Blokhus.[153] This emphasizes that Blokhus constitutes a setting for experiences, but the content is determined by the tourist.

As a tourist destination, Blokhus is defined on the basis of different aspects contributing to its complexity. Tourism strategies including experience economy are popular on regional and municipal levels. The context of Blokhus is defined not only by regional, local and business entities, but also by its landscapes and visitors. Blokhus is marked by its trade mentality which holds the sole purpose of staging tourist experiences and products in order to generate economic growth. This approach is synonymous with O'Dell's experiencescapes (see section 6.2, p. 39-40); tourist experiences are designed and strategically laid out by place marketers and city planners to local private enterprises in order to create economic growth in Blokhus. Like O'Dell, this approach presupposes that it is possible to stage tourists' experiences in a closed, controlled and controllable space. But tourists' experiences cannot be staged, and the fundamental point of departure in this master's thesis stresses that the experience space of Blokhus constitutes an open, uncontrollable and uncontrolled environment. Experiences are based on personal observations, perceptions and values. At present, Blokhus' appearance, events and activities are almost identical to other tourist towns in Northern Jutland. Consequently, Blokhus is suffering from a vague profile and loss of identity.[154]

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[152] Please see section 2.0, pp. 12-14
[153] Tourism Research Unit. *Turisme i forandring*. No. 11. Aalborg University: March (2006), pp. 8-10
[154] Please see section 2.0, pp. 12-14

7.2 Analysis 2 – Building a platform for eventfulness

The Experience Matrixes are applied to evaluate/analyze the experience space and experiences of Blokhus. The experience space of Blokhus is understood as a physical and mental context which provides a specific framework for each individual's possibilities for experience and at the same time contributes to communicating the values of Blokhus. It includes permanent and non-permanent spaces, natural and man-made spaces, and commercial and non-commercial spaces. The final result of the Experience Matrixes is the development of Blokhus' set of values. According to the newly developed set of values, ID360 is applied to identify the current situation and define future focus areas in Blokhus. "Eventful Cities" finalizes the process and facilitates the development of a platform on which the tourist destination Blokhus can build eventfulness.

During the work process of the Experience Matrixes, the urban space of Blokhus including Blokhus beach was visited. The visit included a walk around the town center and on the beach. It lasted approximately 1 hour and 50 minutes. The weather was perfect; the sun was shining from a clear and blue sky. The purpose of the visit was to explore, describe and understand the experience space and experiences in Blokhus. The following parts present observations, reflections and perceptions in connection with the visit to Blokhus. It will be divided according to the five Experience Matrixes.

7.2.1 Matrix 1 – the physical characteristics of Blokhus

The town center of Blokhus is dominated by buildings bearing a white color and red tiles. The white colored buildings seem to create a consistent townscape, giving Blokhus a fresh and modern look. Apparently, many buildings are new constructions, and at first sight, Blokhus appears as a modern tourist town. In the urban space, modern buildings have outmatched the original buildings in Blokhus. The "authentic" Blokhus is almost invisible and hidden behind a facade comprising new structures. The town center of Blokhus has fashionable clothes shops and cheap souvenir shops lying side by side sending rather mixed signals to the visitor. Along the road to Blokhus beach, the town's old, historical buildings become visible. A majority of the historical buildings have been transformed into restaurants and galleries. An interesting structure is Blokhus rescue station, which was built on the basis of the original drawings of the rescue station that was demolished during the German occupation (1940-1945).[155] Across the road from the rescue station is an empty building which appears neglected and decayed. The road leading to the beach is highly busy and it gives a bad impression when a building close to this crowded road is left in such a bad state. On the beach,

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[155] Please see section 2.0, pp. 12-14

there is a new "Strandcenter" (Beach center) including modern shower and toilet facilities and a café. The traditional, white bathhouses of Blokhus dominate the left side of the beach. A significant structure on Blokhus beach is Blokhus beacon, which stands on top of a dune. Beneath the beacon, the remnants of a German bunker are partly visible in the sand. Blokhus is characterized by contrasts. On the one hand, there are new structures comprising fashionable clothes shops and galleries, and on the other hand, the town includes various cheap souvenir shops with colorful selections of souvenirs for the tourists. A significant observation in connection with the visit is Blokhus' attempt to construct a modern front at the expense of the original, authentic Blokhus. It seems as though this part is repressed from the urban space of Blokhus.

7.2.2 Matrix 2 – Types of experiences in Blokhus

During the visit in Blokhus, it became evident that educational experiences have been more or less omitted from the urban space of Blokhus. The historical buildings emphasize the historical past of Blokhus. But it was not possible to find any signs or information boards providing further details. The closest thing to an educational experience is a memorial listing the people who drowned in the North Sea outside Blokhus beach. Blokhus has the potential for educational experiences, but it seems necessary to conduct a preliminary research in order to have relevant knowledge of Blokhus. It is a good idea to bring a guide book when walking in the town center of Blokhus because this provides the missing information on the town. On a scale from 1-5, Blokhus receives a 1 for its poorly developed educational experiences. The urban space and natural surroundings of Blokhus provide great opportunities for action experiences. During the walk, many cyclists were moving around in the town center and there was a steady stream of mountain bikers and professional-looking bike riders to and from Blokhus beach. On the beach, there were several examples of hang gliding and jogging. Many families were strolling around, both in the town center and on the beach, just relaxing and enjoying their time-off. On a scale from 1-5, Blokhus receives a 4 for its rather high potential for action experiences. The level of entertainment experiences in Blokhus is not significant. The entertainment experiences in Blokhus are limited to miniature golf and slot machines. One of the pubs in Blokhus displayed an advertisement informing visitors about live music from 2pm to 5pm. On a scale from 1-5, Blokhus receives a 2 for its modest level of entertainment experiences.

Blokhus offers different types of pleasure experiences. The town's environment encourages long walks, jogging, cycling and swimming. The resort Nordsøen offers wellness and spa treatments. The fresh air in the town center and at the beach feels refreshing and cathartic for body and soul. Some of the clothes shops aim to have a fashionable selection of clothes and products which can attract discerning customers. There

are a few quality restaurants, but the majority of eateries are takeaways selling pizzas, burgers and ice cream. On a scale from 1-5, Blokhus receives a 3 for its moderate level of pleasure experiences. The esthetical experiences of Blokhus depend on the individual person. For people with a modern approach, the new buildings in Blokhus signify esthetical structures, but the historical-interested visitors may feel that the repression of the old, historical buildings in Blokhus has a devastating effect on its townscape. The positive aspect is that Blokhus holds something for everybody. The natural landscapes, the North Sea and the beach constitute valuable assets for Blokhus. Its natural environment is inspiring and it automatically slows down your pulse. The urban environment is clean and nice. On a scale from 1-5, Blokhus receives a 4 for its rather high level of esthetical experiences. Figure 6 presents an overview of the types of experiences in Blokhus.
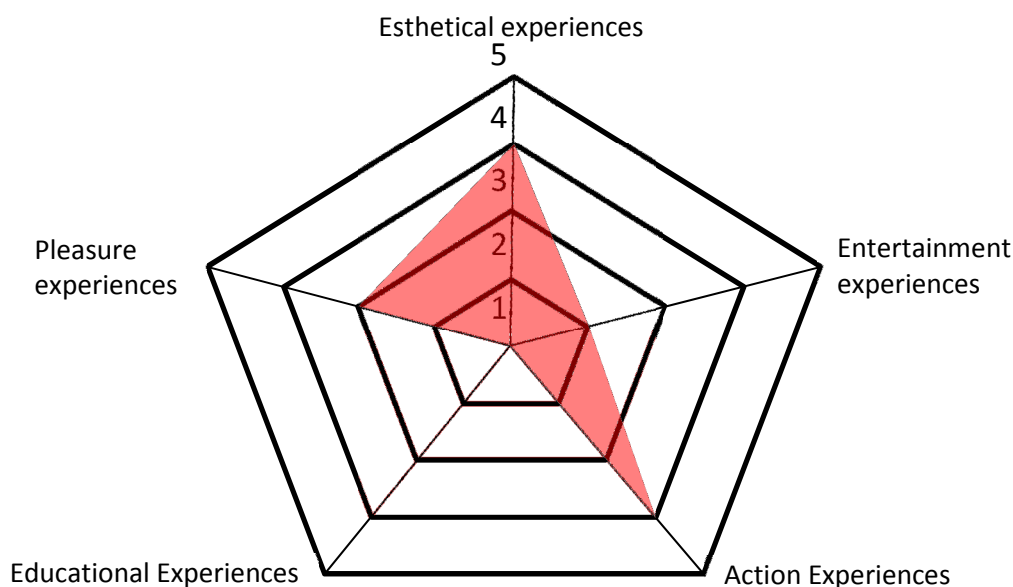
Figure 6: Blokhus: Overview of types of experiences.

7.2.3 Matrix 3 – Senses in Blokhus

Blokhus holds something for all senses. The first, noticeable element is the fresh air. The freshness of the air is evident. On the day of the visit, I could smell fresh bread mixed with the smell of Blokhus' natural surroundings including rosehip bushes and lyme-grass. This smell is synonymous with Blokhus. This entails that Blokhus receives a 5 on a scale from 1-5 for stimulating an authentic smell of Blokhus. The closeness of the North Sea is explicit in connection with the sense of touch; the air clearly becomes cooler, the closer one moves towards the beach. The saltiness of the wind and the warmth of the sun are felt on the bare

skin. The feeling of gravel and sand underneath the feet is part of the experience of Blokhus. On a scale from 1-5, Blokhus receives a 3 for the sense of touch. Blokhus holds esthetical and natural sceneries which are inspiring and breathtaking in various ways. The town's natural resources comprise the sea, the beach, the dunes, the moor-like landscape and forest plantations. Blokhus receives a 5 in connection with sense of sight.

During the walk around the town center of Blokhus, there is the constant sound of children calling out for their parents, children playing and crying, indicating that Blokhus is a place where families with children come to relax and spend quality time with the family. In the background, the constant roaring and presence of the North Sea dominates and is continuously apparent. Blokhus receives a 3 on a scale from 1-5 for stimulating the sense of hearing. There are only a few quality restaurants in Blokhus. The remaining part of the eateries is takeaways selling pizzas, burgers and ice creams. Blokhus comprises a small selection of quality restaurants capable of stimulating the sense of taste. Of course, this highly depends on people's different preferences because some may prefer takeaways. On a scale from 1-5, Blokhus receives a 2 for the sense of taste. Blokhus is a nice place to be; the body relaxes and the pulse slows down to a relaxed pace. The North Sea, the beach and the natural surroundings are closely connected to the experience of Blokhus. But in the town center, Blokhus feels like a town that has lost control. It shows no signs of a personality, and consequently, it appears as a typical tourist town similar to other tourist towns. The town center of Blokhus holds almost the same experiences which can be found elsewhere. On a scale from 1-5, Blokhus receives a 1 in connection with gut feeling.

Figure 7 presents an overview of Blokhus' influence on senses.
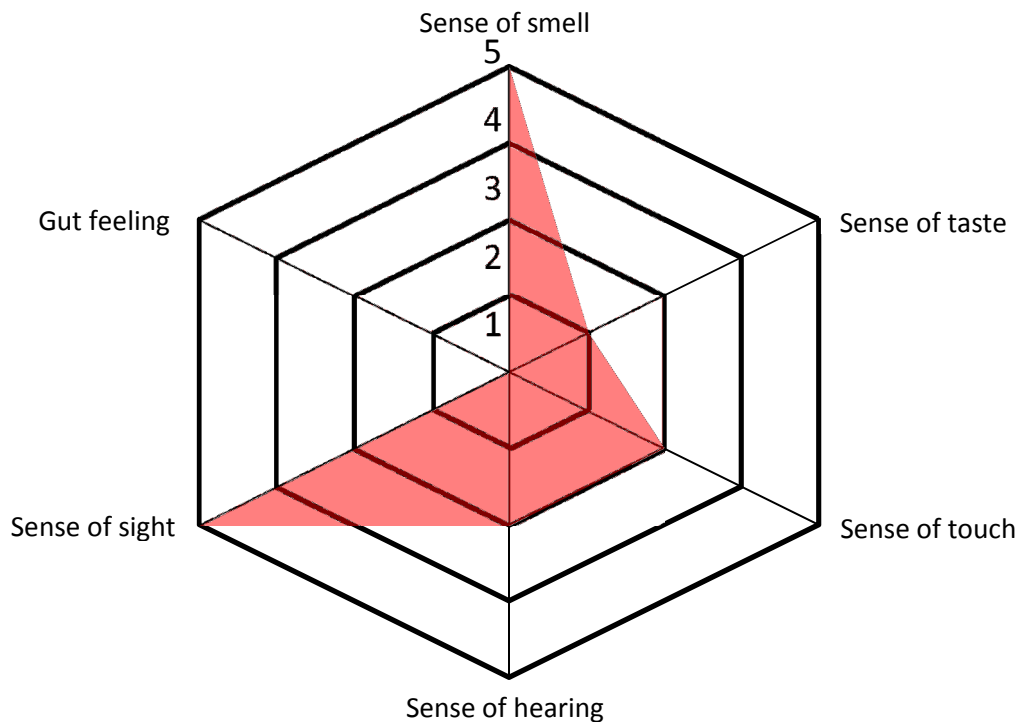
Figure 7: Blokhus: Overview of influence on senses.

7.2.4 Matrix 4 – Stories in Blokhus

It was not possible to find any actual stories during the visit to Blokhus and the beach. There were no signs or information boards in the town center which was rather surprising given Blokhus' status as a tourist town. The only actual information discovered during the visit was on Blokhus beach. It was an information board describing the meaning of the life guards' different flags. Additionally, as mentioned earlier, a memorial has been placed on the way to the beach, listing the people who have drowned in the North Sea. The shops and restaurants in Blokhus have many signs outside on the street. These are extremely colorful aiming to attract the tourists' attention by advertising constant sales, cheap prices and discounts.

Next to one of the restaurants in Blokhus, an old anchor has been placed, referring to the maritime past of Blokhus. Close to the new "Strandcenter" (Beach center) on Blokhus beach, an old sea mine from the 2nd World War resides as a remnant from the German occupation. Blokhus appears as a town aiming to be modern and vibrant. The town seems to focus on promoting its fashionable shopping possibilities and

modern constructions surrounding the town square. But beneath the surface, the "real" Blokhus fights for its survival and recognition. The historical buildings and natural surroundings signify remnants of a hidden, invisible past. The town of Blokhus should include signs and information boards providing facts and stories of its past. This could communicate interesting and valuable knowledge for a visitor without prior experience with Blokhus. It would have been beneficial to have signs or maps introducing facts and directions of the town Blokhus.

7.2.5 Matrix 5 – Music in Blokhus
Initially, I thought of the American group "The Beach Boys" in connection with Blokhus. This group produced songs referring to holidays, summertime, beach activities, surfing and joyous occasions with family and friends. But I felt a sudden change of mood in connection with the application of the Experience Matrixes in Blokhus. The contrasts in Blokhus had a confusing effect, making it difficult to identify the identity of Blokhus. In Blokhus, I witnessed a split personality masking itself behind various identities.

7.2.6 Developing Blokhus' set of values
The development of Blokhus' set of values focuses on the town's characteristics which are connected with its identity. The aim is to develop a set of values synonymous with the context of Blokhus.

Research and the Experience Matrixes disclosed the rich natural and cultural heritage of Blokhus. The town is highly influenced by its natural surroundings – the presence of the North Sea and the natural landscapes. For many years, natural experiences have constituted a "reason to go" in connection with Blokhus. People visited/visit Blokhus, not only for esthetical experiences, but also because of health reasons. The sea, the fresh air and the opportunity to engage in different activities in the natural surroundings of Blokhus constitute factors which attract visitors even today. The life in Blokhus has always evolved around its natural environment.

Domestic and international trade originally brought recognition and prosperity to Blokhus. Trading, including the significant trade mentality of Blokhus, has endured to this very day where it is a major part of the life of Blokhus. Past and present trading has brought foreign visitors to Blokhus, indicating that Blokhus is a hospitable town. The decline and end of the trade era entailed that the emerging market of tourism was selected as the new source of income in Blokhus. This remarkable quality to change direction due to development stresses the flexible character of Blokhus, which is capable of adapting to a new, unfamiliar

situation. Today, Blokhus is a tourist destination dependent on tourists and the income which they generate during their stay in Blokhus. The tourist town has been through many hardships, partly because of its tough, natural environment. The life by the North Sea was/is challenging, and through the years, it has demanded both human and material sacrifices. The central point is that Blokhus has always come through on the other side. This emphasizes that Blokhus is characterized by perseverance and toughness.

The work process of the Experience Matrixes stressed that the historical legacy of Blokhus seems almost invisible behind the new constructions in the town center. Consequently, the town' personality and unique character are non-existent. These historical elements constitute important building blocks of Blokhus' identity and should be emphasized. On the basis of its natural and cultural resources, Blokhus holds great potential for developing a variety of experiences. The initial work process emphasized the following aspects in connection with the characteristics and qualities of Blokhus:

- Blokhus' esthetical and natural surroundings constitute major attraction factors.
- Blokhus has a hidden historical legacy.
- Blokhus has a particular trade mentality.
- Blokhus has domestic and international trade experience.
- Blokhus is a tourist town.
- Blokhus is hospitable.
- Blokhus is persevering and tough.
- Blokhus suffers from a split personality.
- Blokhus is flexible and adapts according to its particular situation.

These elements represent vital aspects of the town's identity and it has led to the development of the following set of values for Blokhus (figure 8):
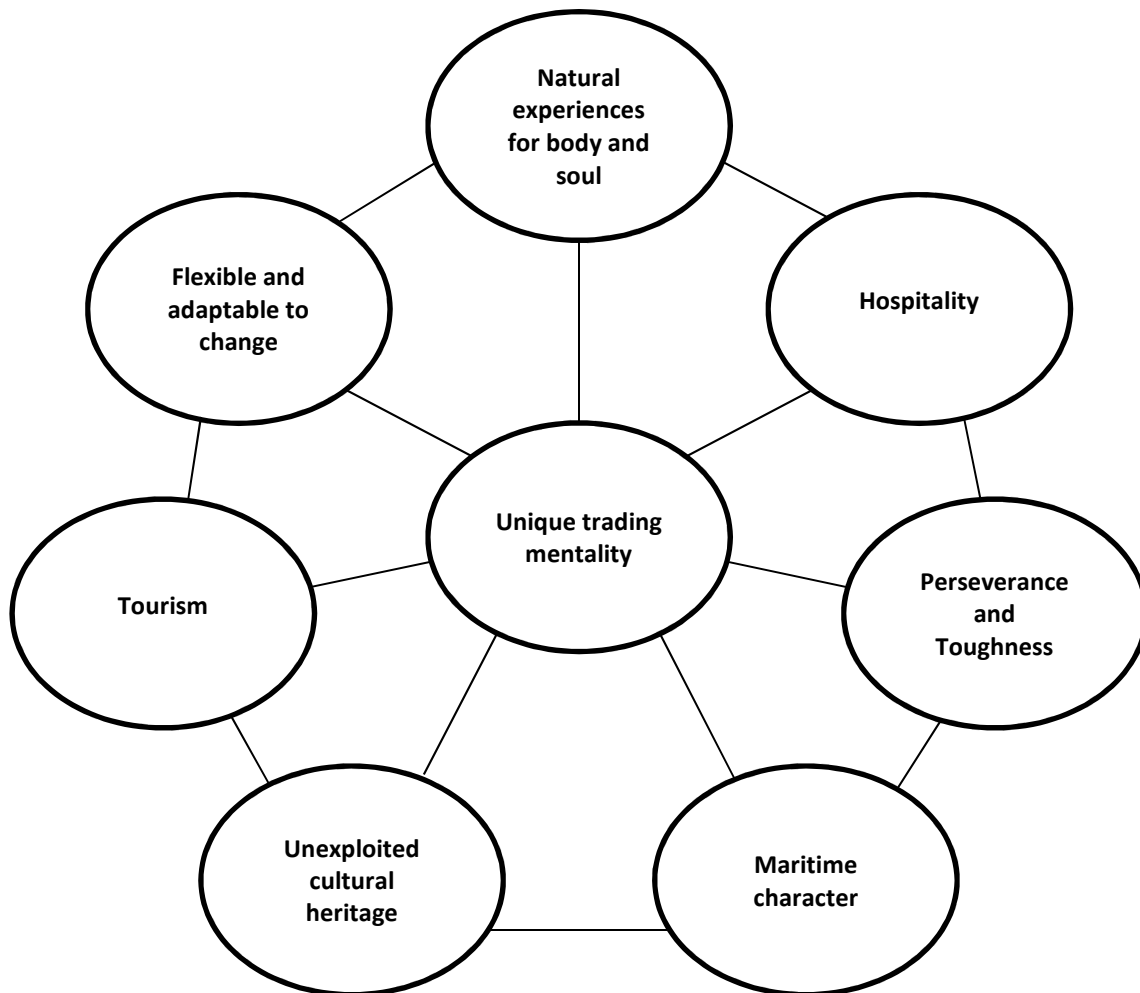
Figure 8. Blokhus' set of values.

The core value of Blokhus is "unique trading mentality". The concept of trading constitutes a major part of Blokhus because it represents the lifeblood of the town. Since the beginning of time, trading has taken place in the town and on Blokhus beach. Through the years, Blokhus has developed a unique trade mentality which continues to have an influence on the experience space and experiences in Blokhus. The experience with domestic and international trading constitutes one of the major strengths of Blokhus. Trading is a vital element and it is therefore the core value of Blokhus' set of values. Seven supporting values surround the core value; each of these constitutes a part of Blokhus' identity as described in the sections above.

Blokhus' set of values is embedded in the town, indicating that it is unique and cannot be copied. The set of values facilitates internal integration and external differentiation of Blokhus. In the following part, Blokhus' set of values will be implemented on the basis of the work process of ID360.

7.2.7 Application of ID360 to Blokhus

The application and analysis of Blokhus on the basis of ID360 can be found in Appendix 17 of the master's thesis.[156] The point of departure for the whole section 7.2.7 is based on data from Appendix 17. It is therefore important for the reader to utilize Appendix 17 as a supplement to this particular analysis.

The dimensions concerning stakeholders, income, insight and learning have been omitted because it was estimated that there were insufficient analytical data to evaluate these dimensions. In general, Blokhus did not receive high scores in the ID360 process.

Blokhus received a significant, low score in the identity dimension. The work process in connection with the identity dimension pointed to different factors which affects Blokhus' identity negatively. The Municipality of Jammerbugt has adopted a "traditional" marketing approach in which tourism is the single focus area. The municipality's vision is to create a Blokhus-Hune area that would eventually become a flagship in Danish tourism. The Municipality of Jammerbugt aims to be the Danish tourism municipality with the highest number of overnight stays. This is achieved through the development of particular flagships, the creation of attractions, events and experiences, and finally through the extension of the season. After the realization of the vision, the Municipality of Jammerbugt aims to utilize Blokhus as a good example in other contexts. The municipality's tourism strategy including experience economy has created an experience space in which Blokhus' identity has been almost omitted. But a group of passionate locals work to create development on the basis of the natural and cultural heritage of Blokhus. These locals share a common interest which is Blokhus. At present, Blokhus rescue station, Blokhus beacon and the new beach center represent the initial fruits of their hard work. Even though the Municipality of Jammerbugt primarily focuses on developing new tourist experiences to attract tourists, Blokhus has a valuable asset in the group of passionate locals who work effortlessly to create development in Blokhus. Blokhus should have an individual and specific mission/vision statement, a clear set of goals and strategies. The Municipality of Jammerbugt has developed an overall vision for the Blokhus-Hune area. Even though Blokhus and Hune are neighboring towns; they still possess individual, unique qualities and characteristics which are essential to emphasize. It is important for Blokhus to develop a set of values on the basis of its unique characteristics

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[156] Appendix 17

and cultural heritage. Blokhus' set of values will ensure internal integration and external differentiation, and it cannot be copied because it is embedded in the town. The development of a set of values based on the cultural heritage of Blokhus would rebuild its identity and strengthen the position of Blokhus compared to other competing tourist destinations. The international cultural heritage examples in Part I stressed that an urban development process including cultural heritage can generate pride, creating a synergy-effect, sense of place and unity in a community. Additionally, the set of values will function as a common denominator which could structure and coordinate the work process of development projects in Blokhus.

Blokhus received a below average score in the content dimension. Tourism constitutes a major source of income in Blokhus, indicating that the town is highly dependent on being able to attract visitors. The work process in connection with the content dimension pointed to the fact that Blokhus has a moderate selection of experiences, but that it holds a large amount of unexploited potential. The natural landscapes including Blokhus beach are emphasized as the town's most attractive features. Consequently, other significant elements in Blokhus have been omitted, generating a misleading image of the town's experiences. Blokhus holds the essential ingredients for developing an eventful environment: esthetical and natural sceneries for action, entertainment and pleasure experiences, a rich cultural heritage for authentic and educational experiences. Blokhus needs to broaden its narrow focus and develop a current overview of possible experiences. This entails identifying and defining its unexploited potential which can be utilized to create an eventful space. During this process, the newly developed set of values can functions as a common denominator, ensuring that new experiences are coherent with the context of Blokhus.

Blokhus received a below average in the impressions dimension. The work process in connection with the impressions dimension pointed to the fact that Blokhus is aware of the importance of offering quality service and products, but there are not clear procedures to monitor and evaluate the quality level. This becomes evident in the town center where Blokhus sends mixed signals in regard to its quality level. Exclusive-looking clothes shops lie side by side with cheap souvenir shops, and some buildings are neglected and decayed. In its overall tourism strategy, the Municipality of Jammerbugt stresses that it aims to develop and introduce quality-based experiences. Additionally, the municipality supports tourism businesses aiming to achieve recognized quality certifications. But again, the tourism strategy concerns the entire municipality. In Blokhus, local business-men/women took the initiative and invited an external consultant to discuss different methods to increasing the quality level in the town. The quality level in Blokhus is varying because of its seasonal character. In some of the businesses in Blokhus, staff is only

employed for one season which may affect their general behavior and attitude. Blokhus has a small selection of quality restaurants and a large number of takeaways. Attractions such as Resort Nordsøen and Fårup Sommerland constitute the largest attractions in the Blokhus area. Blokhus holds a variety of attractions, but with varying quality levels. The development of a set of indicators which can monitor and evaluate the quality level of the town regularly represents an optimal solution to optimize the quality level in Blokhus. A set of evaluation indicators sets the standard against which Blokhus can measure critical success and failure factors, hereby stabilizing its quality level and creating a more contemporary image. A set of values can function as a set of indicators which could monitor and ensure a stable quality level. A high quality level can communicate a positive message, not only to tourists, but also to potential, new businesses and investors in Blokhus.

Blokhus received a below average in the infrastructure dimension. It was not possible to identify a particular strategy in regard to Blokhus' infrastructure. An optimal infrastructure facilitates easy access to and from the destination. Blokhus is not close to a motorway; a main road and some secondary roads connect the town with the outside world. These roads become highly busy during summer-time. As mentioned earlier, the Municipality of Jammerbugt aims to be the Danish tourism municipality with most overnight stays. This goal presupposes that the municipality has an infrastructure capable of handling large quantities of traffic. The municipality's vision holds great ambitions on behalf of Blokhus, stressing even more that the tourist town constitutes a small piece in a larger puzzle. If Blokhus becomes even busier during summer-time than it is today, and if the town includes additional attractions similar to Resort Nordsøen and Fårup Sommerland, it could have a devastating effect on its natural and urban environment. There is a fine line between turning Blokhus into an eventful tourist destination and transforming the town into a tourist attraction. It is necessary for Blokhus to have a current development plan comprising a realistic overview of the town's infrastructure and its capacity. This infrastructural plan should include a critical evaluation of the position of Blokhus, including how the town's natural and cultural resources can be utilized to create the most optimal conditions for Blokhus.

Blokhus received a medium score in the innovation dimension. The work process in connection with the innovation dimension indicated that Blokhus seems flexible and adaptable. Local and external cooperation is often utilized in connection with development projects. The Municipality of Jammerbugt stresses that it supports local actors dedicated to creating positive development on Blokhus. The municipality has realized that local cooperation and coordination are vital to ensure a successful outcome. Blokhus has a group of

passionate locals who has created different initiatives aiming to give tourists a pleasant experience in connection with their stay in Blokhus. But the problem in Blokhus is that there are no clear procedures structuring the steady stream of new experiences. During the meetings in "Udviklingsgruppen Blokhus", it became evident that the lack of proper procedures created confusion and conflicts among the local actors and visitors.[157] Blokhus requires a strategy including innovation and development procedures. This includes defining distribution of roles and areas of responsibility, setting the standard for interdisciplinarity, outlining possibilities of external cooperation and financing of future development plans concerning Blokhus.

Blokhus received a significant low score in the information dimension. The work process in connection with the information dimension pointed to that the communication of Blokhus is insufficient. It seems random, vague and unspecific. It is stressed that instead of marketing its unique qualities and characteristics, Blokhus is focused on emphasizing experiences which are similar to other destinations. A survey disclosed an inconsistency between tourists' expectations in connection with Blokhus and their actual experience, indicating that the communication of Blokhus is misleading.[158] Additionally, Blokhus has not defined its target groups generating general and random communication. This has evidently had an effect on the brand of Blokhus which appears vague and weak. None of Blokhus' qualities or characteristics is implemented, placing the town in an unendurable position. Tourists are not able to differentiate between Blokhus and similar tourist destinations. A clear and coherent communication strategy is essential for Blokhus. The town's newly developed set of values can function as a common denominator running like a red thread through the communication of Blokhus. As mentioned above, the set of values is developed on the basis of elements representing Blokhus' identity. It will structure the communication, ensuring a uniform message instead of mixed and misleading signals. Additionally, a communication strategy can unite actors and entities in order to create one common message. In this process, the development of a coherent Blokhus brand and a clear definition of target groups are important and should be included.

It is significant that the identity dimension and the communication dimension received the lowest scores. Identity and communication are interconnected areas in that communication should convey the unique characteristics and qualities of Blokhus' identity. The ID360 process emphasized that the Municipality of Jammerbugt has not prioritized the rebuilding of Blokhus' identity. This has resulted in a significant

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[157] Appendix 9
[158] Debatoplæg (2006), Ibid, pp. 4-8

weakening of the town's identity. The municipality focuses on the tourism area including its economic benefits, indicating that the development of tourist experiences and the potential turnover, which these staged products or events can generate, are more important than adopting an integrative and holistic approach that could build a solid platform for eventfulness. The weakening of Blokhus' identity has entailed a deterioration of the communication of Blokhus because a weak or non-existent identity is difficult to communicate. This has started a chain reaction in which one area is affecting another area, potentially creating a vicious circle in Blokhus.

Blokhus can utilize the scores from the ID360 process as index figures, using the scores as indicators emphasizing critical success and failure factors for Blokhus. This could guide Blokhus in its development process because they would point out the danger and safe zones. Additionally, the scores outline future focus areas ensuring the vigilance of Blokhus.

The application of ID360 to Blokhus identified that the ID360 method is not optimal to utilize for an external person. During the initial process, it became necessary to omit certain dimensions because of insufficient analytical data. This indicated that certain elements and aspects of a destination can only be identified and defined by internal actors. The internal actors hold particular insider information and knowledge which is impossible to obtain for external persons. This is valuable to reflect upon before initiating an ID360 process. The reason for including ID360 in this master's thesis is that the method functions as an implementation tool of the set of values and as an essential component in building a platform for eventfulness in Blokhus. It identifies the tourist town's future focus areas, giving Blokhus a solid point of departure in connection with its transformation from a town with events to an eventful tourist town.

The components, which will be utilized in the platform for eventfulness, have been finalized and the platform can be built. In the following section, the results of the Experience Matrixes and ID360 will be applied to build the platform for eventfulness in Blokhus.

7.2.8 Building the platform for eventfulness in Blokhus

At present, Blokhus is a tourist destination with events. New tourist experiences are developed to attract visitors and generate economic growth. Blokhus consists of a top-down structure in which the Municipality of Jammerbugt constitutes the top of the pyramid. The municipality's tourism strategy comprises

experience economy, focusing on the staging of attractive tourist experiences. The Municipality of Jammerbugt has adopted a marketing and business-like strategy in which economics is a main factor. Consequently, this strategy has had an influence in Blokhus. A visit to Blokhus disclosed a confusing town center in which some areas are prioritized while other areas comprising great potential lie unexploited. Blokhus is suffering from a split personality, but with the potential to survive because of Blokhus' unique character outlined in its set of values. Building the platform for eventfulness in Blokhus comprises ten steps.[159]

The platform for eventfulness in Blokhus consists of the processes comprising the Experience Matrixes and ID360. The methods constitute the initial steps to building the platform for eventfulness. These approaches encourage Blokhus to move from an Experience Economy to a Sharing Economy in order to rebuild its identity and create development. This entails adopting an integrative and holistic approach including among other things a dynamic, people-centered and collaborative perspective. Blokhus has been identified as a complex tourist destination comprising political attraction projects, business cooperation, landscapes and locals. The transformation from a town with events to an eventful tourist town involves the whole destination. Blokhus has to identify how it can encourage these different entities and individuals to cooperate and coordinate their efforts in order to contribute to the wider aims of the town.

The first step comprises the development of a vision for Blokhus. The Experience Matrixes disclosed the town's unique characteristics and qualities resulting in the development of Blokhus' set of values. Blokhus can utilize the core value and some/all supporting values in the vision. This would strengthen the sense of place and facilitate recognition of the vision among local actors and residents in Blokhus. It is necessary to define in which direction Blokhus aims to move, the reason for its particular strategy and whom it benefits. An example of a vision could be:

"Blokhus aims to be a flagship within Danish tourism recognized for its unique trading mentality and maritime character". (Developed by Louise Mejling Laugesen)

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[159] Please see table 3 in section 6.1, p. 40

The example includes the core value (unique trading mentality) and the supporting value (maritime character). It outlines a direction, values, goals and intentions of Blokhus. After the development of a vision, Blokhus needs to evaluate its potential to identify whether it is possible to reach its targets and vision. The aim of the ID360 process was to implement the set of values and develop a current overview of future focus areas. This process did not only disclose future focus areas, but it identified Blokhus' external and internal resources. The results including the scores of ID360 provide an overview of Blokhus' potential. At present, Blokhus prioritizes certain areas and experiences, but the tourist town holds great unexploited potential. The Experience Matrixes identified that the tourist town does not present many opportunities for educational experiences. In Blokhus' town center, small information boards or check points for mobile phones could be installed. This would enable visitors to read or receive information about the history of Blokhus on their mobile devices. Currently, Blokhus rescue station is utilized as the setting for exhibitions relating to Blokhus and its history.[160] The natural landscapes of Blokhus can be utilized for geocaching events. Geocaching has become a popular leisure activity worldwide. People use a gps and a set of coordinates, moving from point to point in the landscape. This constitutes an alternative and different experience which is for everybody and it does not impose anything on people since it does not require a membership.[161] The presented suggestions provide an opportunity to utilize the unexploited potential including cultural and natural heritage of Blokhus. Additionally, these activities encourage the tourist to develop his/her personal experience in which Blokhus functions as a setting.

Developing the platform for eventfulness holds potential risks because Blokhus is accustomed to constructing experiences for the tourists. But the approaches applied in this master's thesis stress that experiences cannot be staged, indicating that Blokhus only constitutes a setting in which tourists can construct individual experiences. The application of these perspectives ensures that Blokhus adopts an integrative, holistic and dynamic approach which makes the town flexible and prepared for future changes.

The ID360 process indicated that local cooperation and coordination is often utilized in Blokhus. Building and reinforcing of networks should therefore not be difficult for the town. But Blokhus is dominated by a top-down approach in which the Municipality of Jammerbugt and the local tourist office are significant factors. Building and reinforcing networks in Blokhus involve reversing this hierarchical structure and developing a bottom-up structure. The new networks can include the municipality, the tourist office, local

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[160] Appendix 18
[161] Appendix 19

businesses, Blokhus' Landowner Association, "Blokhus-Hune I Udvikling", "Udviklingsgruppen Blokhus" and residents. The challenge lies in accepting and recognizing these groups' different interests, opinions and values. The aim is to transform potential negative assumptions to positive energy. The meetings in "Udviklingsgruppen Blokhus" disclosed tensions and conflicts between local actors and the local tourist director.[162] Apparently, there is a general confusion in regard to the distribution of roles and areas of responsibility in Blokhus, e. g., the local actors and the local tourist director. In "Udviklingsgruppen Blokhus", this confusion eventually led to the dissolution of the group "Det Levende Ord" because the actors felt that the tourist director had "borrowed" their concept.[163] It is essential to approach and discuss these issues, encouraging these different entities and individuals to cooperate in order to fulfill the wider aims of the town. The work process of the innovation dimension stressed that Blokhus requires clear procedures concerning distribution of roles and areas of responsibility. An optimal method, which can be utilized to ensure the sustainability of the procedures, is the application of Blokhus' set of values. The values can function as a gathering point which provides guidance and support through the development process. The participation of the municipality, the local tourist office, local businesses and residents should facilitate that the platform for eventfulness becomes anchored in Blokhus. Workshops, public meetings and opinion polls can be conducted in order to thoroughly discuss the various issues which may arise during the process. The development of an innovation and development strategy including a long-term perspective and the involvement of different actors should stress the importance of investing in people and nurturing talents in Blokhus.

According to the ID360 process, the Municipality of Jammerbugt has created a vision catalogue in which it has defined various experience spaces in Blokhus. These experience spaces are still to be developed. At present, Blokhus is sending mixed and misleading signals in the town center. The completion of this project would transform Blokhus, creating synergy and an inspiring experience space. The defined experience spaces included the authentic Blokhus, the recreational Blokhus and the urban Blokhus. The set of values can support and guide this development process, ensuring that the experience spaces are coherent with the context and identity of Blokhus. Additionally, the set of values function as a guiding and structuring principle through the whole process in connection with building the platform for eventfulness in Blokhus.

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[162] Please see section 4.2.2, pp. 22-23
[163] Appendix 20

Blokhus has not defined its target groups, generating a general, vague and unspecific profile of the town. A clear definition of target groups would optimize the position of Blokhus. The process of building the platform for eventfulness encourages Blokhus to develop indicators that can monitor and evaluate outputs and outcomes. The ID360 process stressed that Blokhus should have evaluation indicators monitoring and evaluating critical success and failure factors. This would facilitate that the tourist town can identify its target groups leading to a clearer definition of their consumption patterns and needs in connection with their stay in Blokhus.

The development of the platform for eventfulness provides Blokhus with valuable knowledge concerning its entities, functions and actors. It can disclose conflicts, tensions, attitudes and opinions. The platform for eventfulness in Blokhus constitutes a continuous learning process, inspiring Blokhus to be constantly agile and prepared for unexpected changes. The Experience Matrixes facilitates the development of Blokhus' set of values based on its unique characteristics and qualities. It aims to rebuild Blokhus' identity and functions as a common denominator through the building process, creating synergy, sense of place and unity in the community. ID360 enables an implementation of the set of values, and it pinpoints the focus areas in Blokhus drawing attention to the elements which the tourist town should optimize. On the basis of the ten steps, Blokhus has the essential components to build a solid platform for eventfulness transforming Blokhus from a town with events to an eventful tourist town.

8.0 Part IV – Conclusion

Cultural heritage is given a low priority by the Danish tourism industry, which favors the marketing of elements such as the nature, the beach and the sun. Consequently, Denmark is missing out on a considerable economic opportunity and foreign tourists.

The absence of cultural heritage constitutes one of the reasons why the Danish tourist town Blokhus is suffering from a loss of identity. Development projects focus on developing tourist experiences neglecting to rebuild the town's identity. Thorough research and participation in the meetings of "Udviklingsgruppen Blokhus" provided a valuable insight into Blokhus and current development plans.

This led to the following problem formulation:

In recent years, Blokhus has been suffering from a loss of identity giving the tourist town a vague and incoherent profile. Development projects suffer from a fundamental lack of a structure and common denominator. Consequently, the tourist experiences implemented in Blokhus are general, vague and easily copied. It is therefore vital to provide Blokhus with strategic tools that can rebuild the town's identity and create a platform from which future development projects can be structured and coordinated.

Initially, it was essential to elucidate the context in which Blokhus is situated. The aim was to create an overview of the tourist town's landscape, identifying any elements which could influence the position of Blokhus.

On a national level, the Danish Ministry of Economic and Business Affairs constitutes the highest authority in connection with tourism. The Ministry's main focal point is to brand Denmark on the international stage. This implies that the Danish Ministry of Economic and Business Affairs plays an implicit role in the domestic tourism affairs. The structural reform implemented in January 2007 delegated areas of responsibility to entities on regional and local levels. Tourism became a focus area for regional and local authorities in Denmark. Blokhus is situated in the Municipality of Jammerbugt which is a part of the North Denmark Region. After the structural reform in 2007, the North Denmark Region and the Municipality of Jammerbugt became the main tourism actors for the area comprising Blokhus. Tourism constitutes an important source of income in the North Denmark Region. In 2010, turnover from tourism was estimated at DKK 8.9 billion, and 5.9 % of the total work force worked within the tourism industry in this area. The North Denmark

Region focuses on marketing the region as a whole, creating one strong brand. This regional strategy leaves no room for individual flagships. The Municipality of Jammerbugt constitutes the primary actor in connection with Blokhus. Its vision is to become the Danish tourism municipality with the highest number of overnight stays. This is achieved through the development of attractions, events and flagships which could extend the tourist season.

Regional and municipal tourism strategies have a predilection for experience economy. On a regional level, the North Denmark Region defines tourism and experience economy as two interconnected areas in which value-based experiences are created. The region's experience economic approach comprises either "pure" experiences such as music, film and events, or experiences as an integrative element of an existing product and service. On a municipal level, the Municipality of Jammerbugt has adopted a "traditional" marketing approach comprising tourism and experience economy. This entails a staging of tourist experiences and events in order to generate economic growth and development. The municipality prioritizes the construction of tourism experiences whereas cultural activities and events are disregarded. The Municipality of Jammerbugt has given Blokhus a central role in its tourism plans and strategies because the town is a significant tourist destination in the area. In its development plan from 2008, the municipality identifies Blokhus' cultural heritage as an essential component in connection with local development. But to date, this area constitutes an unexploited territory. The Municipality of Jammerbugt's main focal point is the planning and design of experiencescapes for tourists in order to fulfill its vision.

The locals in Blokhus have adapted to the tourism situation by adopting a unique trade mentality which favors tourists. This has created an urban space comprising various tourist products and experiences. But tourists' experiences cannot be planned or strategically laid out. Experiences can develop before, during or after a stay in Blokhus. Tourists' experiences comprise various interactions involving different actors and elements. This emphasizes that Blokhus constitutes a setting for experiences, but that the content is determined by the tourist. Blokhus is regularly a guinea pig in connection with development projects; "Udviklingsgruppen Blokhus" constitutes an example of such a project. This development group comprises external and internal actors including local business-men/women, representatives from the Municipality of Jammerbugt, the regional and local tourist office. The aim of "Udviklingsgruppen Blokhus" is to develop events and activities for the target group 40+. This particular development project proved to be a challenge because there were tensions, conflicts and frustrations among the involved actors. During the initial meetings, it became apparent that a group of the local actors distrusted the local tourist director. The

actors felt that the tourist director, on numerous occasions, had "borrowed" their concepts and presented these as his ideas. During the master's thesis process, one of the smaller groups in "Udviklingsgruppen Blokhus" decided to leave the project because it felt overrun by the tourist director. This emphasized that Blokhus does not have a solid platform from which development projects can be structured and coordinated. Additionally, there are no clear procedures in connection with distribution of roles and areas of responsibility. The participation in "Udviklingsgruppen Blokhus" also disclosed that new initiatives are characterized by being rather general, random and incoherent in regard to the context of Blokhus. There is no common denominator to run like a red thread through development projects, and additionally, the personality and characteristics of Blokhus seem almost non-existent. Consequently, Blokhus appears identical to competing tourist destinations. This has led to a loss of identity giving Blokhus a vague and incoherent profile.

The Experience Matrixes were applied to evaluate/analyze the experience space and experiences of Blokhus. The experience space in Blokhus was defined as a physical and mental context which provides a specific framework for each individual's possibilities for experience and at the same time contributes to communicating the values of Blokhus. It includes permanent and non-permanent spaces, natural and man-made spaces, and commercial and non-commercial spaces. At present, the general assumption is that Blokhus constitutes a closed, controlled and controllable space, but on the contrary, Blokhus represents an open, uncontrolled and uncontrollable environment. The application of the Experience Matrixes aimed to identify the unique characteristics and qualities of Blokhus which eventually led to the development of a set of values. The Experience Matrix process disclosed a town of contrasts. Exclusive-looking clothes shops lay side by side with cheap souvenir shops. Modern constructions dominate in the town center hiding the "authentic" Blokhus behind a facade. Blokhus is a tourist town, but rather surprisingly, it was impossible to find any information boards or signs in the town center. The esthetical and natural sceneries constitute a significant attraction factor. But the application of the Experience Matrixes identified that Blokhus' personality holds alternative characteristics, which simply remain hidden behind a front consisting of modern constructions and tourist experiences. This has split the personality of Blokhus resulting in a conflicting urban space. The Experience Matrix process was therefore immensely important because it facilitated the rebuilding of Blokhus' identity through the development of a set of values which is embedded in Blokhus. The set of values was developed on the basis of the qualities and characteristics of Blokhus, which were disclosed through the application of the Experience Matrixes.

Blokhus' set of values comprises a core value and seven supporting values; each of the values constitutes a particular aspect of Blokhus' identity and they are therefore interconnected. The core value is unique trading mentality in that trading represents the lifeblood of the town. Since the beginning of time, trading has taken place in the town and on Blokhus beach. Even today, the locals hold a business-like mentality favoring the tourists because they constitute an important source of income for the town. The supporting values are interlinked with unique trading mentality. Foreign visitors have continuously travelled to Blokhus either on business or pleasure. The town has been/is capable of adapting to changes in the market, transforming the old merchant's houses into guest-houses and restaurants to accommodate an increasing number of tourists. This signifies that Blokhus is hospitable, flexible and adaptable to change. The closeness of the North Sea is explicit. Previously, the sea constituted the source of income for the residents in Blokhus. The life by the North Sea was tough and challenging, and through the years, it demanded both human and material sacrifices. These hardships have molded Blokhus, creating a tough and persevering character. Past and present tourists are attracted to Blokhus because of its natural sceneries. The fresh air seems cathartic for body and soul, and additionally, the natural landscapes provide opportunities for alternative experiences. Even though Blokhus is flexible and adaptable, the Experience Matrix process identified unexploited potential. It seems as though Blokhus has become immensely focused on the development of attractive tourist experiences. The development project "Udviklingsgruppen Blokhus" stresses the willingness in Blokhus to change, but the project does not include a common denominator, which could structure and coordinate the subsequent process in connection with the development project. The newly developed set of values can function as common denominator, guiding and supporting development in Blokhus. Additionally, Blokhus' set of values ensures that future development projects are applicable in the context of Blokhus. It is essential to emphasize that the aim of the set of values is not to make Blokhus live in the past. The purpose is to support the development in the town, generating a forward-looking perspective, but with a clear point of departure in Blokhus' identity.

The strategic ID360 method facilitated the implementation of the set of values and the development of an overview of the current situation in Blokhus. In this process, the newly developed set of values functioned as a guiding and structuring tool. During the initial phase, it became necessary to omit some of the dimension from ID360 because of insufficient analytical data. This indicated that the ID360 method is not optimal to utilize for external persons. The involvement of internal actors is vital during the application of ID360 because internal actors hold a significant knowledge of the destination which is difficult to obtain for external persons. The reason for including the ID360 is that it constitutes an essential component in

building the platform for eventfulness in Blokhus. The method identifies areas in which Blokhus should optimize its efforts. The aim is to give the tourist town a solid point of departure in connection with its transformation from a town with events to an eventful tourist town.

Currently, Blokhus is a town with events. The tourist town has a non-existent identity which has created a vague and incoherent profile. The Municipality of Jammerbugt, which is the primary actor in connection with Blokhus, has a "traditional" marketing approach in which tourism is the sole focus area. The vision is to become the Danish tourism municipality with the highest number of overnight stays. The municipality believes that this is achieved through the development of flagships, attraction and events, and by extending the tourist season. The Municipality of Jammerbugt has created a development plan, but it comprises an overall action plan for the Blokhus-Hune area. Even though Blokhus and Hune are neighboring towns, they still possess individual, unique qualities and characteristics, which are essential to emphasize. Blokhus holds a valuable asset in the group of passionate locals who work effortlessly to generate development in the town. Their hard work has already facilitated the construction of Blokhus rescue station, Blokhus beacon and the new beach center. The development of a set of values could support and coordinate the efforts of these valuable local actors. At present, Blokhus does not have a set of values. The set of values presented in this master's thesis has been developed by the author. The whole process in connection with the development of a set of values can ensure internal integration and external differentiation. Additionally, Blokhus' personal set of values cannot be copied by other tourist destinations because it is embedded in Blokhus. A set of values can generate pride, creating a synergy effect, sense of place and unity in the tourist town. Blokhus has a moderate overview of its experiences, but an identification and definition of its unexploited cultural heritage potential could be beneficial in various ways.

In the master's thesis, international examples of regions and cities, which have recognized the potential of cultural heritage, were presented. The aim was to emphasize how these places have utilized cultural heritage in connection with urban or regional development projects. In the city of Manchester, cultural heritage was utilized to reach out to society's weakest social groups. In Kosovo, cultural heritage was applied to restore unity and build bridges between different ethnic groups which had been in conflict, and in Hoogvliet, the aim of the urban development project was to utilize this suburb's particular qualities and characteristics to revitalize an area dominated by industry. These examples indicated that cultural heritage

had revealed unexpected, yet positive aspects during the work process which had proved to be beneficial for the development projects. This could be a valuable experience in the case of Blokhus.

The ID360 process identified a varying quality level in Blokhus. There are no procedures or indicators monitoring and evaluating Blokhus. This becomes apparent in the town center in which Blokhus is sending mixed signals. Exclusive-looking clothes shops compete with cheap souvenir shops. Modern constructions face neglected and decayed buildings, and a small number of quality restaurants are overtaken by a large number of takeaways. A set of evaluation indicators could monitor and possibly identify critical success or failure factors. The Municipality of Jammerbugt supports tourism businesses aiming to achieve quality certifications, indicating that there should be sufficient support for developing these evaluation indicators. In Blokhus, a group of passionate locals has taken the initiative and invited an external consultant to discuss different methods to increase the quality level. The Municipality of Jammerbugt aims to be the Danish tourism municipality with the highest number of overnight stays; the fulfillment of this vision requires a solid infrastructure that can facilitate easy access to and from the destination. Blokhus is not close to a motorway; a main road and some secondary roads connect the town with the outside world. An extension of roads and other arterial roads could have a devastating effect on the natural environment surrounding Blokhus. A clear and realistic development plan in regard to Blokhus and the capacity of its infrastructure could prove to be vital. Cooperation between the municipality, local businesses and passionate locals is common in Blokhus. "Udviklingsgruppen Blokhus" constitutes an example of cooperation across different levels and areas. The participation in this group's meetings indicated that there are no clear procedures in connection with cooperation and coordination of innovation projects. As it has been mentioned previously in the master's thesis, the lack of procedures creates confusion and conflicts during the work process because of the absence of clarity in connection with the distribution of roles and areas of responsibility. The general lack of procedures which could coordinate and structure efforts has left the communication of Blokhus random and vague. It markets typical tourist experiences instead of marketing the unique qualities and characteristics of Blokhus. A survey has disclosed an inconsistency between tourists' expectations in connection with Blokhus and their actual experience, indicating that the communication of Blokhus is misleading and insufficient. Blokhus should develop a clear and coherent communication strategy including its set of values. The non-existent identity plays a significant role in the deterioration of the communication in Blokhus. The weakening of Blokhus' identity started a chain reaction which could turn into a vicious circle.

The strategic components, which are utilized to rebuild Blokhus' identity and create a platform for eventfulness, are the Experience Matrixes, ID360 and the ten steps from "Eventful Cities". These approaches represent integrative and holistic perspectives, which recognize the complexity of Blokhus as a tourist destination and encourages the integration of the whole destination in development projects. In this master's thesis, the process has involved the development of a set of values on the basis of the Experience Matrixes, the identification and definition of future focus areas based on ID360, which eventually led to the development of a platform for eventfulness according to the ten steps of "Eventful Cities". The aim was to provide Blokhus with strategic tools that could rebuild the town's identity and create a platform from which future development projects can be structured and coordinated. Initial research disclosed that Blokhus and its development projects were missing a common "infrastructure". This indicated that Blokhus is missing an internal, organizing and structuring principle in which entities, businesses and actors could find support and guidance in connection with development projects. The newly developed set of values can function as a common denominator and gathering point for Blokhus, and additionally, it comprises unique qualities and characteristics referring to Blokhus' identity; this should facilitate a reconstruction of the tourist town's identity. An elucidation of future focus areas constitutes a solid point of departure for the development of the platform for eventfulness. This emphasizes specific areas in which Blokhus should optimize its efforts, consolidating the subsequent course of development. The ten steps from "Eventful Cities" provide the recipe to the platform for eventfulness in which the applied, strategic methods function as essential ingredients.

Building the platform for eventfulness constitutes a valuable learning process for Blokhus. It does not only involve the construction of a solid base on which the transformation to an eventful tourist town can take place, but it also includes rebuilding Blokhus' identity, strengthening its position internally and externally.

9.0 Part V – Discussion

The master's thesis constitutes an integrative and holistic suggestion for how Blokhus could rebuild its identity and build a platform for eventfulness. The purpose of the discussion section is to briefly elucidate how Blokhus' set of values, which was developed in this master's thesis, could be implemented and utilized in practice.

The applied approaches encourage the involvement of the whole destination, comprising both internal and external actors. This could involve the region, the municipality, development groups, passionate locals and residents. Initially, it is important to create an understanding of the set of values and the process leading to its development. This is facilitated by discussing the meaning of the set of values among actors in order to reach a clear definition. Public meetings, workshops and opinion polls facilitate an open debate disclosing positive and negative assumptions. The set of values is to be given a central role and it should be accessible to all interested parties. As indicated in the master's thesis, the work process in connection with the set of values can generate a synergy effect, creating pride, sense of place and unity in Blokhus. The set of values functions as an evaluation indicator, indicating that new initiatives and projects are evaluated according to the values in order to ensure its applicability in the context of Blokhus. Internally, it could be utilized to set a quality standard for local actors, businesses and investors, and externally, it would signal to potential, new businesses, investors and tourists that Blokhus holds a certain quality level. The set of values is utilized to evaluate whether Blokhus fulfills its goals and strategies. The work process aims to create recognition of the values among the actors in Blokhus, leading to their acceptance and adoption of the set of values. If the set of values is not thoroughly discussed and defined, it could lead to confusion and eventually dismissal by the actors. Consequently, the process may come to a standstill and it would possibly not be finalized. It is important to recognize that working with the set of values is a continuous process and must therefore be evaluated regularly; this is to ensure that all actors understand its meaning and know how they can utilize the set of values in practice. Public meetings, workshops and relevant presentations can strengthen this process by providing the necessary tools and knowledge that can facilitate an ongoing application of the set of values in Blokhus.

10.0 Appendix
List of appendices in master's thesis

Appendix 1: Article: "Danmark går glip af turist-milliarder"

http://nordjyske.dk/artikel/10/5/2/3802683/3/danmark%20g%E5r%20glip%20af%20turist-milliarder

Nordjyske.dk   Page 1 of 1

27. februar 2011 18:56 | **Nordjyske.dk**

Danmark går glip af turist-milliarder

Turisterne går uden om den danske kulturarv, når de besøger landet. Dermed går vi glip af milliarder af kroner, mener forsker fra AAU.

Danmark går glip af milliarder af kroner fra udenlandske turister, fordi vi er dårlige til at sælge vores kulturarv til de besøgende.

Det skriver Mandag Morgens ugebrev på baggrund af nye tal, der viser, at kun fire af de 75 milliarder kroner, som turisterne forbruger under besøg i Danmark kommer fra kulturelle aktiviteter og forlystelser.

I Sverige er det kulturelle turismeforbrug tre gange større, og hvis Danmark var lige så dygtig som vores naboer til at tjene penge på kulturturisme, ville det øge omsætningen med op imod 6-7 milliarder kroner om året.

- Mange lande har allerede set mulighederne, men i Danmark er vi desværre meget bagud, siger Peter Kvistgaard, turisme- og oplevelsesforsker ved Aalborg Universitet, til Mandag Morgen.

Danmark modsat andre lande

- Vi bør tage det langt mere alvorligt, hvis muligheden for en stor ekstraomsætning ikke skal tabes på gulvet, fastslår Peter Kvistgaard.

De danske tal står i modsætning til udviklingen globalt. Ifølge tal fra OECD udgør kulturturisterne cirka 40 procent af alle turister på verdensplan.

Hos VisitDenmark vægter man stadig natur, sol og strand tungest, når turisterne skal lokkes til Danmark. Ifølge viceadministrerende direktør Lars Erik Jønsson kan der være grund til at ændre på det:

- Men det kræver, at vi så også har de stærke og attraktive kulturprodukter, der skal få turisterne til at indløse billet til Danmark, siger han til Mandag Morgen.

Skal markedføres mere aktivt

Mens der i Sverige er 14 attraktioner, som har fået UNESCO's stempel som verdenskulturarv, omfatter listen af danske blot tre destinationer: Kongernes Jelling, Kronborg og Roskilde Domkirke.

I Kulturarvsstyrelsen ser man gerne, at man ude i kommunerne og hos VisitDenmark markedsfører kulturarven langt mere aktivt.

- Potentialet vokser, i takt med at folk bliver bedre uddannet og interessen for arkitektur og historie vokser, siger direktør Anne Mette Rahbæk.

/ritzau/

http://www.nordjyske.dk/nyheder/print.aspx?ctrl=10&data=4%2c3802683%2c1815%... 18-07-2011

Appendix 2: Internet site: Danish government on tourism

http://www.oem.dk/arbejdsomraader/erhvervsudvikling-og-vaekstvilkaar/turisme

Turisme   Page 1 of 1

ØKONOMI- OG ERHVERVSMINISTERIET

Turisme

Turismen er vigtig for dansk økonomi og omsætter årligt for mere end 70 mia. kroner. Turismeerhvervet står dog over for nogle særlige udfordringer. Ved at tage hånd om disse, kan turismeerhvervet være med til at sikre dansk vækst i fremtiden.

Turismen er vigtig for dansk økonomi – ikke mindst til udvikling og beskæftigelse i yderområderne. I 2006 var der årligt en omsætning i dansk turisme på ca. 73 mia. kroner, hvoraf ca. halvdelen stammede fra udenlandske rejsende. Den anden halvdel stammede fra danske turister. Samtidig gav turismen i 2006 arbejde til knap 127.000 fuldtidsbeskæftigede.

Turismens udfordringer
Turismeerhvervet står dog også over for en række udfordringer, herunder særligt:

- Der er en betydelig international konkurrence.
- Der er en lavere udvikling i værditilvæksten end i det øvrige erhvervsliv.
- Der har været et fald i antallet af udenlandske overnatninger, mens de indenlandske overnatninger dog har været stigende.
- Erhvervet er også påvirket af den internationale økonomiske krise.

Vækstpotentiale i dansk turisme
Samtidig er turismen også et af de erhverv, som skal være med til at drive dansk vækst i fremtiden. Turismen er nemlig et eksempel på et erhverv, hvor arbejdspladserne ikke på samme måde som i andre erhverv flytter til udlandet. Der er derfor et stort potentiale i at få taget hånd om erhvervets særlige udfordringer og gennem samarbejde skabe fornyet vækst i dansk turisme.

Igangsatte initiativer
Der har derfor været stort fokus på at sikre nogle gode rammevilkår for erhvervet samt at optimere den internationale markedsføring af Danmarks som rejsemål. Af centrale tiltag kan især følgende nævnes:

- Der er blandt andet med den nye lov om VisitDenmark blevet gennemført en omfattende omorganisering af turismefremmeindsatsen:
  - Koordinationen styrkes, og der skres en klarere arbejdsdeling mellem aktørerne i dansk turisme.
  - VisitDenmark har kun én hovedopgave: international markedsføring af Danmark som rejsemål.
  - VisitDenmark er gjort mere forretningsorienteret.
- Der er vedtaget en fælles strategi for dansk turisme i 2009, "Vores Rejse".
- Bundfradraget for udlejning af feriehuse er med finansloven for 2010 hævet fra 7.000 kroner til 10.000 kroner.
- Der er givet mulighed for, at der kan bygges større campinghytter.

http://www.oem.dk/arbejdsomraader/erhvervsudvikling-og-vaekstvilkaar/turisme   18-07-2011

Appendix 3: Internet site: Overview of regions

http://www.rn.dk/Regionen/English/

Region Nordjylland - English   Page 1 of 1

REGION NORDJYLLAND

Region Nordjylland › Om regionen › English ›   Yderligere information

The North Denmark Region

The North Denmark region is one of five regions in Denmark. With its
578,839 citizens, the region is the smallest as regards population.
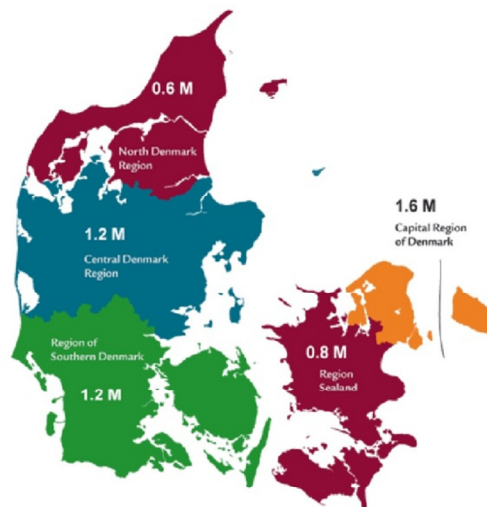
The North Denmark Region covers an area of 7,933,32 km².

Organisation

You can read about the organisation of The North Denmark region here

Tasks

The North Denmark Region is responsible for three main tasks. You can read
about these by clicking the links below.

Health care

Regional Development

Social Services and Special Education

Region Nordjylland - Niels Bohrs Vej 30, 9220 Aalborg Ø
Tlf. 96 35 10 00 - Fax: 98 15 20 09 - Officiel og sikker post - region@rn.dk
Træffetid: Mandag-torsdag kl. 8.00-15.30 - fredag kl. 8.00-15.00
Søg på EAN numre i Region Nordjylland
Behandling af personoplysninger fra hjemmesiden

http://www.rn.dk/Regionen/English/   18-07-2011

Appendix 4: Internet site: Regional development

http://www.ebst.dk/tema9/0/72

Erhvervspolitik, turisme og regional udviklings-strategi - Policy integration eller segm... Page 1 of 7

ERHVERVS- OG BYGGESTYRELSEN

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Regional Udvikling

Vidensbank

02.06.2008

Erhvervspolitik, turisme og regional udviklings-strategi - Policy integration eller segmentering?

Henrik Halkier, Professor ved Aalborg Universitet

Turisme er et at de seks prioriterede indsatsområder i den erhvervsfremmelov, der blev vedtaget parallelt med strukturreformen, og for første gang er turisme nu blevet et lovbestemt indsatsområde for det regionale niveau. Hvad der tidligere var en frivillig aktivitet for især de tidligere amter, er nu noget som de ny regioner skal beskæftige sig, hvad enten de opfatter turisme som en mere eller mindre perspektivrig aktivitet i forhold til den overordnede strategi for regional udvikling. Turismens ny status som en del af *mainstream* erhvervsfremme rejser to spørgsmål. For det *første*: hvordan er forholdet mellem turisme og anden regional erhvervsfremme i udgangspunktet? Og for det *andet*: hvorledes er integrationen foregået i regionerne i praksis, og kan man allerede nu se ændringer mht. mål, midler og organisation?

Udgangspunktet for analysen er en institutionalistisk tilgang til policy-analysen (se f.eks. Halkier, 2006), der lægger vægt på hvilken type forandring der forsøges skabt gennem offentlig intervention, hvilke midler der bringes i anvendelse for at skabe forandring, og hvilket institutionelt set-up politikudvikling og implementering foregår inden for. Med hensyn til *strategiske mål* er det således hensigtsmæssigt at skelne mellem, om der ønskes at

http://www.ebst.dk/tema9/0/72   18-07-2011

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skabe kvantitative eller kvalitative forandringer: 'mere af det samme' i form af f.eks. salg af eksisterende produkter til nye markeder eller iværksætteri inden for veletablerede brancher er umiddelbart præget af mindre usikkerhed end lancering af helt nye produkter. Omvendt er der også forskel på, om det er ny eller eksisterende virksomheder, der satses på som forandringsagenter: de eksisterende virksomheders erfaring og ressourcer skal vejes op mod trægheden af veletablerede rutiner, mens der er større frihed og usikkerhed knyttet til nye erhvervsaktører. *Policy-instrumenter* udgør en kombination af ressourcer og regler, der styrer målgruppens adgang til disse ressourcer. Inden for regional- og turismepolitik i Danmark har de hyppigst anvendte ressourcer været økonomiske, vidensmæssige og organisatoriske, som målgrupperne så enten har fået betinget adgang til - f.eks. tilskud til bestemte investeringer eller netværksadgang på baggrund af større ledelsesinvolvering - eller, måske mere overraskende, har fået stillet til rådighed uden betingelser og som derfor kan anvendes ud fra virksomhedernes egne prioriteringer. Eksempler på sidstnævnte kunne være udbygning af transportinfrastrukturen - veje kan bruges til både eksport og import - og generel PR for en turistdestination, som bidrager til at mindske behovet for marketing for den enkelte turistvirksomhed, uden at der stilles krav til om, at dette indirekte tilskud skal anvendes til f.eks. udvikling af eksisterende eller nye produkter. Endelig varierer *organisationen*, den valgte form for policy governance, på to overordnede territorielle dimensioner inden for regional- og turismepolitik: bestemte tiltag kan være målrettet mod udvalgte dele af landet eller være landsdækkende, og ét eller flere politiske niveauer kan være involveret i finansieringen, planlægningen, og implementeringen af en bestemt aktivitet.

Den følgende analyse vil tage udgangspunkt i disse tre dimensioner og først se på situationen før strukturreformen, dernæst kort på de overordnede implikationer af strukturreformen mht. regional- og turismepolitik, og endelig forsøge at give en første pejling på situationen efter strukturreformen, således som det tager sig ud, efter det ny set-up har fungeret i snart et år.

Turisme- og regionalpolitik før strukturreformen
Hvis man går blot 20 år tilbage var forholdet mellem de to policy-områder faktisk ganske ligetil, fordi staten i det store og hele stod for planlægning og gennemførelse af både regional erhvervsudvikling og turismefremmen. Regionalpolitikken - eller egnsudviklingsstøtten som den blev kaldt - bestod primært af investeringstilskud til virksomheder, der udvidede deres økonomiske aktivitet i særlige støtteområder, der var udpeget på nationalt plan og havde særlig høj arbejdsløshed. Der var med andre ord tale om en centraliseret model, hvor adgang til ekstra økonomiske ressourcer var betinget af investering i statsudpegede støtteområder, og målet primært var at øge antallet af arbejdspladser ved at billiggøre produktionen for eksisterende eller tilflyttende virksomheder, dog uden at støtten var gjort betinget af mere specifikke krav til f.eks. udvikling af produkter eller produktionsteknologi. Omvendt bestod turisme-politikken primært af statsstøtte til markedsføring af Danmark over for udenlandske turister, som så i varierende omfang blev suppleret med kommunal støtte til lokale turistforeninger med henblik på at servicere turisterne, når de først var kommet til landet. Der var med andre ord tale om en turismepolitik, hvor centraliseret hvervende markedsføring kombineret med lokale serviceaktiviteter tilsammen betød en indirekte aflastning af de enkelte virksomheders reklamebudgetter, men som ikke pegede i retning af udvikling af ny og mere konkurrencedygtige turismekoncepter, med mindre virksomhederne selv i forvejen var indstillet herpå. Selvom både organisationen og det strategiske mål - centraliseret statsstøtte med ekspansion af eksisterende aktiviteter for øje - var de samme, så var midlerne altså forskellige: mens regionalpolitikken var domineret af direkte investeringstilskud til enkeltvirksomheder, så var turismefremmens vigtigste instrument destinationsmarkedsføringen og dermed indirekte tilskud til virksomhederne i branchen.

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Fra slutningen af 1980erne frem til den seneste strukturreform bliver billedet imidlertid langt mere kompliceret (Halkier, 2001, 2008). På det regionalpolitiske område blev det nationale niveaus enerådende position afløst af et meget mere broget billede, hvor det regionale niveau og EU-finansierede programmer spillede hovedrollen, mens staten stod for den overordnede regulering af aktiviteterne. Regionalpolitik var dermed ikke længere geografisk selektiv – noget der kun foregår i svage udkantsområder – og samtidig ændredes karakteren af de anvendte policy-instrumenter sig også markant. Direkte investeringsstøtte til individuelle virksomheder trådte i baggrunden til fordel for forbedring af de såkaldte rammebetingelser – f.eks. rådgivning eller netværksdannelser – der brugte 'bløde' organisatoriske eller informationsbaserede virkemidler for at påvirke virksomhedernes konkurrenceevne. Regionalpolitik handlede tydeligvis ikke længere blot om at omfordele den økonomiske aktivitet fra stærke til svage områder, det handlede i høj grad også – faktisk primært hvis man skal dømme ud fra statens regionalpolitiske redegørelser (f.eks. Erhvervsministeriet, 1995) – om at skabe øget vækst i samtlige regioner. Både organisering, mål og midler ændrer sig med andre ord – decentralisering, konkurrenceevne og rammebetingelser er 1990ernes kodeord – men der rokkes ikke ved den grundlæggende tankegang om 'noget-for-noget': virksomhedernes adgang til regionalpolitiske ressourcer fortsat er betinget af igangsættelsen af bestemte aktiviteter, hvad enten det nu er fysiske investeringer eller (i stigende omfang) produkt-, proces- eller organisationsudvikling.

Udviklingen inden for turismepolitik har på mange måder bevæget sig parallelt hermed. Også på dette policy-område var staten ikke længere den eneste aktør fra 1990erne og frem (Lyck, 2003; Kvistgaard, 2006): først blev tvær-kommunale destinationer og siden regionale samarbejder etableret, til dels på initiativ af og med støtte fra staten, og senest er private turismeaktører og offentlige vidensinstitutioner blevet inddraget i alliancer og spydspidsprojekter inden for udvalgte turismemæssige forretningsområder. Disse organisatoriske forandringer blev fulgt af en forskydning med hensyn til mål og midler i turismepolitikken: selvom markedsføring stadig sås som en central aktivitet, så kom der stærkere fokus på produktudvikling og innovation. Det handler ikke længere blot om at synliggøre de eksisterende produkter for at udnytte den eksisterende kapacitet bedre, men også om at udvikle nye produkter med henblik på at fastholde Danmark som et attraktivt sted at holde ferie både for eksisterende og nye grupper af potentielle turister. Organisation og strategi inden for turismepolitik bevægede sig således parallelt med ændringerne inden for regional erhvervspolitik, men der var fortsat en klar forskel med hensyn til midler og strategi, idet generel støtte til markedsføring af destinationer – for at opnå bedre kapacitetsudnyttelse/indtjening – fortsat ikke var knyttet sammen med krav til enkeltvirksomhederne om investering og udvikling.

Strukturreform, regional erhvervsfremme og turismepolitik

Som led i strukturreformen fik det regionale niveau for første gang ansvaret for regionens økonomiske udvikling, herunder turisme. Hidtil havde denne type aktiviteter været en frivillig opgave, som amterne har kunnet påtage sig i det omfang, de fandt det ønskeværdigt, men fra 2007 blev regionaludvikling en obligatorisk og central del af de nye regioners opgave, konkret placeret i regi af regionale vækstfora sammensat af repræsentanter fra centrale offentlige og private aktører med indflydelse på regional udvikling, og hvor aktiviteter vil blive finansieret af statslige tilskud, lovfæstede udviklingsbidrag fra kommunerne og midler tilvejebragt gennem andre eksisterende udviklingsprogrammer (Økonomi- og Erhvervsministeriet, 2005). Rent organisatorisk ligger de nye vækstfora i klar forlængelse af den partnerskabsmodel som f.eks. EU's Strukturfonde anvendte siden slutningen af 1980erne, f.eks. i skikkelse af Nordjyllands Udviklingsfond, der var et centralt omdrejningspunkt i koordineringen af de nordjyske mål 2-programmer og amtets øvrige regionaludviklingsaktiviteter (Halkier og Flockhart, 2002). Men i forhold til den hidtidige

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situation er en potentielt meget vigtig ændring, at turisme nu er blevet gjort til ét af regionaludviklingens seks centrale indsatsområder: turismeudvikling er med andre ord ikke længere et særskilt policy-område, men i princippet en integreret del af den regionale erhvervspolitik.

Denne integration kunne ses som svaret på mange års klagesang fra turismeaktører(se f.eks. Kvistgaard, 2006), der har hævdet at erhvervet ikke har den samme positive samfundsmæssige status som højteknologisk industri og derfor ikke bliver tilstrækkelig tilgodeset på den politiske dagsorden. Men konsekvenserne af denne integration er langt fra givet på forhånd. Man kunne jo også forestille sig, at turisme kun bliver formelt integreret men reelt lever i en slags parallel verden, der fortsat var domineret af andre prioriteter og måder at fremme erhvervsudviklingen end de, der var herskende inden for regional erhvervsudvikling i øvrigt. Eller man kunne forestille sig, at hvis turismen rent faktisk bliver integreret i den regionale erhvervspolitik, vil den fortsat blive nedprioriteret til fordel for andre former for økonomisk aktivitet, simpelthen fordi forskydning af ansvaret fra det nationale til det regionale niveau ikke nødvendigvis ændrer hverken opfattelser af hvad, hvad det kan betale sig at satse for at fremtidssikre regionerne, eller opfattelser af, hvilke policy-instrumenter det er betimeligt at bringe i anvendelse for at fremme udviklingen i regionerne. Et nærmere blik på det nye institutionelle set-up omkring de regionale vækstfora, og processen der ledte op til deres etablering, kan give et første bud på, hvilke konsekvenser integrationen af turisme i den regionale erhvervspolitik kan tænkes at få. Det er muligt at identificere tre centrale spændinger, som omfatter mål, midler og organisation inden for det ny fælles policy-område.

Fire ud af de seks indsatsområder for de ny regionale vækstfora handler om innovation og vækst, mens to af dem, bosætning og turisme, synes at være blevet inkluderet primært for at tage særlig hensyn til udkantsområderne. Denne fastlæggelse af de *strategiske mål* vil udviklomt gøre det lettere at prioritere turisme i f.eks. de vest- og nordjyske kystområder, fordi der her er et sammenfald mellem (industrielle) udkantsområder og stærke turismeområder, men omvendt kan det måske også gøre det sværere at prioritere turisme i det hele taget, fordi denne økonomiske aktivitet kommer til at fremstå som "den sidste udvej", når alt andet er slået fejl.

Med hensyn til *policy-instrumenter* så falder mange af de eksisterende turisme-støtteordninger overordnet set i umærket forlængelse af den generelle erhvervspolitik, som de seneste årtier har haft fokus på støtte via rammebetingelser til grupper af virksomheder, f.eks. i form af virksomhedsnetværk og rådgivning med hensyn til produktudvikling. Også den eksisterende støtte til markedsføring af Danmark og de enkelte destinationer kan i princippet opfattes som en rammebetingelse der fremmer mulighederne for den enkelte turisme-aktør for at komme i kontakt med potentielle kunder, men i modsætning til f.eks. eksportstøtte-ordninger for mindre industrivirksomheder er der ikke tale om at indlejre ny og potentielt proaktive kompetencer hos den enkelte turismevirksomhed: i stedet øges den internationale eksponering af det eksisterende produkt på en måde, der ikke stiller krav andet end (i bedste fald) passiv medfinansiering. Denne form for støtte kunne opfattes som værende på linie med tidligere tiders regionalpolitik, hvor de offentlige gav direkte tilskud til virksomhederne for at producere i udkantsområderne uden at indbygge betingelser, der på længere sigt skulle kunne medvirke til at gøre virksomhederne mindre afhængige af offentlige tilskud – og hvis denne opfattelse skulle vinde frem i de nye regionale vækstfora, så vil støtte til turistmarkedsføring klart nok være i fare for at blive indskrænket.

Organisatorisk vil både den regionale erhvervsfremme i almindelighed og turismepolitikken i særdeleshed være placeret i spændingsfeltet mellem tre administrative niveauer. De nye regionale vækstfora har ikke noget selvstændigt indtægtsgrundlag, men er afhængige af

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finansiering fra især stat og kommuner, og spørgsmålet er, i hvor høj grad dette vil få indflydelse på de regionale prioriteter med hensyn til både mål og midler. I hvilket omfang vil kommunerne acceptere at 'deres' udviklingsbidrag går til at finansiere udviklingsprojekter i andre dele af regionen, og i hvilket omfang vil institutioner på det nationale niveau – regering, centraladministration, styrelser – acceptere forskellige regionale prioriteter? Dette er også et relevant spørgsmål på turismeområdet, hvor mange kommuner traditionelt har været engageret i turismefremme gennem støtte til turistforeninger i lokalområdet, og hvor VisitDenmark med den nye lov om erhvervsfremme bliver en central, gennemg"ende" organisation, der kommunalen og"rlig" kan etablere forskellige
*til"

Regionale"erhvervsfremme"og"turisme"politik"i"fra"struktur"reformen
Herefter"en" en"orga"organisation"central"analyse"af"indførelse"af"regionale"vækstfora, som"nu natul gen stadig med fastholdes, reg"ing"så på i hvilket"omfang"– og på hvilke"præmisser"– der"på er forekommen"integration"konvention"mellem"nasjonal"deres"specific"policy"-netværk.

Organisatorisk er det tydeligt, at der fortsat eksisterer to særskilte policy-netværk, helt i forlængelse af hvad den nationale turismeorganisation VisitDenmark oprindeligt havde foreslået. Mens den øvrige erhvervsfremme gradvist gennem de sidste ti år er blevet et mere og mere ensrettet system gennem sammenlægninger og nationale initiativer i forhold til regionale og lokale aktører (Halkier, 2008), så er der på turismeområdet bevaret et parallelt system med VisitDenmark som den nationale organisation, der så via et net af gensidige bestyrelsesposter er forbundet med regionale turismefremme-organisationer (VisitNordjylland osv.), der så igen arbejder tæt sammen med lokale (kommunale, tværkommunale, og sub-kommunale) organisationer. Eksistensen af et sådan parallelt netværk må naturligvis umiddelbart ses som en styrke set fra et internt turisme-synspunkt, fordi det bidrager til en fortsat varetagelse af opgaver (international markedsføring, informations- og anden servicering af individuelle turister), der traditionelt har haft væsentlig prioritet i dansk turismepolitik. Omvendt er det også klart, at eksistensen af et sådan sub-system samtidigt gør det nemmere at begrænse integrationen i det overordnede danske erhvervsfremmesystem i form af konvergens af mål og midler.

Med hensyn til *målsætninger* har introduktionen af de regionale vækstfora ikke medført de store ændringer mht. den regionale turismefremme. Samtlige seks vækstfora har turisme som en central prioritet, ofte tematiseret som led i satsningen på (en mere eller mindre bredt defineret form for) oplevelsesøkonomi. Det er nok næppe overraskende, at regioner hvor turismen allerede opfattes som havende en stor rolle (Hovedstaden, Nordjylland), lægger megen vægt på udvidelse af de eksisterende aktiviteter gennem intensiveret og/eller målrettet markedsføring: det er således f.eks. "ambitionen, at Nordjylland udvikler sig til nordeuropæernes foretrukne kystferiedestination - hele året - både hvad angår hovedferierne og de korte ferier" (Region Nordjylland Vækstforum, 2007). Omvendt ses der en større grad af fokus på produktudvikling i regioner, hvor turismen hidtil har spillet en mindre central rolle, som f.eks. Region Sjælland, hvor erhvervsudviklingsstrategien betoner, at "udviklingen af erhvervet er afhængig af, at der udvikles nye produkter, at nye teknologier bringes i anvendelse, og at der er fokus på kompetenceudvikling, uddannelse, lederudvikling mv." (Vækstforum Sjælland, 2007). Rent strategisk fastholdes således en to-sporet strategi, der både lægger vægt på ekspansion af eksisterende aktiviteter og udvikling af nye turistiske oplevelsesprodukter, men dette forhindrer naturligvis ikke, at der kan være sket forskydninger i balancen mellem aktiviteterne som følge af det ny institutionelle set-up, hvor de regionale turismeudviklingsselskaber nu tilvejebringer en meget væsentlig del af deres finansieringsgrundlag gennem bevillinger fra de regionale vækstfora. Det er naturligvis vanskeligt at sammenligne tiden før og efter strukturreformen, fordi ikke blot opgavefordelingen men også den administrative geografi har ændret sig, men en første

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pejling kan fås, hvis man ser nærmere på balancen mellem forskellige *policy-instrumenter* i en region, hvor geografien ikke er ændret voldsomt, nemlig Nordjylland. Her udgjorde ekspansion af eksisterende aktiviteter via markedsføring 33 % af udgifterne i 2005 i regi af det 'gamle' regionale tværamtslige udviklingsselskab Midt-Nord Turisme(Midt-Nord Turisme, 2005), men markedsføring stiger til 51 % af de planlagte udgifter i 2008, sådan som de beskrives over for det regionale vækstforum i efteråret 2007 (VisitNordjylland.dk, 2007), noget der tyder på at inddragelsen af turisme i den generelle regionale erhvervsfremme ikke har svækket men snarere styrket markedsføringsdimensionen i forhold til andre udviklingsfremmende tiltag.

Status: Integration, segmentering, policy-læring?
Det billede, der tegner sig efter det første år med turisme som en del af den regionale erhvervsfremme, er således blandet. Organisatorisk er der nok sket en integration, forudsat på den måde at de regionale vækstforum spiller en central rolle ved at bevilge en væsentlig del af finansieringen til de regionale turismeudviklingsselskaber, men samtidig opretholdes disse som særskilte enheder, der ikke slås sammen med f.eks. væksthusene, oven i købet således at der eksisterer et parallelt vertikalt netværk med endnu tættere forbindelse mellem lokale, regionale og nationale aktører på turismeområdet. Dette er formentlig en væsentlig medvirkende faktor til, at turismen fortsat er på den erhvervspolitiske dagsorden i de ny regioner – og måske også baggrunden for, at traditionelle turismepolitiske virkemidler har mere end overlevet i den ny kontekst.

På kort sigt har strukturreformen og den ny erhvervsfremmelov således betydet en delvis organisatorisk integration mellem turismepolitik og anden erhvervsfremme på det regionale niveau, og det bliver interessant at følge, hvad den videre dynamik i, hvad der ved første øjekast måske kunne minde om et fornuftsægteskab, vil blive med hensyn til policy og strategier. Tre mulige scenarier synes at ligge lige for. Turisme kunne i højere grad blive opfattet som en del af et bredere erhvervsmæssigt (måske oplevelsesøkonomisk) felt, hvilket formentlig ville føre til et større fokus på udvikling af ny produkter og services rettet mod turister, hvorved turismepolitikkens profil ville bevæge sig mere i retning af den øvrige regionale erhvervsfremme – et scenario, der forudsætter fokus på de overordnede regionale udviklingsmål fra både vækstforum og turismeaktørernes side. Alternativt kunne der komme fokus på og konflikt omkring policy-instrumenterne: andre SMV-tunge erhverv kunne blive opmærksomme på, at små turismevirksomheder har fordele, som de ikke har, mens turismeaktører omvendt forsøger at holde fast i de meget synlige markedsføringsaktiviteter som en central eksistensberettigelse – med usikre konsekvenser på længere sigt for prioriteringen af turisme i forhold til andre erhvervsområder. Og endelig kunne man forestille sig et slags *live-and-let-live* scenario, hvor turisme eksisterer som et område med særlige regler og traditioner inden for den regionale erhvervspolitik – og dette accepteres, så længe det er muligt at fastholde et finansieringsgrundlag, der er acceptabelt både for turismeaktørerne og de regionale vækstfora. Som det er ud for øjeblikket, ligner det mest en kombination af den sidste og den første mulighed: det særlige organisatoriske og policy-mæssige netværk omkring turisme fastholdes, men muligheden for en gradvis læringsproces gennem løbende interaktioner med andre erhvervsfremmeaktører inden for rammerne af de ny regioner også synes at være til stede.

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Emner: Oplevelsesøkonomi | Regionalpolitik

Appendix 5: Internet site: Regional development

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REGION NORDJYLLAND

Region Nordjylland › Om regionen › English › Regional Development   Yderligere information

Regional Development

In Regional Development Sector the main objective is to enhance growth and development in the North Denmark Region.

Among the sector's primary responsibilities are the Regional Development Plan and the Business Development Strategy. This plan and strategy serve to combine and coordinate development initiatives in areas such as commerce, information technology, education, tourism, culture, nature, pollution, site contamination, raw materials and infrastructure in order to secure a focused and consistent growth and development in the North Denmark Region.

Networking and collaboration are key aspects of the work carried out by the Regional Development. Durable partnerships with the region's municipalities, companies and educational institutions are vital components in the strategies of the Regional Development Sector.

Likewise, the central location of the North Denmark Region as a gateway

well as to live and enjoy life.

For further information about regional development in the North Denmark Region please read the following documents:

- **Regional Development Plan 2007**
- **Business Development Strategy 2007-2010**

Region Nordjylland - Niels Bohrs Vej 30, 9220 Aalborg Ø
Tlf. 96 35 10 00 - Fax: 98 15 20 09 - Officiel og sikker post - region@rn.dk
Træffetid: Mandag-torsdag kl. 8.00-15.30 - fredag kl. 8.00-15.00
Søg på EAN numre i Region Nordjylland
Behandling af personoplysninger fra hjemmesiden

http://www.rn.dk/Regionen/English/RegionalDevelopment.htm   18-07-2011

Appendix 6: Internet site: The focus areas of the North Denmark Region

http://www.rn.dk/RegionalUdvikling/KulturTurismeOgOplevelse

Regional Udvikling - Kultur, turisme og oplevelse   Page 1 of 1

REGION NORDJYLLAND

Region Nordjylland › Regional Udvikling › Kultur, turisme og oplevelse
›

Kultur, turisme og oplevelse

Kultur, turisme og oplevelser sætter Nordjylland på landkortet.

Yderligere information

Kontaktperson:
Kontorchef Nanna Skovrup
Tlf. 96 35 13 80
Opdateret d.
4. februar 2011

Vision, strategier og planer

Kultur, turisme og oplevelser er i fokus i den regionale udvikling, hvor det er visionen, at Nordjylland skal være en progressiv del af Danmark med et levende kulturliv, en mangfoldig natur og en rigdom af oplevelser. Regionen vil være kendetegnet ved kombinationen af det banebrydende, nytænkende og eksperimenterende i forening med respekten for historie, traditioner og lokal egenart.

Gennem en strategisk indsats arbejder Region Nordjylland med at realisere visionen sammen med en bred vifte af regionale partnere. Det er således en forudsætning, at der etableres netværk og samarbejdsprojekter på tværs af kommuner, videninstitutioner, virksomheder, attraktioner, kulturinstitutioner, kunstnersammenslutninger og brancheorganisationer.

Du kan finde mere information om de regionale strategier og planer inden for kultur, turisme og oplevelser i menuen til venstre. Desuden kan du finde relevante analyser og rapporter.

Indsatser og opgaveområder

Inden for kultur, turisme og oplevelse har Regionen fastlagt en række indsatser og opgaveområder, som understøtter det strategiske arbejde med regional udvikling i Nordjylland. De enkelte indsatser og opgaveområder omfatter følgende:

- **Kulturpuljen**
- Oplevelsesøkonomi
- **Go Global – verdensmusik i Nordjylland**

Regional Udvikling - Niels Bohrs Vej 30, 9220 Aalborg Øst
Tlf. 96 35 10 00 - Fax: 98 15 20 09 - Officiel og sikker post - region@rn.dk
Træffetid: Mandag-torsdag kl. 8.00-15.30 - fredag kl. 8.00-15.00
Søg på EAN numre i Region Nordjylland
Behandling af personoplysninger fra hjemmesiden

http://www.rn.dk/RegionalUdvikling/KulturTurismeOgOplevelse/   18-07-2011

Appendix 7: Internet site: The Municipality of Jammerbugt

http://da.wikipedia.org/wiki/Jammerbugt_Kommune

Jammerbugt Kommune - Wikipedia, den frie encyklopædi   Page 1 of 3

Jammerbugt Kommune

Fra Wikipedia, den frie encyklopædi

Jammerbugt Kommune er en kommune i Region Nordjylland efter Kommunalreformen i 2007. Allerede den 15. november 2005 blev kommunalbestyrelsen dog valgt. Kommunalbestyrelsen har 27 medlemmer. Borgmester er Mogens Christen Gade, Venstre.

Jammerbugt Kommune opstod ved sammenlægning af flg.:

■ Brovst Kommune
■ Fjerritslev Kommune
■ Pandrup Kommune
■ Aabybro Kommune

Fakta om Jammerbugt Kommune
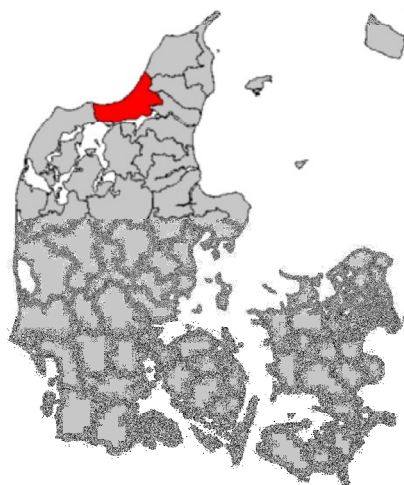
Kommunesæde:	Aabybro
Kommunekode:	
Region:	Nordjylland
Areal:	872,92 km²
Indbyggere:	38.733[1] (2011)
Befolkningstæthed:	44,6 (Indbyg. pr. km²)
Borgmester:	Mogens Christen Gade
Borgmesterparti:	Venstre
Hjemmeside:	www.jammerbugt.dk (http://www.jammerbugt.dk)

Indholdsfortegnelse

■ 1 Politik
   ■ 1.1 Udvalg
   ■ 1.2 Kommunalvalg 2009
   ■ 1.3 Borgmestre
■ 2 Største byer
■ 3 Eksterne links
■ 4 Kilder

Jammerbugt Kommune

Politik

http://da.wikipedia.org/wiki/Jammerbugt_Kommune   18-07-2011

Jammerbugt Kommune - Wikipedia, den frie encyklopædi   Page 2 of 3

Jammerbugt Kommune bliver styret politisk af en kommunalbestyrelse bestående af 27 medlemmer, der er på valg hvert fjerde år. Den nuværende kommunalbestyrelses sammensætning er fordelt således:

- Venstre Brovst - 6
- Venstre Aabybro - 3
- Venstre Fjerritslev - 2
- Venstre Pandrup - 2
- Socialdemokratiet Aabybro - 4
- Socialdemokratiet Fjerritslev - 2
- Socialdemokratiet Pandrup - 2
- Socialdemokratiet Brovst - 1
- Det Radikale Venstre - 1
- Dansk Folkeparti - 1
- Socialistisk Folkeparti - 1
- Borgerlisten Fjerritslev - 1

I alt har Venstre 13 og Socialdemokratiet 10 medlemmer.

Borgmester og formand for kommunalbestyrelsen er Mogens Christen Gade fra Venstre Brovst.

Udvalg

Kommunalbestyrelsen uddelegerer nogle af dens politiske beslutninger til kommunens 7 udvalg.

- Økonomiudvalget
- Børne- og Kulturudvalget
- Social- og Sundhedsudvalget
- Teknik- og Miljøudvalget
- Folkeoplysningsudvalget
- Beskæftigelsesudvalget
- Tema- og Udviklingsudvalget

Kommunalvalg 2009

Den 17. november 2009 var der valg til kommunalbestyrelsen i Jammerbugt Kommune. Den tidligere minister Ole Stavad (S) var sit partis borgmesterkandidat og udfordrede Mogens Christen Gade (V). Venstre gik 2 mandater tilbage, men kunne med Det Konservative Folkepartis ene mandat danne flertal.

	Parti/liste	Stemmer	Mandater
A	Socialdemokratiet	7559	11
B	Det Radikale Venstre	218	0
C	Det Konservative Folkeparti	927	1
F	Socialistisk Folkeparti	1899	2
K	Kristendemokraterne	171	0
O	Dansk Folkeparti	1190	1
T	Borgerlisten Jammerbugten	743	1
V	Venstre	8288	11

http://da.wikipedia.org/wiki/Jammerbugt_Kommune   18-07-2011

Borgmestre

Navn	Parti	Periode
Mogens Christen Gade	Venstre	1. januar 2007 - nu

Største byer

Kommunens største byer[2]		
Nr	By	Indbyggere (2010)
1	Aabybro	5.295
2	Fjerritslev	3.404
3	Pandrup	2.870
4	Brovst	2.783
5	Kås	2.645
6	Biersted	1.690
7	Nørhalne	1.274
8	Gjøl	932
9	Skovsgård	907
10	Saltum	725

Eksterne links

Jammerbugt Kommune (http://www.jammerbugt.dk)

Kilder

1. ↑ Statistikbanken Tabel FOLK1 (http://www.statistikbanken.dk/FOLK1)
2. ↑ Danmarks Statistikbank (http://www.statistikbanken.dk/BEF44)

Kommuner i Region Nordjylland

Brønderslev | Frederikshavn | Hjørring | **Jammerbugt** | Læsø | Mariagerfjord | Morsø | Rebild | Thisted | Vesthimmerland | Aalborg

Hentet fra "http://da.wikipedia.org/wiki/Jammerbugt_Kommune"
Kategorier: Kommuner i Region Nordjylland | Jammerbugt Kommune | Etableret i 2007

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Appendix 8: Mail correspondance with VisitJammerbugten

Louise Mejling Laugesen <louisemejling@gmail.com>

Muligt samarbejde i forbindelse med speciale om Blokhus

11 meddelelser

Louise Mejling Laugesen <louisemejling@gmail.com>   2. feb. 2011 09.37
Til: fha@jammerbugt.dk

Kære Finn,

Jeg er kandidat - studerende på Aalborg Universitet, hvor jeg er startet på 10. semester den 1. februar 2011 og skal i gang med at skrive speciale. Emnet for mit speciale er branding af Blokhus ved hjælp af oplevelsesøkonomi.
Formålet med mit speciale er at identificere og definere, hvordan Blokhus kan bruge branding og oplevelsesøkonomi til at udvikle en konkurrencedygtig marketingsstrategi, der vil kunne styrke byens image og identitet. Jeg vil helt konkret have fokus på, hvordan Blokhus kunne markedsføres i forhold til den tyske turisten. Det vil være vigtigt at fremhæve de elementer og oplevelser, som gør byen unik både i og udenfor turistsæsonen.
Jeg håber, I vil være interesseret i et muligt samarbejde i forbindelse med mit speciale. Jeg synes, at det kunne være yderst interessant og spændende at arbejde sammen med jer med det formål at skabe nye ideer på turistområdet i Blokhus.

Skulle I have yderligere spørgsmål, er I meget velkommen til at kontakte mig. Jeg kommer også gerne til en uddybende samtale, hvis I ønsker det.

Venlig hilsen

Louise Mejling Laugesen

Mobil: 30 49 80 81

E-mail: louisemejling@gmail.com

Finn Hagedorn <fha@jammerbugt.dk>   3. feb. 2011 10.59
Til: Louise Mejling Laugesen <louisemejling@gmail.com>

Kære Louise!

Mange tak for din mail, hvis indhold er ganske interessant.

For at sikre dig det rette udbytte, synes jeg, du skal komme til Blokhus, så vi kan få en lidt dybere snak.

Gmail - Muligt samarbejde i forbindelse med speciale om Blokhus   Page 2 of 8

Sender du mig et par forslag til dato og tid?

Mit freundlichen Grüssen /

Best Regards
Finn Hagedorn
Turistchef
Jammerbugt Turistbureau
Strandvejen 5B - 9492 Blokhus
Tel.7257 8970 Mob. 4191 3971
Email: fha@jammerbugt.dk

Visitjammerbugten.dk
- fyldt med ferie...
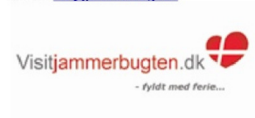
Fra: Louise Mejling Laugesen [mailto:louisemejling@gmail.com]
Sendt: 2. februar 2011 09:37
Til: Finn Hagedorn
Emne: Muligt samarbejde i forbindelse med speciale om Blokhus

[Citeret tekst er skjult]

Louise Mejling Laugesen <louisemejling@gmail.com>   3. feb. 2011 14.29
Til: Finn Hagedorn <fha@jammerbugt.dk>

Kære Finn,

Tak for din mail.

Jeg kommer gerne til Blokhus, og jeg foreslår følgende datoer:

Tirsdag den 8/2 efter kl 10.00
Torsdag den 10/2 efter kl 14.00

Håber en af disse dage passer, ellers er jeg åben overfor alternative forslag.

Venlig hilsen
Louise Mejling Laugesen

Den 3. feb. 2011 10.59 skrev Finn Hagedorn <fha@jammerbugt.dk>:
[Citeret tekst er skjult]

Finn Hagedorn <fha@jammerbugt.dk>   3. feb. 2011 14.32
Til: Louise Mejling Laugesen <louisemejling@gmail.com>

Tirsdag den 8/2 kl. 14.00 på bureauet i Blokhus. Kunne det passe?

https://mail.google.com/mail/?ui=2&ik=5b31664280&view=pt&search=inbox&th=1...   18-07-2011

Mit freundlichen Grüssen /

Best Regards
Finn Hagedorn
Turistchef
Jammerbugt Turistbureau
Strandvejen 5B - 9492 Blokhus
Tel.7257 8970 Mob. 4191 3971
Email: fha@jammerbugt.dk

Visitjammerbugten.dk
- fyldt med ferie...

Fra: Louise Mejling Laugesen [mailto:louisemejling@gmail.com]
Sendt: 3. februar 2011 14:29
Til: Finn Hagedorn
Emne: Re: Muligt samarbejde i forbindelse med speciale om Blokhus

[Citeret tekst er skjult]

Louise Mejling Laugesen <louisemejling@gmail.com>   3. feb. 2011 18.06
Til: Finn Hagedorn <fha@jammerbugt.dk>

Det passer fint med mig.

Venlig hilsen
Louise Mejling Laugesen

Den 3. feb. 2011 14.32 skrev Finn Hagedorn <fha@jammerbugt.dk>:
[Citeret tekst er skjult]

Louise Mejling Laugesen <louisemejling@gmail.com>   9. feb. 2011 20.46
Til: Finn Hagedorn <fha@jammerbugt.dk>

Kære Finn

Som opfølgning på vores møde angående samarbejde i forbindelse med mit speciale, vil jeg være meget interesseret i at arbejde sammen med Jammerbugt Turistbureau med det formål at udvikle oplevelsesøkonomiske ideer i henhold til Blokhus' maritime/kulturhistoriske profil. Jeg synes, at det ville være meget interessant at deltage som observatør i udviklingsgruppen, da dette kan være med til at give mig et indblik i arbejdet med Blokhus.

Vi kan drøfte de nærmere detaljer i forbindelse med ovenstående på et senere tidspunkt.

Jeg ser frem til at høre fra dig,

Venlig hilsen

Louise Mejling Laugesen

Den 3. feb. 2011 18.06 skrev Louise Mejling Laugesen <louisemejling@gmail.com>:

https://mail.google.com/mail/?ui=2&ik=5b31664280&view=pt&search=inbox&th=1...   18-07-2011

Gmail - Muligt samarbejde i forbindelse med speciale om Blokhus   Page 4 of 8

[Citeret tekst er skjult]

Finn Hagedorn <fha@jammerbugt.dk>   10. feb. 2011 15.01
Til: "louisemejling@gmail.com" <louisemejling@gmail.com>

Tak for din mail. Ring til mig mandag. Hilsen finn hagedorn

---oprindelig e-mail---
Afsender: "Louise Mejling Laugesen" <louisemejling@gmail.com>
Sendt til: fha@jammerbugt.dk
Sendt tidspunkt: 09.02.2011 20:46
Emne: Re: Muligt samarbejde i forbindelse med speciale om Blokhus

Kære Finn

Som opfølgning på vores møde angående samarbejde i forbindelse med mit speciale, vil jeg være meget
interesseret i at arbejde sammen med Jammerbugt Turistbureau med det formål at udvikle
oplevelsesøkonomiske ideer i henhold til Blokhus' maritime/kulturhistoriske profil. Jeg synes, at det ville
være meget interessant at deltage som observatør i udviklingsgruppen, da dette kan være med til at give
mig et indblik i arbejdet med Blokhus.

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Jeg ser frem til at høre fra dig,

Venlig hilsen

Louise Mejling Laugesen

Den 3. feb. 2011 18.06 skrev Louise Mejling Laugesen <louisemejling@gmail.com>:

    Det passer fint med mig.

    Venlig hilsen
    Louise Mejling Laugesen

Den 3. feb. 2011 14.32 skrev Finn Hagedorn <fha@jammerbugt.dk>:

    Tirsdag den 8/2 kl. 14.00 på bureauet i Blokhus. Kunne det passe?

    Mit freundlichen Grüssen /

    Best Regards

    Finn Hagedorn

    Turistchef

    Jammerbugt Turistbureau

    Strandvejen 5B - 9492 Blokhus

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Gmail - Muligt samarbejde i forbindelse med speciale om Blokhus   Page 5 of 8

Tel.7257 8970 Mob. 4191 3971

Email: fha@jammerbugt.dk <mailto:rin@jammerbugt.dk>

Fra: Louise Mejling Laugesen [mailto:louisemejling@gmail.com]
Sendt: 3. februar 2011 14:29
Til: Finn Hagedorn
Emne: Re: Muligt samarbejde i forbindelse med speciale om Blokhus

Kære Finn,

Tak for din mail.

Jeg kommer gerne til Blokhus, og jeg foreslår følgende datoer:

Tirsdag den 8/2 efter kl 10.00

Torsdag den 10/2 efter kl 14.00

Håber en af disse dage passer, ellers er jeg åben overfor alternative forslag.

Venlig hilsen

Louise Mejling Laugesen

Den 3. feb. 2011 10.59 skrev Finn Hagedorn <fha@jammerbugt.dk>:

Kære Louise!

Mange tak for din mail, hvis indhold er ganske interessant.

For at sikre dig det rette udbytte, synes jeg, du skal komme til Blokhus, så vi kan få en lidt dybere snak.

Sender du mig et par forslag til dato og tid?

Mit freundlichen Grüssen /

Best Regards

Finn Hagedorn

Turistchef

Jammerbugt Turistbureau

Strandvejen 5B - 9492 Blokhus

https://mail.google.com/mail/?ui=2&ik=5b31664280&view=pt&search=inbox&th=1...   18-07-2011

Tel.7257 8970 Mob. 4191 3971

Email: fha@jammerbugt.dk <mailto:rin@jammerbugt.dk>

[Citeret tekst er skjult]

Finn Hagedorn <fha@jammerbugt.dk>   **14. feb. 2011 15.52**
Til: Louise Mejling Laugesen <louisemejling@gmail.com>

Hej!

Fik din besked i formiddags, og har lige forsøgt at ringe, men uden held.

Fint, du ønsker at være med.

Jeg kan sikkert træffes på mobil i morgen eftermiddag (tirsdag)

Venlig hilsen
Mit freundlichen Grüssen / Best regards
Finn Hagedorn
Turistchef

VisitJammerbugten.dk
- fyldt med ferie...

Strandvejen 5 B, DK-9492 Blokhus
Tel.7257 8970 Mob. 4191 3971
Email: fha@jammerbugt.dk

Fra: Louise Mejling Laugesen [mailto:louisemejling@gmail.com]
Sendt: 9. februar 2011 20:47
[Citeret tekst er skjult]

[Citeret tekst er skjult]

Finn Hagedorn <fha@jammerbugt.dk>   **14. feb. 2011 16.04**
Til: Louise Mejling Laugesen <louisemejling@gmail.com>

Lotte

72 57 89 70

lka@jammerbugt.dk

Venlig hilsen
Mit freundlichen Grüssen / Best regards
Finn Hagedorn
Turistchef

VisitJammerbugten.dk
- fyldt med ferie...

Strandvejen 5 B, DK-9492 Blokhus
Tel.7257 8970 Mob. 4191 3971
Email: fha@jammerbugt.dk

Fra: Louise Mejling Laugesen [mailto:louisemejling@gmail.com]
Sendt: 9. februar 2011 20:47
[Citeret tekst er skjult]

[Citeret tekst er skjult]

Finn Hagedorn <fha@jammerbugt.dk>   **14. feb. 2011 16.09**
Til: Louise Mejling Laugesen <louisemejling@gmail.com>

Jeg har lige fundet ud af at Lotte først er her på mandag den 21/2, så du må vente indtil da.

Venlig hilsen
Mit freundlichen Grüssen / Best regards
Finn Hagedorn
Turistchef

VisitJammerbugten.dk
- fyldt med ferie...

Strandvejen 5 B, DK-9492 Blokhus
Tel.7257 8970 Mob. 4191 3971
Email: fha@jammerbugt.dk

Fra: Finn Hagedorn
Sendt: 14. februar 2011 16:04
Til: 'Louise Mejling Laugesen'
Emne: SV: Muligt samarbejde i forbindelse med speciale om Blokhus

[Citeret tekst er skjult]

Louise Mejling Laugesen <louisemejling@gmail.com>   14. feb. 2011 16:20
Til: Finn Hagedorn <fha@jammerbugt.dk>

Det er bare fordan Tekior hej

https://mail.google.com/mail/?ui=2&ik=5b31664280&view=pt&search=inbox&th=1...   18-07-2011

100

Venlig hilsen
Louise Mejling Laugesen

Den 14. feb. 2011 16.09 skrev Finn Hagedorn <fha@jammerbugt.dk>:
[Citeret tekst er skjult]

Appendix 9: Logbook, including observations, reflections and perspectives in connection with meetings in Blokhus

<u>Møde med Finn Hagedorn – turistchef ved Jammerbugt Turistbureau den 8/2</u>

- Det var vigtigt for mig at holde afstand og være objektiv, da det ellers kunne farve billedet. Jeg skal ligge mærke til, hvad han ikke siger.
- Det var meget et forventnings-afstemmende møde, hvor vi skulle finde ud af, om vi kunne bruge hinanden til noget.
- Jeg lagde ud med at fortælle om min uddannelse og specialeemne og vi drøftede meget kort, hvad jeg så som problemet i Blokhus.
- Derefter fortalte han om diverse projekter bl. a. udviklingsgruppen Blokhus, og hvad han så som problemet med Blokhus.
- Han fokuserede på, hvad andre har gjort eller gør i forhold til Blokhus, hvilket tydeligvis ikke var godt nok.
- Men han nævnte ikke, hvad han eller turistbureauet gjorde/ gør eller kom med nogle forslag til forbedringer.
- Han skabte et positivt billede af sig selv og forholdsvis negativt af de andre foreninger.
- Han nævnte, at problemet i Blokhus er, at der ikke er nogen infrastruktur til at bære de forskellige projekter eller initiativer.
- Han påpegede, at han ikke synes, at Blokhus er troværdig.
- Turistbureauets rolle blev ikke tydeliggjort.
- Han nævnte også, at hans mening var, at turisterne ikke ved, hvad de vil have. For mig peger dette udsagn mere på, at <u>han</u> muligvis ikke ved, hvad turisterne vil have.

<u>Møde med Lotte Kande – projektkonsulent ved Jammerbugt Turistbureau den 3/3</u>

- Mødet skulle holdes i forbindelse med, at jeg skal deltage som observatør ved møder i udviklingsgruppen Blokhus. Denne gruppe har gang i en masse projekter, der skal iværksættes i Blokhus for at skabe positiv udvikling i byen.
- Jeg forsøgte igen at holde afstand og være observerende for lige som at være opmærksom på, hvad hun ikke fortalte mig.
- Lotte påpegede, at initiativerne ofte strander, fordi at de involverede bliver overrasket over, at det kræver hårdt arbejde og en vedvarende indsats.
- Eller også kan de involverede ikke se en fremtid i det, fordi de tvivler på, om der forefindes økonomisk støtte til det.
- Man vil altså gerne være med, hvis det drejer sig om en nem, ligetil og kortvarig indsats. Langsigtet planlægning kræver en større overbevisning.
- Lotte gav udtryk for, at folk ofte anser Jammerbugt Turistbureau som en slags "generel tovholder" på søsatte projekter. Men som hun derefter påpegede, så var det ikke turistbureauets job. Men det forvirrede folk, at bureauet ikke gik foran som forgangsmand i mange tilfælde, når de nu er en del af projektet – hvad er deres rolle egentlig?

- Hun snakkede meget om forankring og det at projekterne fra udviklingsgruppen Blokhus skulle forankres
- Jeg fik en masse papirer med hjem angående udviklingsgruppen Blokhus. Papirerne fortæller om, hvad grundlaget var for gruppen (indhold), hvorfor var den opstået og ud fra hvilke grunde/kriterier samt de forskellige grupper etc.

Perspektiv

- Kunne det være på grund af, at Jammerbugt Turistbureau ikke har defineret deres rolle klart nok? Kunne dette skabe forvirring og i sidste ende påvirke udfaldet for projektets succes? Fx Nå, men hvis turistbureauet ikke reagerer eller leder og delegerer arbejdet, hvem skal så? Vi magter det i hvert fald ikke. Med det resultat at projektet i sidste ende falder til jorden.
- Er klar definition af rollefordeling og tydelig kommunikation angående dette en mangelvare i Blokhus? Og er dette medvirkende til, at mange gode initiativer fejler?
- Der er muligvis et stort behov i Blokhus for at have en enhed eller organisation (DMO), som varetager eller kan udfylde den rolle som tovholder på søsatte projekter og dermed holde jernene i ilden og puste til gløderne, hvis man er ved at miste gejsten eller troen på projektet. Denne enhed kunne så også have den overordnede styring og ledelse og virke som samlingspunkt for alle involverede.
- Ovenstående virker som en stor del af problemet i Blokhus. Der er bare ikke nogen, som vil tage ansvar, styring, ledelse. Det er muligvis derfor, at mange gode initiativer aldrig er blevet til noget.
- Man vil gerne snakke og komme med forslag, men der er langt fra tanke til handling. Og handling kræver jo, at man skal yde en indsats og muligvis tage en ekstra tørn, og det er ikke alle, som er interesseret i eller villige til det.
- På nuværende tidspunkt har jeg faktisk endnu ikke fået oplyst, hvad Jammerbugt Turistbureau laver. Hvad er deres rolle egentligt? Bureauet er med i diverse projekter såsom udviklingsgruppen Blokhus, men hverken Lotte Kande eller Finn Hagedorn har berørt, hvilken rolle turistbureauet har. De har derimod begge fremhævet, hvad deres rolle ikke er.
- Har/Indeholder projekterne i udviklingsgruppen Blokhus potentialet, så de kan forankres?

Udviklingsgruppen Blokhus den 10/3

Tanker før mødet

- Jeg skal huske at forholde mig objektivt og på afstand for at bevare et overblik - observatør
- Et udviklingsprojekt
- Målgruppen er "Det Gode liv", som består af voksne (40+) uden medrejsende børn
- Elementer i oplevelseskoncept er generelt natur og kultur (det autentiske)
- Projektet skal være et symbol på, hvordan et udviklingsforløb kan organiseres med bred lokal erhvervsmæssig forankring
- Det skal give deltagerne mulighed for at danne netværk på tværs af brancher

- Det skal styrke lokalområdets samlede brand som badeby/ferieby
- De 4 elementer: jord, luft, ild, vand
- Projektet skal være med til at øge belægning i lavsæson
- Hele udviklingsprojektet er baseret på en livsstilanalyse foretaget af Visit Nordjylland og Jammerbugt Turistbureau
- 6 ideer er blevet udvalgt til at bære udviklingsprojektet

  →100 ting du skal nå i Blokhus

  →Krop og sjæl

  →Blokhus Bæk

  →Fotofestival

  →Det levende ord

- Der er ingen sammenhæng eller fællesnævner – jo måske de 4 elementer
- Der drages næsten ingen paralleller til Blokhus' fortid som kulturhistorisk og maritim interessant by
- Hvor er de lokales stemme? Deltagerne er primært erhvervsdrivende, konsulentfirma, Visit Nordjylland og Jammerbugt Turistbureau. Det virker meget som en top-down tilgang med "profit" som formål, repræsenteret ved turisten 40+→skaber det et solidt fundament for bæredygtig udvikling i Blokhus?
- Initiativerne virker, som om at de skal være så "fancy" og have imponérbar værdi for at tiltrække et anderledes og sofistikeret publikum
- Top-down tilgang kan også være det element, som er med til at skabe forvirring om, hvem der har det overordnede ansvar of styring bl. a. i forbindelse med uddelegering og udførelse af opgaver eller projekter jf. samtale med Lotte Kande ved Jammerbugt Turistbureau
- Helt overordnet vil dette give Blokhus indhold og den "infrastruktur" som byen så åbenlyst mangler? Er den troværdig?

<u>Tanker/observationer under/efter mødet</u>

- Blokhus i front i projekt →Visit Nordjylland badebyer 2011-2013. Blokhus skal danne eksempel for andre fremtidige projekter
- Dannelse af netværk på tværs af brancher→identifikation af vigtighed af netværk, man står sammen bag ET FÆLLES BRAND
- 65 % tyskere i feriehusene
- Brochure om 100 ting du skal nå i Blokhus bliver udgivet på dansk og tysk
- Gruppen "Det levende ord" har fokus på Blokhus' autentiske historie vha. storytelling. Blokhus' autentiske historie→temaer→fortælleren (autentiske fortællere). En fortælling kunne være Blokhus under besættelse, scenen skifter iht. Fortællingen. Gruppen sætter kun rammen, det skal iværksættes af de erhvervsdrivende.
- Blokhus Bæk skal åbnes og danne en livsnerve gennem byen – kanon projekt hvis vi kan samarbejde. Man skal vende tilbage til byens rødder.

- Der er meget fokus på økonomien bag projektet og hvad prisen skal være for de forskellige arrangementer
- Fortæller skal være lokalt forankret, det er vigtigt for at understøtte det autentiske
- Der var forslag til dannelse af historiefortæller-forening
- Man har fundet ud af, turisterne vil gerne tæt på lokalbefolkningen. Det er erfaringer gjort af Toppen af Danmark, som har et lignende projekt, der har fokus på lokale autentiske historier
- Igen bliver det fremhævet, at der mangler en samlende enhed/struktur, der sætter rammen og holder tøjlerne i forbindelse med diverse projekter (DMO). Denne enhed samler og laver markedsføring og fungerer som bindeled mellem deltagere i projektet og beslutningstagerne (kommune, region)
- Kvalitet fremfor kvantitet, klar målgruppe definition
- Tilbage til Blokhus' rødder samt skabe en enhed(DMO) der kan styre processen/projekterne
- Blokhus avis og blokhus dk. skal samles i en samlet struktur med den erhvervsdrivende fond som sekretariat
- Gruppen "Det levende ord" vil sammenkoble madoplevelser med historieoplevelsen f.eks. desserten er en autentisk opskrift fra 1852, som er udgangspunktet for historien
- Hvordan får vi erhverv og kultur koblet sammen? Der er tit en skarp opdeling af disse to.
- Udtalelse: DK er bagud i forhold til andre europæiske lande på turisme-området
- Folks holdninger og modstand kan standse mange gode initiativer
- Der ligger meget benarbejde i
- Arkitektskolen i Århus er i gang med projekt om det maritime miljø i Blokhus

Møde med gruppen "Det Levende Ord" ved Visit Nordjylland den 7/4

- Lige for mine andre møder og samtaler bruger jeg tiden før mødet til at forberede mig og minde mig selv om, at det er så utrolig vigtigt for mit speciale, at jeg forholder mig objektiv og på afstand fra aktører.
- Der var indkaldt til møde i gruppen, da et af gruppemedlemmerne havde forladt gruppen i frustration over, at man følte, at turistchefen havde stjålet gruppens ide.
- I mødet deltog foruden gruppens medlemmer (lokale erhvervsdrivende + ildsjæle) og mig, Ove Pedersen, som er ansat ved Visit Nordjylland.
- Meningen med mødet var at få gruppen op at køre igen, efter at et af medlemmerne havde forladt den.
- Gruppen brugte den første del af mødet, som de også har gjort på et tidligere møde (som jeg dog ikke har indført), på at diskutere de frustrationer og problemer, som turistchefen ved Jammerbugt Turistbureau er med til at skabe både for gruppen og i Blokhus. Den generelle mening er, at turistchefen er ikke kompetent til at besidde den stilling, som han har. Og han stjæler andre gode ideer og tiltag, og fremviser dem som sine egne.
- Derudover drøftede gruppen, hvordan de skal få kickstartet deres projekt med fortælleraftener med lokale borgere i Blokhus. Her kommer Ove Pedersen ind i billedet, da han skal arrangere, at

der kommer en person med erfaring fra storytelling og deler sine oplevelser samt inspirere de potentielle lokale fortællere.

- Meningen er, at der skal arrangeres en aften, hvor der inviteres lokale og folk fra erhvervslivet. Og så vil der komme en foredragsholder, der skal inspirere og dele oplevelser i forbindelse med storytelling.

- Det diskuteres meget på mødet, at man mangler en enhed eller organ, der kan samle alle de gode kræfter i Blokhus. Og som kan styre og koordinere diverse udviklingsprojekter. Man vil gerne skabe synergi og lønsomhed. Og man er meget interesseret i at få skabt et godt udviklingsprojekt, som eventuelt kunne brede sig til andre dele af Nordjylland.

- Jammerbugt Turistbureaus rolle i Blokhus diskuteres, da gruppens medlemmer har svært ved at identificere, hvad turistbureauet egentlig laver.

- Gruppen planlægger at afholde fortælleraftenen den 10. maj, hvor jeg vil forsøge at komme med som observatør på sidelinjen.

Møde i udviklingsgruppen 28/4

- Første gang jeg var til møde i gruppen, hvor jeg havde mulighed for at være lidt mere aktiv. Dog finder jeg det altid bedst at forholde mig afventende og observerende – mest for at bevare afstand til aktører,

- Velkomst ved Turistchef Finn Hagedorn. Han talte om, at der skal laves en tovholdergruppe i forhold til grupperne i Udviklingsgruppen Blokhus. Denne tovholdergruppe skal have base på Jammerbugt Turistbureau. Der skal skabes organisatorisk forankring. Han snakkede om potentialet i et eventuelt Blokhus-Hune samarbejde for at skabe lokal forankring

- Herefter talte Malene fra konsulentfirmaet Primus Motor. Hun sagde blandt andet, at det handler om synlighed – aktører er ambassadører for Blokhus. Hvad skal turisten huske os for? Hvilke unikke kendetegn?

- Status på gruppen "Det Levende Ord". Gruppen har måttet slå sig sammen med turistbureauet, da dette har introduceret lignende arrangementer, altså fortælleraftener. Gruppens formål er nu, at den skal påvise synergi og merværdi for lokale erhvervsdrivende, så de vil tage konceptet til sig. Turistbureauets rolle er at lave brochurer, der fortæller om arrangementerne. De erhvervsdrivende skal herefter selv styre og afholde fortæller-aftenerne – brochuren kommer til at hedde "De fortæller".

- Der blev snakket om, hvordan Blokhus som fyrtårn får skaffet penge til at promovere/profilere byen.

- I slutningen af maj skal der afholdes et turistforum, hvor turisme og oplevelsesøkonomi bliver/skal diskuteres. Borgmesteren fra Jammerbugt vil deltage i dette møde.
- Det er tydeligt, at Jammerbugt Turistbureaus rolle er marketing og profilering af Jammerbugt Kommune og intet andet.
- Finn Hagedorn skulle holde et oplæg, og dette resulterede i en længerevarende diskussion blandt ham og aktører i Udviklingsgruppen Blokhus, da disse grundlæggende er meget utilfredse med turistchefen. Der blev diskuteret om, at der mangler en strategisk diskussion i Blokhus. Trænger til snak om markedsføring, så koncepterne ikke udvandes og der hermed dannes kvalitetsløse produkter. Der skal ikke køres lignende parallelle projekter, og det sker pt. (takket være Finn Hagedorn) -->Torben Reese
- I Blokhus er det diverse grupper versus Finn Hagedorn – Jammerbugt Turistbureau
- Ofte kører turistbureauet lignende projekter ved siden af andre gruppers. Det skaber konflikter, uenighed og ingen forankring, da projekter ikke er gode nok.
- Det er tydeligt, at der er en stor gruppe i Blokhus, som føler, at turistchefen går dem i bedene med produkttilbud/udvikling.
- Der mangler en rød tråd, der mangler sammenhæng og snak om hvad vil vi med det her --> Poul Erik Blokhus Avis
- Amatør og professionel skal arbejde sammen
- Der er mangel på fælles marketingsstrategi --> alle skal sende det samme budskab
- Handel, maritim, Blokhus Bæk, vand, hav, Vesterhavet, natur
- Oplevelser + kultur + fortællinger =totaloplevelse -->synergi
- Turistchef Finn Hagedorn konfronteres med, at han ofte starter/kører parallelle initiativer ved siden af andres lignende projekter. Mange i gruppen føler, at når Finn konfronteres, er han undvigende og gemmer sig bag ved, at "det har Jammerbugt Kommune bestemt". Han håber, at denne autoritet/instans kan skræmme folk (væk) eller afholder dem fra at stille flere spørgsmål
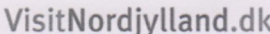
Møde eller mangel på samme den 23/5

- Jeg var inviteret med til et fællesmøde, som gruppen "Det Levende Ord" skulle afholde for de lokale erhvervsdrivende i Blokhus Skudehandel. Invitationen var kommet gennem Torben Reese, som jeg havde lidt email-korrespondance med. Jeg meldte tilbage, at jeg gerne ville deltage i mødet. Jeg fik en tilbagemelding, men gik ud fra, at det var nok, at jeg havde tilmeldt mig hos ham.

- Meningen var at præsentere deres ide om at skabe en øget profilering af virksomhederne, øget lønsomhed og mere loyale kunder. Dette skulle ske vha. et katalog med historiefortællere, som virksomhederne kan benytte sig af.

- Jeg kørte fra Aalborg til Blokhus sidst på eftermiddagen, da mødet var fra kl. 17-19.

- Da jeg ankom til Blokhus Skudehandel, undrede jeg mig over den tomme parkeringsplads og de mørke lokaler. Og overraskelsen blev endnu større, da jeg fandt dørene aflåst.

- Jeg ringede til det telefonnummer, som var påført invitationen, og jeg fik Jette Ovesen (en af medlemmerne i gruppen "Det Levende Ord") i røret.

- Hun blev meget overrasket over, at jeg ringede. Jeg fortalte, at jeg havde fået invitation til mødet af Torben Reese. Og da lokalerne var aflåste, ville jeg høre, om mødet eventuelt var flyttet til andre lokaler.

- Hun oplyste, at mødet var aflyst og havde været aflyst et stykke tid. Og hun beklagede meget, at jeg var kørt hele vejen til Blokhus, men hun viste ikke, at jeg var blevet inviteret og dermed ikke kunne melde tilbage, at mødet var aflyst.

- Endvidere oplyste hun, at gruppen "Det Levende Ord" var blevet opløst. De havde overgivet det hele til turistbureauet, da de i forvejen følte, at turistbureauet havde overtaget eller "lånt" deres koncept. Gruppen var ikke længere en del af Udviklingsgruppen Blokhus. De følte, at turistchefen havde overtaget.

- Jeg var meget skuffet og irriteret over, at de ikke havde prioriteret at melde ud til mig, at mødet ikke blev til noget. Men på den anden side bekræftede dette forløb bare yderligere, at der er et fundamentalt problem i Blokhus.

- Og at jeg er på rette spor mht. hvad jeg har fokus på i mit speciale.

- Hvis alle aktører udviser afmagt og melder pas pga. turistchefen, så bliver projekterne aldrig gennemført.

- Der er nu kun to grupper tilbage i Udviklingsgruppen Blokhus.

- Jeg sendte efterfølgende en mail til Torben Reese, hvor jeg gav udtryk for, hvor uprofessionelt og skuffende jeg synes, at dette forløb havde været.

Appendix 10: Info about "Udviklingsgruppen Blokhus"

VisitNordjylland.dk
- tid til at leve

DEN EUROPÆISKE UNION
Den Europæiske Fond
for Regionaludvikling
Vi investerer i din fremtid

Regionalfondsprojekt: Mit Nordjylland EFSN 08-0037

VisitNordjyllands udviklingsprojekt "Mit Nordjylland" sætter fokus på udvikling af tilbud i forhold til målgruppen "Det Gode Liv", der primært består af voksne (40+ år) uden medrejsende børn. Elementerne i oplevelseskonceptet for målgruppen er generelt natur og kultur (det autentiske) og ferieformen kan karakteriseres som magelig/afslappet.

I samarbejde med Jammerbugt Turistbureau er netop gennemført en analyse blandt de nuværende gæster tilhørende målgruppen i Blokhus. Analysen har præciseret hvilke oplevelser og services gæsterne lægger vægt på ved valget af destination samt benytter sig af under opholdet på den konkrete lokalitet. Med baggrund i denne analyse foreslår VisitNordjylland i samarbejde med Jammerbugt Turistbureau at gennemføre et pilotprojekt om udvikling af attraktionsværdien i Blokus-området med særligt sigte på målgruppen "Det Gode Liv".

Formålet med projektet er:
- at belyse hvordan et udviklingsforløb kan organiseres og gennemføres med bred lokal erhvervsmæssig forankring, et klart mål, og en realiserbar handlingsplan
- at deltagerne får skabt professionelle og helhedsorienterede tilbud, der øger attraktionsværdien overfor turistmålgruppen
- at øge belægning i skuldersæson/lavsæson med flere turister og skabe større indtjening for de involverede virksomheder
- at deltagerne ser værdien i at formidle og samarbejde radikalt anderledes og professionelt
- at deltagerne får skabt netværk på tværs af brancher – og får samlet erhvervet og øvrige interessenter om udvikling af de lokale kvaliteter, så turistens efterspørgsel imødekommes
- at styrke lokalområdets samlede brand, som badeby/ferieby i den hvervende markedsføring

Udviklingsgruppe
- Aktører indenfor temaet "Det Gode Liv" inviteres til at deltage i en udviklingsgruppe, som skal formulere udviklingstemaer og planoplæg for Blokhus udvikling af tilbud til turistmålgruppen.
- Deltagere i gruppen kan f.eks. være mindre og mellemstore kreative virksomheder, kulturelle tilbud, turistovernatningssteder, bespisning, ejendomsformidlere, udlejere, wellness-/spacentre, fødevarevirksomheder med speciale indenfor egnsretter, videninstitutioner, erhvervscentre, motionscentre m.v.

Deltagernes udbytte:
- Projektkonsulent, betalt af projektet, til at styre og understøtte processen
- Nye metoder og redskaber samt inspiration til udvikling og brugerdreven innovation i egen virksomhed, lokalt og i regionen
- Afprøvning/test af udvalgte produkters relevans i forhold til kunderne i målgruppen
- Videndeling og nye netværk på tværs af brancher
- Ny viden om turisme, markeder, målgrupper, produktudbud samt målgruppens vaner, ønsker og adfærd
- Adgang til internt net med mulighed for interaktiv kommunikation med nye samarbejdspartnere
- Bedre indtjening via en helhedsorienteret branding af lokalområdet i forhold til kunderne
- Profilering af egen virksomhed som en del af det stærke lokale brand via målrettet markedsføringskampagne

Deltagernes investering:
- Tid og energi til at deltage i en proces med 5 workshops og mellemliggende idéudvikling i en 9 mdrs. periode, svarende til ca. 80 timer
- Indgåelse af partnerskabs- og samarbejdsaftale om deltagelsen
- Aflevering af timeregnskab (protokol)
- Dokumentation for lønindtægt i form af lønseddelkopi med underskrift eller anden dokumentation fra ejere af personligt ejede virksomheder med mere end 5 ansatte / andre virksomhedstyper.

VisitNordjylland.dk · Turistudviklingsfonden Nordjylland · Skeelslund · DK-9440 Aabybro
Tel: 9696 1200 · Fax: 9824 4774 · CVR-nr: 24 24 59 50
Bank: Sparekassen Vendsyssel, Aabybro · Reg. nr: 9070 Konto nr: 162-13-19449 · IBAN nr. DK49 9070 1621 3194 49 · BIC: SPNODK22

DELTAGERLISTE D. 10. MARTS 2011	
Deltagere	**Organisation**
Agnes Munch	Blokhus Kanonlaug
Allan Jensen	Ildsjæl
Berit Bøjstrup	Novasol/Dansommer
Elissabeth Bittner	Klinik Vita-Vital
Erik Normann	Hune Menighedsråd
Harald Klitgaard	Hune-Blokhus i Udvikling
Helle Bødker Larsen	Hune Bageri
Jannie Kristensen	Specialestuderende, VisitJammerbugten
Jette Ovesen	Blokhus Skudehandel
Louise M. Laugesen	Specialestuderende, VisitJammerbugten
Martin Storgaard	Udviklingsafd. Jammerbugt Kommune
Merete Hansen	Hune-Blokhus Cykeludlejning
Mitzi Ziegler	Frivillig
Poul Erik Aagaard	Blokhus Avis
Poul Thomsen	Hune-Blokhus Borgerforening
Roall Bendix	Blokhus Camping
Torben Reese	Torben Reese Consult
Tilknyttet	
Finn Hagedorn	VisitJammerbugten
Line Lundorff	PrimusMotor
Lotte Kande	VisitJammerbugten
Marlene Stub Selmer	PrimusMotor
Ove Knudsen	VisitNordjylland
Sparringspartnere	
Jette Varmløse	Toppen af Danmark
Thomas Thomsen	KonXion
Tonnie Horsens	VisitNordjylland

Appendix 11: Internet site: ID360

http://www.visitnordjylland.dk/danmark/da-dk/menu/presse/id360/indledning/id360-forside.htm

ID360 - Destination Management Value System - VisitNordjylland.dk   Page 1 of 1

Nordjylland

ID360 – Destination Management Value System

Herunder kan du, ved at klikke på et af de blå felter i figuren,
læse om de 10 dimensioner i ID360.

VISITNORDJYLLAND.DK SKEELSLUND 9440 AABYBRO TEL.: +45 96 96 12 00 FAX: +45 90 24 47 74 **KONTAKT**   DISCLAIMER | SITEMAP | TILGÆNGELIGHED

http://www.visitnordjylland.dk/CmsBasis/Framework/PageLayout/Presentation/Stand... 18-07-2011

ID360 i overblik - VisitNordjylland.dk   Page 1 of 1

Nordjylland

ID360 i overblik

Baggrund:
ID360 er udviklet i forbindelse med VisitNordjyllands helårsturismeprojekt
2007 / 2008.

Indhold:
ID360 indeholder de væsentligste aspekter i forhold til integreret
destinationsudvikling med destinationens værdisæt som udgangspunkt for
udviklingsarbejdet.

Udgangspunkt:
ID360 tager altid sit udgangspunkt i et værdisæt. Det er værdisættet, som er
styringsredskab og ledestjerne for alle udviklingstiltag.

Opbygning:
ID360 indeholder 100 elementer fordelt på 10 dimensioner. I arbejdet med
ID360 skal deltagerne vurdere destinationen på de elementer, som
destinationen efter nøje overvejelse har udvalgt. Ideelt set arbejder en
destination med alle 100 elementer. En destination kan godt vælge at fokusere
mere på nogle dimensioner end andre i en periode. Fravælgelse af en eller flere
dimensioner er ikke tilrådeligt på langt sigt.

Formål:
ID360 sikrer intern integration (samarbejde og organisation) og ekstern
differentiering (markedet).
ID360 sikrer overblik, fælles udgangspunkt, inddragelse af de vigtigste
aspekter (eller bevidst fravalgt) i udviklingen af en destination.

Anvendelse:
ID360 er et internt arbejdsredskab, der eksempelvis anvendes én gang årligt.
Arbejdet med ID360 sker ud fra en her-og-nu-situation. Hvordan er situationen
i dag for destinationen som helhed? Der er ofte variationer i destinationen, og
det kan være en fordel at lave analyser på destinationer i dele indenfor
(oplevelsesrum), i det i udgangspunktet er der tale om helhedsanalyser.

Metode:
ID360 er et kvalitativt vurderingsredskab med fokus på anvendelse af vurderinger af
destinationens nuværende situation.

Test:
ID360 er testet i samarbejde med fem destinationer i 2008. Resultaterne har
været positive, og ID360 er derfor nu færdigudviklet til brug.

Læring:
ID360 sikrer, at nøglepersoners viden, vurderinger og begrundelser nedfældes,
systematiseres og forankres i organisationen. Hellere gør den enkelte at bruge i
forhold til at eksempelvis enkelte afdeling i organisationen.

Udvikling:
ID360 er udviklet af Niras Konsulenterne i/for Hjørring Kommune, VisitNordjylland
VisitNord i samarbejde med destinationerne.

VISITNORDJYLLAND.DK SKEELSLUND 9440 AABYBRO TEL.: +45 96 96 12 00 FAX: +45 98 24 47 74 **KONTAKT**   DISCLAIMER | SITEMAP | TILGÆNGELIGHED

http://www.visitnordjylland.dk/CmsBasis/Framework/PageLayout/Presentation/Stand... 18-07-2011

ID360 - sådan gør man - VisitNordjylland.dk   Page 1 of 1

Nordjylland

ID360 - sådan gør man

1. Udgangspunktet for arbejdet med ID360 er den organisation, der er ansvarlig for turisme- og oplevelsesudviklingen i destinationen.

2. Værdisættet, som er udgangspunktet for arbejdet med ID360, defineres og beskrives så detaljeret som muligt.

3. De personer, som skal deltage i arbejdet med ID360, udpeges. Der er intet loft på antallet af deltagere. Dog bør antallet af deltagere altid vurderes i forhold til ressourcer til efterfølgende bearbejdning og opfølgning.

4. Fælles introduktion til og diskussion af ID360 i forhold til anvendelse i den pågældende destination.
Dette sikrer, at deltagerne får overblik over den samlede opgave samt, at der opnås klar forståelse af, hvilken destination samt hvilket værdisæt, der arbejdes med.

5. Efter fælles introduktion og diskussion arbejder hver enkelt deltager med ID360 i eget tempo og på egne præmisser.

6. Deltagerne læser ordforklaringerne til den første dimension "Identitet". Deltagerne vurderer de enkelte elementer under "Identitet" på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Vurderingen sker ud fra en her-og-nu-situation for den pågældende destination. Hvordan er situationen i dag for destinationen? For at nå hele vejen rundt anbefales det at arbejde med alle 10 dimensioner og altså 100 elementer. Ved vurdering af hvert enkelt element er det vigtigt at holde sig værdisættet for øje.

7. Deltagerne skriver korte begrundelser for hver enkelt vurdering.

8. Proceduren gentages i forbindelse med de resterende dimensioner og elementer.

9. Når alle elementer er vurderet, udregner deltagerne de samlede scorer for alle dimensioner. Vurderinger, samlede scorer samt de korte begrundelser indsamles af de ansvarlige i organisationen.

10. Vurderingerne af elementerne i ID360, inkl. de korte begrundelser, systematiseres, således det er muligt at foretage sammenligninger og identificere mønstre i deltagernes vurderinger. De samlede scorer kan evt. fungere som indekstal for udviklingsarbejdet fremadrettet, således at ID360 anvendes som styringsredskab for destinationens udvikling over en årrække.

11. Formålet med at arbejde med ID360 er blandt andet at skabe intern klarhed over eksempelvis svagheder, styrker, mønstre (inkl. uoverensstemmelser) og ønsker til udviklingsindsatser i fremtiden. Det er ud fra disse formål, at deltagernes vurderinger og begrundelser bearbejdes.

12. På dette tidspunkt i processen er hensigtsmæssigt at samle deltagere til en præsentation og diskussion af resultater, perspektiver og processen fremadrettet.

13. Der tages beslutninger om konkrete handlingsforløb.

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Appendix 12: Internet site: The Heritage Agency of Denmark. "Kom godt i gang guide"

http://www.kulturarv.dk/kommune-turisme/planlaegning/kom-godt-i-gang-guide/

• Forside • Kommune & turisme • Planlægning • Kom godt i gang guide • 2. Hvad er kulturarv?

2. Hvad er kulturarv?

Kulturarven knytter sig til sporene efter menneskets virksomhed i byerne og ude i det åbne land fra den ældste tid og til i dag.

Begrebet *kulturarv* deles ofte i tre kategorier:

Kulturarven præger alle vores omgivelser og har mange udtryksformer. Foto: Lisbeth Øhrgaard.

- den flytbare kulturarv (fx genstande, der kan indsamles og flyttes),
- den faste kulturarv (fx bygninger og kulturmiljøer),
- den immaterielle kulturarv (mere uhåndgribeligt, fx traditioner, udtryk, vaner).

Det er primært den faste kulturarv, der er emnet i den fysiske planlægning, fx fortidsminder, bygninger og kulturmiljøer, samt kirkerne og deres omgivelser. Men også den immaterielle kulturarv kan være væsentlig for et områdes identitet og karakteristik. Den faste kulturarv består af følgende:

Fortidsminder

De findes mange steder synligt i landskabet, fx gravhøje og middelalderborgruiner, men endnu flere er skjult under jorden. Synlige og særligt markante fortidsminder er fredet, men langt de fleste er beskyttet af museumslovens § 29e.

Alle fredede fortidsminder og arkæologiske findesteder er samlet i Kulturarvsstyrelsens database "Fund og Fortidsminder".

Sten- og jorddiger

Det er tidligere tiders hegning og markering af skel og ejendom i landskabet. Sten- og jorddiger er beskyttede og deres tilstand må ikke ændres ifølge museumslovens § 29 a. Se vejledningen om beskyttede sten- og jorddiger.

Kulturarvsarealer

Det er arealer af særlig interesse, fordi der med en vis sandsynlighed kan findes arkæologiske fund af national eller international videnskabelig betydning i områderne. Arkæologiske undersøgelser forud for anlægs- og jordarbejder er omkostningskrævende for bygherren og kan desuden fjerne et uerstatteligt kulturminde. Derfor har Kulturarvsstyrelsen sammen med de arkæologiske museer udpeget en række interesseområder, der skal skabe større hensyntagen til kulturarven i den fysiske planlægning. Kulturarvsarealerne er ikke fredede, men der kan ikke opnås tilskud fra Kulturarvsstyrelsen til en arkæologisk undersøgelse inden for et kulturarvsareal. Kulturarvsarealerne kan ses på www.kulturarv.dk.

Bevaringsværdige bygninger

Bygningskulturen er en meget synlig del af vores kulturarv. Af de omkring 4 mio. bygninger i landet er ca. 9.000 bygninger fredede og ca. 350.000 vurderes at have bevaringsværdi.

Det er staten (Kulturarvsstyrelsen), der har ansvaret for de fredede bygninger, og det er kommunerne, der har ansvaret for de bevaringsværdige bygninger.

Bygninger, der enten er fredede eller vurderet som bevaringsværdige (og er optaget i kommune- eller lokalplan som bevaringsværdige), er omfattet af Lov om fredede og bevaringsværdige bygninger. Se nærmere i lovens kapitel 5 om de bevaringsværdige bygninger.

Bygningskulturen – både fredede og bevaringsværdige – kan være med til at skabe udvikling i kommunerne. Foto: Kulturarvsstyrelsen.

I Kulturarvsstyrelsens register over fredede og bevaringsværdige bygninger (FBB) findes oplysninger om de ca. 9000 fredede og de ca. 350.000 bygninger, der har fået vurderet deres bevaringsværdi.

I "Rapport fra udvalget om bygningsbevaring" findes i bilagsdelens afsnit 9.5 (Relateret lovgivning) en gennemgang af den lovgivning, som grænser op til bygningsfredningsloven, og som det kan være nyttigt at have overblik over.

Kulturmiljøer

Et kulturmiljø er et geografisk afgrænset område, som ved sin fremtræden afspejler væsentlige træk af den samfundsmæssige udvikling.

Et kulturmiljø består således af en helhed i form af dels et sted (fx et byrum eller et landskab), dels noget fysisk (fx bygninger, arkitektur, anlæg, infrastruktur, fysiske rester eller spor), dels noget kulturhistorisk (fx en hændelse, en epoke, større generelle tendenser, erhvervsformer eller en samfundsmæssig udvikling, der har væsentlig betydning i lokalområdet).

Kulturmiljøer kan have mange udtryksformer – fra det æstetisk pæne til det rå og uslebne. Foto: Kulturarvsstyrelsen.

By- og Landskabsstyrelsens Apropos serie om planlægningen i det åbne land indeholder en udgivelse om kulturmiljø: "Kulturmiljøet i kommuneplanen for det åbne land". Heri findes gode råd og informationer til planlægningen for kulturarven og med fokus på kulturmiljøet i landzonen.

http://www.kulturarv.dk/kommune-turisme/planlaegning/kom-godt-i-gang-guide/2-hv...   18-07-2011

Kirkerne og deres omgivelser

Kirker er normalt ikke fredede, men omfattet af andre beskyttelsesbestemmelser, som sikrer deres bygningsbevaringsværdier. Deres omgivelser – især landkirkernes - afspejler imidlertid ofte vigtige kulturhistoriske helheder, der viser kirkernes betydning som markante kulturhistoriske mindesmærker i landskabet.

Kirker, der ligger mere eller mindre åbent i landskabet, er omfattet af Naturbeskyttelseslovens reglerom, at der inden for 300 meter fra en kirke normalt ikke må opføres bygninger med mere end 8,5 meter høide, eller opstilles master o.l. Der er imidlertid mange steder desuden deklarationer med videregående restriktioner, samt lokalplaner, der kan fastsætte beskyttelseslinier, som begrænser muligheden for at bygge, plante eller grave tæt på kirkerne.

Byer og bygninger med en særlig historie kan skabe attraktive rammer for hverdagslivet. Foto: Anne Prytz Schaldemose.

"Bygningskultur 2015"

For at understøtte og kvalificere bl.a. kommunernes, men også ejernes, myndighedernes og eksperters arbejde med bygningsarven vil Kulturarvsstyrelsen og Realdania i de kommende år bruge næsten 80 mio kr til dette formål. Det sker inden for projekt "Bygningskultur 2015".

Bygningskultur 2015 består af to hovedindsatsområder. En indsats er målrettet mod Danmarks cirka 9.000 frede bygninger, den såkaldte fredningsgennemgang.

En anden indsats er rettet mod de bevaringsværdige bygninger og kulturmiljøer i by og på land. Et centralt værktøj i fredningsgennemgangen og kortlægningen af de bevaringsværdige bygninger og kulturmiljøer vil være en systematisk registrering og digitalisering heraf. De mange data og oplysninger skal danne grundlag for kommunernes arbejde med planlægning for de bevaringsværdige værdier.

Projektet har en selvstændig hjemmeside, hvor man kan læse mere om projektet og finde relevant viden og informationer om bygningskulturarven.

>> Læs næste kapitel
Sidst opdateret 24.06.2011

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Email:lisohr@kulturarv.dk

Udskriv hele guiden

Hele "Kom godt i gang" guiden kan udskrives som én samlet publikation med alle ti kapitler.

Udskriv "Kom godt i gang" guiden

Museumsloven

Langt de fleste fortidsminder er beskyttet af museumsloven.

Kulturarvsstyrelsen: 2. Hvad er kulturarv?   Page 4 of 4

Museumsloven

Bevaringsværdige bygninger
Find reglerne om de bevaringsværdige bygninger i bygningsfredningslovens kapitel 5.

Se regler

http://www.kulturarv.dk/kommune-turisme/planlaegning/kom-godt-i-gang-guide/2-hv...   18-07-2011

Appendix 13: Internet site: ID360 – Valuebased destination development

http://www.visitnordjylland.dk/danmark/da-dk/menu/presse/id360/indledning/id360-forside.htm

Værdibaseret destinationsudvikling - VisitNordjylland.dk   Page 1 of 2

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Værdibaseret destinationsudvikling
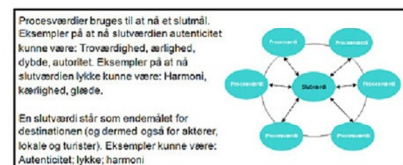
Fra USP til UVP

Det er ikke længere tilstrækkeligt for en destination at tænke i og arbejde med at finde sin Unique Selling Proposition (USP). Altså det produkt- og prisorienterede arbejde. Enhver destination bør i stedet arbejde sin egen Unique Value Propositio (UVP) – det vil sige arbejdet med at identificere et stærkt værdisæt. At finde og udvikle en destinations UVP er en kompliceret proces, som adskiller sig på en række punkter fra eksempelvis en produktionsvirksomheds UVP-proces. En destinations UVP afhænger i meget høj grad af interne forhold (udkædsiden). Det vil

Fra det produkt- /prisorienterede Unique Selling Proposition (USP)

Tænkegangen i USP-traditionen er baseret på konkurrencedygtighed på produkter disses funktioner og pris. Selvom det i destinationsmæssig forstand ofte også handler om, at location is everything med dertilhørende attraktioner, overnatninger, bespisning etc., så er dette ikke differentierende nok. Problemet er, at produkter og funktioner meget let kan kopieres, hvorefter konkurrencefordele fordufter som en luftboble i vinden. Arbejde med USP er fint, hvis man har med konkrete, håndterbare, fysiske produkter at gøre. Turisme? Det handler om noget helt andet.

Til det værdibaserede Unique Value Proposition (UVP)

Turisme er ukonkret, ikke altid særligt håndterligt, og så produceres det on location med kunden som medproducent. Et UVP besvarer effektivt spørgsmålet, som kunderne vil have svar på: Hvorfor skal vi besøge netop denne destination? Et UVP i turisme handler ikke om produkter, funktioner og pris. Det handler ikke om monetær værdi. Det handler derimod om destinationens særegne profil, der består af identitet, kultur, historie, traditioner, mennesker, virksomheder, religion og meget mere. Et UVP i turisme er komplekst. Det er internt samlende og differentierer effektivt destinationen fra andre.

Den konkurrencedygtige destination er i stand til både at samle sig internt og differentiere sig eksternt. Dette sker ved hjælp af et tydeligt værdisæt bestående af en slutværdi og en række procesværdier, der støtter op om slutværdien. Altså arbejdet med at identificere en stærk UVP. Destinationsdefinitionen, der ligger ba ID360, anlægger netop denne vinkel, at værdierne faktisk er destinationens guldbeholdning. Hvor mange sengepladser, attraktioner og lignende destinatione har, gør det ikke længere alene.

Procesværdier bruges til at nå et slutmål. Eksempler på at nå slutværdien autenticitet kunne være: Troværdighed, ærlighed, dybde, autoritet. Eksempler på at nå slutværdien lykke kunne være: Harmoni, kærlighed, glæde.

En slutværdi står som endemålet for destinationen (og dermed også for aktører, lokale og turister). Eksempler kunne være: Autenticitet; lykke; harmoni

Et fremragende eksempel på værdibaseret destinationsarbejde er det arbejde, de pågår i Vestjylland i Lemvig. Her er der udarbejdet et værdigrundlag, som styrke forståelse og samarbejde internt i destinationen og differentierer destinationen tydeligt på markedet.

Værdierne skaber sammenhæng i strategisk retning og handlinger for destinationen, alt det kan afsættes direkte på loyalitet og indtjening pr. kunde. Værdierne skal kunne genfindes i alle elementer i det strategiske arbejde.

Et andet godt eksempel er Destination Ringkøbing Fjord, der har udarbejdet værdisæt til de fem underdestinationer, som heldturisme-projektet arbejder med, samt naturen på destinationen. Disse værdisæt er afgørende for destinationens evne til at fremstå unikt på et stadigt mere konkurrencepræget marked med uger svarende tilbud.

Det handler om værdier fordi:
- Værdier er intern integration
- Værdier er ekstern differentiering
- Værdier vejleder i forhold til at tænke integreret destinationsudvikling
- Værdier skærper til- og frasalg
- Værdier kan ikke kopieres
- Værdier skærper kommunikationen om, hvem destinationen er, og hvad

http://www.visitnordjylland.dk/CmsBasis/Framework/PageLayout/Presentation/Stand... 18-07-2011

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destinationen står for
- Værdier skærper bedømmelsen af, hvad der er god og dårlig
  destinationsudvikling

Danske destinationer har typisk siden destinationsbegrebet blev introduceret arbejdet som almindelige markedsføringsorganisationer med fokus først og fremmest på udvikling af markedsføringsmateriale i form af brochurer, kort og internet.

I dette arbejde har kun få destinationer arbejdet systematisk med udviklingen af klare forhold mellem destinationens værdisæt på den ene side (intern) og destinationens segmenter på den anden side (ekstern). Hovedparten af danske destinationer arbejder efter den velkendte matrix, hvor der arbejdes med produkter (intern) og segmenter (ekstern).

DDDD arbejder imidlertid ud fra en anden betragtning, nemlig den at turisme og oplevelsesøkonomi kræver en større fokusering på den interne side omkring værdisættet. Værdier er selve kernen i arbejdet med udviklingen af oplevelser, aktiviteter, oplevelsesrum, infrastruktur, besplaning og så videre. Destinationens way of life.

Værdier giver mulighed for klare samarbejdsrelationer – til- og fravalg
Værdier giver klare argumentationer i forhold til til- og fravalg om retning og hastighed i destinationsudviklingen.

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Tilgangen til destinationsudvikling - VisitNordjylland.dk   Page 1 of 2

Tilgangen til destinationsudvikling

Hver destination er som udgangspunkt særegen. Hver destination har en historie at fortælle. Destinationer kan derfor hverken indholdsmæssigt, konceptuelt eller teoretisk benchmarkes med andre. Hvordan kan unikt …

Visitnordjyllands helårsturismeprojekt og udviklingen af **ID360** tager derfor naturligt udgangspunkt i den tertiære oplevelsessektor, som handler om miljø og kontekst.

Her handler grundlæggende om oplevelsesberigede miljøer, byer, destinationer og regioner. Her er der fokus især de "gratis glæder" som naturværdier og kulturarv (Apfix; Jens F. Jensen 2007; Dorthe Skott Hansen 2008).

Det betyder jo ikke, at der ikke stadig er fokus på de primære oplevelseserhverv, som netop er turisme, design, billedkunst etc., og de sekundære oplevelseserhverv, som kan være detailhandel, IT-sektoren og fødevareindustrien. Det er blot set i relation til en ganske bestemt kontekst, nemlig destinationens way of life.

På denne måde fremhæves kultur- og naturarven som centrale elementer i destinationernes konkurrenceevne – nationalt og internationalt. Disse elementer kan grundlæggende ikke kopieres, købes eller sælges. De skal opleves og forstås på destinationen – nowhere else!

Destinationsudvikling – eller Destination Management – er derfor ikke længere blot et ærinde for de velkendte turismeorganisationer som de lokale turistforeninger og lignende.

Destinationsudvikling er derfor nu helt og aldeles koblet op på en dybere forståelse af destinationen og dens way of life, end det har været kutyme hidtil i Danmark.

Kulturinstitutioner har det svært (Børsen 18. oktober 2008) i forhold til at være synlige og interessante i oplevelsesøkonomien. Mange kulturinstitutioner har det svært med at identificere sig med at være en del af turismens værdikæde.

Det er de i og for sig heller ikke nødt til at være. De er nødt til at se sig selv i et større destinationsudviklingsperspektiv, hvor det nu mere end nogensinde før handler om netop dét, de er eksponenter for: Kultur- og naturarv som elementer i destinationens way of life. De har dokumentationen. De ved stadig nogen, hvad det handler om. De skal ind i destinationsudviklingsarbejdet som bærer af den tertiære oplevelsessektor. De skal integreres.

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Integreret destinationsudvikling

I community-tankegangen inden for turismeforskningen sker destinationsudviklingen med klart udgangspunkt i lokalsamfundet. Det er de lokale, der skal beslutte, hvilken retning udviklingen skal tage. Denne tankegang er til dels ført videre her. Kun til dels, da aktørernes ønsker om overskud på aktiviteterne også klart skal integreres. Integreret destinationsudvikling indeholder fire kernepunkter, som ikke bør tilsidesættes i udviklingsarbejdet:

- Det er altid destinationens værdisæt, der er omdrejningspunktet, og værdisættet udvikles af destinationens lokale, aktører og myndigheder
- Turisme- og oplevelsesudviklingsprocesserne integreres i de eksisterende udviklingsprocesser – sædvanligvis i de kommunale planlægningsprocesser
- Værdisættet genfindes i alle destinationens interne og eksterne, materielle og immaterielle udtryk og
- Udviklinger i markedsforholdene tages konstant og konsekvent i betragtning i alle udviklingsprocesser

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Appendix 14: Internet site: ID360 – The 10 dimensions

http://www.visitnordjylland. dk/danmark/da-dk/menu/presse/id360/id360/id360.htm

1. Identitet - Ordforklaring

Destinationens identitet er summen af de faktorer, som karakteriserer destinationen - set med destinationens egne øjne. Det handler om spørgsmålene: Hvad er vi? Hvem er vi?

1: Mission	Missionen fortæller, hvad destinationen bidrager med, som retfærdiggør dens eksistens, og hvilken forskel, den gør i markedet.
2: Vision	Visionen fortæller, hvilken attraktiv og ambitiøs, men stadig realistisk drøm, destinationen har. Visionen fortæller, hvor man er på vej hen og hvad, der skal styres efter.
3: Mål	Mål er angivelser af, hvad destinationen konkret ønsker at nå. Et godt mål er specifikt, målbart, accepteret i destinationen, realistisk samt defineret i forhold til tid.
4: Strategier	Strategier angiver, hvordan destinationen har planlagt at nå sine mål.
5: Værdisæt	Et værdisæt består af et antal klart definerede og accepterede værdier med stærkt rodfæste i destinationens virkelighed.
6: Historier	Historier er de ting, lokalbefolkning, aktører og myndigheder fortæller hinanden og andre om destinationen.
7: Samarbejde	Samarbejde betyder, at der samarbejdes på tværs af interesser, erhverv, ønsker etc. i forhold til at udvikle destinationens identitet.
8: Bæredygtihed	Bæredygtighed, forstået som miljø, er integreret i alle aspekter af destinationens udvikling.
9: Stolthed	Stoltheden kommer til udtryk i de historier, man fortæller andre om destinationen.
10: Arbejdet med: Identitet	Arbejdet med at skabe og styrke identiteten er en integreret del af destinationens planer og politikker for udvikling.

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1. Identitet - Vurdering

Hvert enkelt element vurderes på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Når alle 10 elementer er vurderet, udregnes den samlede score.

	1: Mission	
Uklar	1 2 3 4 5 6 7 8 9 10	Klar
	2: Vision	
Uklar	1 2 3 4 5 6 7 8 9 10	Klar
	3: Mål	
Uklare	1 2 3 4 5 6 7 8 9 10	Klare
	4: Strategier	
Uklare	1 2 3 4 5 6 7 8 9 10	Klare
	5: Værdisæt	
Uklart	1 2 3 4 5 6 7 8 9 10	Klart
	6: Historier	
Ikke enslydende	1 2 3 4 5 6 7 8 9 10	Enslydende
	7: Samarbejde	
Sporadisk	1 2 3 4 5 6 7 8 9 10	Tæt
	8: Bæredygtihed	
Ikke integreret	1 2 3 4 5 6 7 8 9 10	Fuldt integreret
	9: Stolthed	
Negative historier	1 2 3 4 5 6 7 8 9 10	Positive histoier
	10: Arbejdet med: Identitet	
Ikke integreret	1 2 3 4 5 6 7 8 9 10	Fuldt integreret

Samlet score:

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1. Identitet - Begrundelse

Her begrundes og uddybes vurderingen af hvert enkelt element.

1: Mission	
2: Vision	
3: Mål	
4: Strategier	
5: Værdisæt	
6: Historier	
7: Samarbejde	
8: Bæredygtihed	
9: Stolthed	
10: Arbejdet med: Identitet	

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2. Interessenter - Ordforklaring

Interessenter er organisationer, grupper af personer eller enkeltpersoner, som påvirker eller påvirkes af destinationens dispositioner og processer.

1: Kendskab til interessenter	Kendskab betyder, at destinationen ved, hvem de væsentligste interessenter er og kender deres situation, mål, ønsker og holdninger.
2: Forståelse for interessenter	Forståelse indebærer, at destinationen forstår – og har sat sig ind i - hvad interessenterne ønsker, hvilke mål de arbejder med mv. – og ikke mindst hvorfor.
3: Dialog med interessenter	Dialog er en løbende tovejs-kommunikation mellem destinationen og interessenterne.
4: Samarbejde med interessenter	Destinationens samarbejde med interessenterne omkring store og små spørgsmål i relation til destinationsudvikling.
5: Forventninger	Destinationen ved, hvad interessenterne forventer af dESTINATIONEN.
6: Rollefordelinger	Destinationen ved, hvilke interessenter der gør hvad, hvornår og hvorfor i forhold til destinationsudvikling.
7: Beslutningsprocesser	Destinationen ved, hvem der kan og skal tage beslutninger i relation til destinatios-udvikling.
8: Integration i kommuneplaner	Destinationens udviklingsplaner er integreret i kommuneplanerne.
9: Åbenhed	Åbenhed betyder, at interessenterne stiller relevante informationer til rådighed for destinationen.
10: Arbejdet med: Interessenter	Arbejdet med at styrke forholdet til og samarbejdet mellem interessenterne er en integreret del af destinationens planer og politikker for udvikling.

2. Interessenter - Vurdering

Hvert enkelt element vurderes på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Når alle 10 elementer er vurderet, udregnes den samlede score.

Overfladisk	1: Kendskab til interessenter 1 2 3 4 5 6 7 8 9 10	Indgående
Overfladisk	2: Forståelse for interessenter 1 2 3 4 5 6 7 8 9 10	Indgående
Sporadisk	3: Dialog med interessenter 1 2 3 4 5 6 7 8 9 10	Tæt
Sporadisk	4: Samarbejde med interessenter 1 2 3 4 5 6 7 8 9 10	Tæt
Ikke afstemte	5: Forventninger 1 2 3 4 5 6 7 8 9 10	Afstemte
Uklare	6: Rollefordelinger 1 2 3 4 5 6 7 8 9 10	Klare
Uklare	7: Beslutningsprocesser 1 2 3 4 5 6 7 8 9 10	Klare
Ingen integration	8: Integration i kommuneplaner 1 2 3 4 5 6 7 8 9 10	Fuld integration
Lav grad af	9: Åbenhed 1 2 3 4 5 6 7 8 9 10	Høj grad af
Ikke integreret	10: Arbejdet med: Interessenter 1 2 3 4 5 6 7 8 9 10	Fuldt integreret

Samlet score:

2. Interessenter - Begrundelse

Her begrundes og uddybes vurderingen af hvert enkelt element.

1: Kendskab til interessenter	
2: Forståelse for interessenter	
3: Dialog med interessenter	
4: Samarbejde med interessenter	
5: Forventninger	
6: Rollefordelinger	
7: Beslutningsprocesser	
8: Integration i kommuneplaner	
9: Åbenhed	
10: Arbejdet med: Interessenter	

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3. Indhold - Ordforklaring

Indholdet er de oplevelser, destinationen tilbyder markedet.

1: Overblik	Overblik betyder, at destinationen ved, hvilke oplevelser den tilbyder markedet.
2: Æstetiske oplevelser	Oplevelser, der er kendetegnet ved, at man fortrinsvist er passiv i sine oplevelser af fx natur eller bygninger. Oplevelserne bærer præg af stor skønhed for den enkelte. Kan omfatte både bygninger og natur.
3: Underholdnings-oplevelser	Oplevelser, der er kendetegnet ved, at man fortrinsvist er passiv i sine oplevelser af fx en koncert, et teaterstykke, en film, et museumsbesøg eller lignende.
4: Actionoplevelser	Oplevelser, der er kendetegnet ved, at man fortrinsvist er aktiv i sine oplevelser af fx samvær med familien (samtaler) og fysisk udfoldelse (fodbold, løb etc.).
5: Læringsoplevelser	Oplevelser, der er kendetegnet ved, at man fortrinsvist er aktiv i sine oplevelser af fx guidede ture eller interaktive mobile tjenester.
6: Nydelsesoplevelser	Oplevelser, der er kendetegnet ved, at man både kan være aktiv og passiv i sine oplevelser af fx wellness (både fysisk og mental) og gastronomi.
7: Autentiske oplevelser	Oplevelser, der er kendetegnet ved, at de er ægte. Der er fokus på facts, på steds- og tidsfæstelse, på det *ægte*, og på historiske forhold.
8: Udvikling af oplevelser	Udvikling af oplevelser kan være enten udbudsstyret og/eller efterspørgselsstyret.
9: Oplevelsesværdi	Oplevelsesværdi er turisternes vurdering af destinationens samlede oplevelsesudbud.
10: Arbejdet med: Indhold	Arbejdet med udvikling af indhold er en integreret del af destinationens planer og politikker for udvikling.

3. Indhold - Vurdering

Hvert enkelt element vurderes på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Når alle 10 elementer er vurderet, udregnes den samlede score.

Uklart	1: Overblik 1 2 3 4 5 6 7 8 9 10	Klart
Ikke overblik over	2: Æstetiske oplevelser 1 2 3 4 5 6 7 8 9 10	Fuldt overblik over
Ikke overblik over	3: Underholdningsoplevelser 1 2 3 4 5 6 7 8 9 10	Fuldt overblik over
Ikke overblik over	4: Actionoplevelser 1 2 3 4 5 6 7 8 9 10	Fuldt overblik over
Ikke overblik over	5: Læringsoplevelser 1 2 3 4 5 6 7 8 9 10	Fuldt overblik over
Ikke overblik over	6: Nydelsesoplevelser 1 2 3 4 5 6 7 8 9 10	Fuldt overblik over
Ikke overblik over	7: Autentiske oplevelser 1 2 3 4 5 6 7 8 9 10	Fuldt overblik over
Udbudsstyret	8: Udvikling af oplevelser 1 2 3 4 5 6 7 8 9 10	Efterspørgselsstyret
Lille	9: Oplevelsesværdi 1 2 3 4 5 6 7 8 9 10	Stor
Ikke integreret	10: Arbejdet med: Indhold 1 2 3 4 5 6 7 8 9 10	Fuldt integreret

Samlet score:

3. Indhold - Begrundelse

Her begrundes og uddybes vurderingen af hvert enkelt element.

1: Overblik	
2: Æstetiske oplevelser	
3: Underholdnings-oplevelser	
4: Actionoplevelser	
5: Læringsoplevelser	
6: Nydelsesoplevelser	
7: Autentiske oplevelser	
8: Udvikling af oplevelser	
9: Oplevelsesværdi	
10: Arbejdet med: Indhold	

4. Indtryk - Ordforklaring

Indtryk er en vurdering af kvalitet.

1: Kvalitetsmåling	Måling af turisternes kvalitetsopfattelse.
2: Definition af kvalitet	Der er på destinationen en fælles accepteret forståelse af, hvad god og dårlig kvalitet er.
3: Kvalitet af overnatning	En vurdering af den gennemsnitlige kvalitet af det samlede overnatningsudbud.
4: Kvalitet af bespisning	En vurdering af den gennemsnitlige kvalitet af det samlede bespisningsudbud.
5: Kvalitet af attraktioner	En vurdering af den gennemsnitlige kvalitet af det samlede attraktionsudbud. Både natur- og entre-baserede attraktioner.
6: Kvalitet af transport-udbud	En vurdering af den gennemsnitlige kvalitet af det samlede transportudbud i destinationen.
7: Kvalitet i servicemødet	En vurdering af den gennemsnitlige kvalitet i servicemødet med lønnede service-medarbejdere.
8: Plan for højnelse af kvalitet	En plan, der specificerer, hvordan destinationen arbejder med at forbedre den samlede kvalitet i destinationen.
9: Præmiering af god kvalitet	Præmieringen af organisationer, virksomheder eller enkeltpersoner, der gør en indsats for at højne kvaliteten i destinationen.
10: Arbejdet med: Kvalitet	Arbejdet med vurdering af kvalitet er en integreret del af destinationens planer og politikker for udvikling.

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4. Indtryk - Vurdering

Hvert enkelt element vurderes på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Når alle 10 elementer er vurderet, udregnes den samlede score.

	1: Kvalitetsmåling	
Ikke systematisk	1 2 3 4 5 6 7 8 9 10	Systematisk
	2: Definition af kvalitet	
Uklar	1 2 3 4 5 6 7 8 9 10	Klar
	3: Kvalitet af overnatning	
Lav	1 2 3 4 5 6 7 8 9 10	Høj
	4: Kvalitet af bespisning	
Lav	1 2 3 4 5 6 7 8 9 10	Høj
	5: Kvalitet af attraktioner	
Lav	1 2 3 4 5 6 7 8 9 10	Høj
	6: Kvalitet af transportudbud	
Lav	1 2 3 4 5 6 7 8 9 10	Høj
	7: Kvalitet i servicemødet	
Lav	1 2 3 4 5 6 7 8 9 10	Høj
	8: Plan for højnelse af kvalitet	
Uklar	1 2 3 4 5 6 7 8 9 10	Klar
	9: Præmiering af god kvalitet	
Ikke systematisk	1 2 3 4 5 6 7 8 9 10	Systematisk
	10: Arbejdet med: Kvalitet	
Ikke integreret	1 2 3 4 5 6 7 8 9 10	Fuldt integreret
Samlet score:		

4. Indtryk - Begrundelse

Her begrundes og uddybes vurderingen af hvert enkelt element.

1: Kvalitetsmåling	
2: Definition af kvalitet	
3: Kvalitet af overnatning	
4: Kvalitet af bespisning	
5: Kvalitet af attraktioner	
6: Kvalitet af transport-udbud	
7: Kvalitet i servicemødet	
8: Plan for højnelse af kvalitet	
9: Præmiering af god kvalitet	
10: Arbejdet med: Kvalitet	

5. Indtægter - Ordforklaring

Indtægter omfatter både direkte og afledte indtægter.

1: Indtægter pr. turist	Destinationen ved, hvor meget den tjener på hver enkelt turist.
2: Turisternes forbrugs-mønstre	Destinationen ved, hvor, hvordan og hvorfor turisterne bruger penge i destinationen.
3: Ambassadørrekruttering og -pleje	En ambassadør er en turist, som har besøgt destinationen og som fortæller positive historier om den til andre mennesker.
4: Værdiskabende kontakt med turisterne under ophold	Værdiskabende kontakt med turisterne betyder, at en turist på et eller andet tidspunkt under sit ophold har været involveret i en-til-en-kommunikation med en lønnet servicemedarbejder.
5: Indsigt i *return on investment*	Indsigt i *return on investment* betyder, at destinationen ved, hvor meget den får ud af de enkelte investeringer i destinationsudvikling.
6: Turismens beskæftigel-sesmæssige betydning	Turismens betydning i forhold til det samlede antal arbejdspladser i destinationen.
7: Indtægtsfordeling	Indtægtsfordelingen fortæller, hvordan de direkte indtægter i destinationen fordeler sig mellem store og små aktører.
8: Indtægtspotentiale	Indtægtspotentiale udtrykker forskellen mellem de faktiske direkte indtægter og de potentielle i enten hele destinationen eller udvalgte oplevelsesrum. Arbejdet med indtægtspotentialet handler derfor om at udnytte potentialet mest muligt.
9: *Value for money*	*Value for money* betyder, at turisterne føler, at "de får noget for pengene".
10: Arbejdet med: Indtægter	Arbejdet med optimering af både direkte og afledte indtægter er en integreret del af destinationens planer og politikker for udvikling.

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5. Indtægter - Vurdering

Hvert enkelt element vurderes på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Når alle 10 elementer er vurderet, udregnes den samlede score.

Uafklaret	**1: Indtægter pr. turist** 1 2 3 4 5 6 7 8 9 10	Afklaret
Uafklaret	**2: Turisternes forbrugsmønstre** 1 2 3 4 5 6 7 8 9 10	Afklaret
Ikke systematisk	**3: Ambassadørrekruttering og -pleje** 1 2 3 4 5 6 7 8 9 10	Systematisk
Aldrig	**4: Værdiskabende kontakt med turisterne under ophold** 1 2 3 4 5 6 7 8 9 10	Altid
Lille	**5: Indsigt i *return on investment*** 1 2 3 4 5 6 7 8 9 10	Stor
Lille	**6: Turismens beskæftigelsesmæssige betydning** 1 2 3 4 5 6 7 8 9 10	Stor
Uafklaret	**7: Indtægtsfordeling** 1 2 3 4 5 6 7 8 9 10	Afklaret
Uudnyttet	**8: Indtægtspotentiale** 1 2 3 4 5 6 7 8 9 10	Fuldt udnyttet
Lav grad	**9: *Value for money*** 1 2 3 4 5 6 7 8 9 10	Høj grad
Ikke integreret	**10: Arbejdet med: Indtægter** 1 2 3 4 5 6 7 8 9 10	Fuldt integreret
	Samlet score:	

5. Indtægter - Begrundelse

Her begrundes og uddybes vurderingen af hvert enkelt element.

1: Indtægter pr. turist	
2: Turisternes forbrugs-mønstre	
3: Ambassadørrekruttering og -pleje	
4: Værdiskabende kontakt med turisterne under ophold	
5: Indsigt i *return on investment*	
6: Turismens beskæftigel-sesmæssige betydning	
7: Indtægtsfordeling	
8: Indtægtspotentiale	
9: *Value for money*	
10: Arbejdet med: Indtægter	

6. Infrastruktur - Ordforklaring

Infrastruktur er 1) destinationens fysiske ressourcer, 2) destinationens faciliteter som veje, vandforsyning, renovation, sikkerhedssystemer som brandvæsen og politi og 3) turismens superstruktur som hoteller, restauranter, forlystelsesparker, golfbaner og lignende.

1: Indflydelse på infrastruktur	Indflydelse betyder, at destinationen spiller en rolle, når der diskuteres og investeres i infrastruktur.
2: Involvering i investerings-planer	Involvering betyder, at destinationen er involveret i arbejdet med såvel offentlige som private planer for investeringer i relation til destinationens turisme- og oplevelsesrela-terede udvikling.
3: Oplevelsesrum	Et oplevelsesrum er en fokusering på et klart afgrænset geografisk og/eller tematisk rum. Dette rum giver nogle bestemte rammer for gæsternes oplevelsesmuligheder, og det er med til at kommunikere destinationens værdisæt.
4: Infrastrukturens betydning	Infrastrukturens betydning i forhold til destinationens udvikling.
5: Tilgængelighed	Tilgængelighed omfatter vejnet, offentlige transportmidler, stisystemer, tilkørselsfor-hold og skiltning mv. i destinationen.
6: Entre-baserede attraktioner	Det samlede udbud af entre-baserede attraktioner i destinationen.
7: Naturattraktioner	Det samlede udbud af naturattraktioner i destinationen.
8: Bespisningssteder	Det samlede udbud af bespisningssteder i destinationen.
9: Overnatningssteder	Det samlede udbud af overnatningssteder i destinationen.
10: Arbejdet med: Infrastruktur	Arbejdet med at udvikle infrastrukturen er en integreret del af destinationens planer og politikker for udvikling.

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6. Infrastruktur - Vurdering

Hvert enkelt element vurderes på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Når alle 10 elementer er vurderet, udregnes den samlede score.

	1: Indflydelse på infrastruktur	
Lille	1 2 3 4 5 6 7 8 9 10	Stor

	2: Involvering i investeringsplaner	
Lille	1 2 3 4 5 6 7 8 9 10	Stor

	3: Oplevelsesrum	
Ikke definerede	1 2 3 4 5 6 7 8 9 10	Klart definerede

	4: Infrastrukturens betydning	
Lille	1 2 3 4 5 6 7 8 9 10	Stor

	5: Tilgængelighed	
Dårlig	1 2 3 4 5 6 7 8 9 10	God

	6: Entre-baserede attraktioner	
Ikke tilstrækkeligt antal	1 2 3 4 5 6 7 8 9 10	Tilstrækkeligt antal

	7: Naturattraktioner	
Ikke tilstrækkeligt antal	1 2 3 4 5 6 7 8 9 10	Tilstrækkeligt antal

	8: Bespisningssteder	
Ikke tilstrækkeligt antal	1 2 3 4 5 6 7 8 9 10	Tilstrækkeligt antal

	9: Overnatningssteder	
Ikke tilstrækkeligt antal	1 2 3 4 5 6 7 8 9 10	Tilstrækkeligt antal

	10: Arbejdet med: Infrastruktur	
Ikke integreret	1 2 3 4 5 6 7 8 9 10	Fuldt integreret

Samlet score:

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6. Infrastruktur - Begrundelse

Her begrundes og uddybes vurderingen af hvert enkelt element.

1: Indflydelse på infrastruktur	
2: Involvering i investerings-planer	
3: Oplevelsesrum	
4: Infrastrukturens betydning	
5: Tilgængelighed	
6: Entre-baserede attraktioner	
7: Naturattraktioner	
8: Bespisningssteder	
9: Overnatningssteder	
10: Arbejdet med: Infrastruktur	

7. Innovation - Ordforklaring

Innovation er viljen og evnen til at tænke nyt samt omsætte og udnytte det nye til handling i kommerciel forstand.

1: Antal ildsjæle	En ildsjæl er en person, der brænder for en sag, og som tager initiativ. En ildsjæl er risikovillig og gør noget ved tingene.
2: Procedurer for innovationsarbejdet	Procedurer for innovationsarbejde er anvendte retningslinjer for, hvordan destinationen arbejder med innovation.
3: Opbakning til ildsjælene	Opbakning betyder, at destinationen støtter ildsjælene i deres arbejde.
4: Grad af åbenhed overfor nye idéer	Graden af åbenhed er destinationens interesse i nye idéer.
5: Opfølgning	Opfølgning handler om, at destinationen har procedurer for opfølgning på nye idéer.
6: Tværfaglighed	Tværfaglighed handler om, at der arbejdes med innovation på tværs af erhverv, holdninger og interesser mv.
7: Planer for innovationsudvikling	Planer, der angiver, hvordan destinationen arbejder med innovationsudvikling.
8: Finansieringsmuligheder	Kendskab til mulighederne for ekstern finansiering af innovation.
9: Eksternt samarbejde om innovation	Destinationen samarbejder med eksterne interessenter om innovation.
10: Arbejdet med: Innovation	Arbejdet med innovation er en integreret del af destinationens planer og politikker for udvikling.

7. Innovation - Vurdering

Hvert enkelt element vurderes på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Når alle 10 elementer er vurderet, udregnes den samlede score.

Lille antal	**1: Antal ildsjæle** 1 2 3 4 5 6 7 8 9 10	Stort antal
Uformelle	**2: Procedurer for innovationsarbejdet** 1 2 3 4 5 6 7 8 9 10	Formelle
Lille	**3: Opbakning til ildsjælene** 1 2 3 4 5 6 7 8 9 10	Stor
Svag	**4: Grad af åbenhed overfor nye idéer** 1 2 3 4 5 6 7 8 9 10	Høj
Ikke systematisk	**5: Opfølgning** 1 2 3 4 5 6 7 8 9 10	Systematisk
Lav grad	**6: Tværfaglighed** 1 2 3 4 5 6 7 8 9 10	Høj grad
Utilstrækkelige	**7: Planer for innovationsudvikling** 1 2 3 4 5 6 7 8 9 10	Tilstrækkelige
Lille kendskab	**8: Finansieringsmuligheder** 1 2 3 4 5 6 7 8 9 10	Stort kendskab
Sporadisk	**9: Eksternt samarbejde om innovation** 1 2 3 4 5 6 7 8 9 10	Tæt
Ikke integreret	**10: Arbejdet med: Innovation** 1 2 3 4 5 6 7 8 9 10	Fuldt integreret
Samlet score:		

7. Innovation - Begrundelse

Her begrundes og uddybes vurderingen af hvert enkelt element.

1: Antal ildsjæle	
2: Procedurer for inno-vationsarbejdet	
3: Opbakning til ildsjælene	
4: Grad af åbenhed overfor nye idéer	
5: Opfølgning	
6: Tværfaglighed	
7: Planer for innovations-udvikling	
8: Finansieringsmuligheder	
9: Eksternt samarbejde om innovation	
10: Arbejdet med: Innovation	

8. Indsigt - Ordforklaring

Indsigt er den viden, destinationen har i forhold til destinationsudvikling.

1: Turisters bevægelses-mønstre	Turisternes bevægelsesmønstre fortæller, hvordan turisterne bevæger sig rundt i destinationen under deres ophold.
2: Turismens indtægts-potentiale i sæsonen	Turismens indtægtspotentiale i sæsonen udtrykker forskellen mellem de faktiske direkte indtægter og de potentielle i perioden juni – august.
3: Turismens indtjenings-potentiale uden for sæsonen	Turismens indtægtspotentiale i uden for sæsonen udtrykker forskellen mellem de faktiske direkte indtægter og de potentielle i perioden september – maj.
4: Fremtidige forbrugs-mønstre	Destinationens viden om fremtidens forbrugsmønstre.
5: Målgrupper	Destinationens viden om de enkelte målgrupper.
6: Lokalbefolkningen	Destinationens viden om, hvordan lokalbefolkningen forholder sig til udvikling af destinationen.
7: Aktørerne	Destinationens viden om, hvordan aktørerne forholder sig til udvikling af destina-tionen.
8: Global turismeudvikling	Destinationens viden om den globale turismeudvikling.
9: Konkurrenterne	Destinationens viden om de væsentligste konkurrenter.
10: Arbejdet med: Indsigt	Arbejdet med indsigt er en integreret del af destinationens planer og politikker for udvikling.

8. Indsigt - Vurdering

Hvert enkelt element vurderes på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Når alle 10 elementer er vurderet, udregnes den samlede score.

Utilstrækkelig viden	**1: Turisters bevægelsesmønstre** 1 2 3 4 5 6 7 8 9 10	Tilstrækkelig viden
Lille	**2: Turismens indtægtspotentiale i sæsonen** 1 2 3 4 5 6 7 8 9 10	Stort
Lille	**3: Turismens indtjeningspotentiale uden for sæsonen** 1 2 3 4 5 6 7 8 9 10	Stort
Utilstrækkelig viden	**4: Fremtidige forbrugsmønstre** 1 2 3 4 5 6 7 8 9 10	Tilstrækkelig viden
Utilstrækkelig viden	**5: Målgrupper** 1 2 3 4 5 6 7 8 9 10	Tilstrækkelig viden
Utilstrækkelig viden	**6: Lokalbefolkningen** 1 2 3 4 5 6 7 8 9 10	Tilstrækkelig viden
Utilstrækkelig viden	**7: Aktørerne** 1 2 3 4 5 6 7 8 9 10	Tilstrækkelig viden
Utilstrækkelig viden	**8: Global turismeudvikling** 1 2 3 4 5 6 7 8 9 10	Tilstrækkelig viden
Utilstrækkelig viden	**9: Konkurrenterne** 1 2 3 4 5 6 7 8 9 10	Tilstrækkelig viden
Ikke integreret	**10: Arbejdet med: Indsigt** 1 2 3 4 5 6 7 8 9 10	Fuldt integreret

Samlet score:

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8. Indsigt - Begrundelse

Her begrundes og uddybes vurderingen af hvert enkelt element.

1: Turisters bevægelses-mønstre	
2: Turismens indtægts-potentiale i sæsonen (juni-august)	
3: Turismens indtjenings-potentiale uden for sæsonen (september-maj)	
4: Fremtidige forbrugs-mønstre	
5: Målgrupper	
6: Lokalbefolkningen	
7: Aktørerne	
8: Global turismeudvikling	
9: Konkurrenterne	
10: Arbejdet med: Indsigt	

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9. Indlæring - Ordforklaring

Indlæring er destinationens evne til og indsats for at tilegne sig viden og erfaring.

1. Planer for kompetence-udvikling (KU)	Destinationens planer for kompetenceudvikling.
2. Planer for KU af destina-tionens medarbejdere	Destinationens planer for udvikling af destinationens lønnede medarbejdere.
3. Planer for KU af aktører	Destinationens planer for udvikling af destinationens aktører.
4. Fokus på værtskab	Værtskab handler om at give turisten gode, nærværende og autentiske oplevelser, så turisten kommer igen og spreder et godt budskab om destinationen.
5. KU udbud	Udbuddet er det samlede udbud af kompetenceudviklingsmuligheder i destinationen.
6: Ansvar for KU	Ansvaret for kompetenceudvikling i destinationen er afklaret og placeret.
7: Behov for KU blandt aktører	Destinationen kender aktørernes behov for kompetenceudvikling.
8: Efterspørgsel på KU fra aktører	Aktørernes samlede efterspørgsel på kompetenceudvikling.
9: Effektmåling	Måling af effekten af kompetenceudviklingsindsatsen.
10: Arbejdet med: Indlæring	Arbejdet med indlæring er en integreret del af destinationens planer og politikker for udvikling.

9. Indlæring - Vurdering

Hvert enkelt element vurderes på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Når alle 10 elementer er vurderet, udregnes den samlede score.

Uklare	**1. Planer for kompetenceudvikling (KU)** 1 2 3 4 5 6 7 8 9 10	Klare
Uklare	**2. Planer for KU af destinationens medarbejdere** 1 2 3 4 5 6 7 8 9 10	Klare
Uklare	**3. Planer for KU af aktører** 1 2 3 4 5 6 7 8 9 10	Klare
Lille	**4. Fokus på værtskab** 1 2 3 4 5 6 7 8 9 10	Stor
Begrænset	**5. KU udbud** 1 2 3 4 5 6 7 8 9 10	Mangfoldigt
Ikke placeret	**6: Ansvar for KU** 1 2 3 4 5 6 7 8 9 10	Placeret
Ukendt	**7: Behov for KU blandt aktører** 1 2 3 4 5 6 7 8 9 10	Kendt
Lille	**8: Efterspørgsel på KU fra aktører** 1 2 3 4 5 6 7 8 9 10	Stor
Ikke systematiseret	**9: Effektmåling** 1 2 3 4 5 6 7 8 9 10	Systematiseret
Ikke integreret	**10: Arbejdet med: Indlæring** 1 2 3 4 5 6 7 8 9 10	Fuldt integreret

Samlet score:

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9. Indlæring - Begrundelse

Her begrundes og uddybes vurderingen af hvert enkelt element.

1. Planer for kompetence-udvikling (KU)	
2. Planer for KU af destina-tionens medarbejdere	
3. Planer for KU af aktører	
4. Fokus på værtskab	
5. KU udbud	
6: Ansvar for KU	
7: Behov for KU blandt aktører	
8: Efterspørgsel på KU fra aktører	
9: Effektmåling	
10: Arbejdet med: Indlæring	

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10. Information - Ordforklaring

Information forstås som markedskommunikation; altså den måde, hvorpå destinationen kommunikerer med turisterne.

1: Kommunikationsstrategi	En kommunikationsstrategi fortæller, hvordan destinationen har planlagt kommunikationsindsatsen.
2: Budskaber i markedet	Budskaber er de ting, destinationen fortæller om sig selv.
3: Målgrupper	Målgrupper er de grupper af turister, destinationen kommunikerer med.
4: Integreret markeds-kommunikation	Integreret markedskommunikation betyder, at mediernes forskellige styrker og svagheder vurderes og kombineres, så der opnås synergieffekter.
5: Løfter i markeds-kommunikationen	Et løfte er det, destinationen lover turisterne, at de får ud af at besøge destinationen.
6: Effektmåling	Effektmåling er måling af markedskommunikationens effekt over for de valgte målgrupper.
7: Brand	Et brand giver identitet og markerer et tilhørsforhold til nogle bestemte værdier.
8: Medievalg	Medievalg er de medier, som destinationen anvender til markedskommunikation.
9: Finansiering	Finansiering betyder fremskaffelse af midler til markedskommunikation.
10: Arbejdet med: Information	Arbejdet med information er en integreret del af destinationens planer og politikker for udvikling.

10. Information - Vurdering

Hvert enkelt element vurderes på en skala fra 1 til 10, hvor 10 er den mest positive vurdering. Når alle 10 elementer er vurderet, udregnes den samlede score.

	1: Kommunikationsstrategi	
Kortsigtet	1 2 3 4 5 6 7 8 9 10	Langsigtet
Utydelige	2: Budskaber i markedet 1 2 3 4 5 6 7 8 9 10	Tydelige
Ikke klart defineret	3: Målgrupper 1 2 3 4 5 6 7 8 9 10	Klart defineret
Lav grad	4: Integreret markedskommunikation 1 2 3 4 5 6 7 8 9 10	Høj grad
Urealistiske	5: Løfter i markedskommunikationen 1 2 3 4 5 6 7 8 9 10	Realistiske løfter
Ikke systematiseret	6: Effektmåling 1 2 3 4 5 6 7 8 9 10	Systematiseret
Svagt	7: Brand 1 2 3 4 5 6 7 8 9 10	Stærkt
Styret af pris	8: Medievalg 1 2 3 4 5 6 7 8 9 10	Styret af strategi
Kortsigtet perspektiv	9: Finansiering 1 2 3 4 5 6 7 8 9 10	Langsigtet perspektiv
Kortsigtet perspektiv	10: Arbejdet med: Information 1 2 3 4 5 6 7 8 9 10	Fuldt integreret
Samlet score:		

10. Information - Begrundelse

Her begrundes og uddybes vurderingen af hvert enkelt element.

1: Kommunikationsstrategi	
2: Budskaber i markedet	
3: Målgrupper	
4: Integreret markeds-kommunikation	
5: Løfter i markeds-kommunikationen	
6: Effektmåling	
7: Brand	
8: Medievalg	
9: Finansiering	
10: Arbejdet med: Information	

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Appendix 15: Internet site: "Nordjylland investerer 103 mio. i fælles turisme-satsning"

http://www.rn.dk/Regionen/Nyheder/Nyhedsmappe/NordjyllandInvesterer103mioIFaellesTurismeSatsning.htm

Region Nordjylland - Nordjylland investerer 103 mio. i fælles turisme-satsning   Page 1 of 2

REGION NORDJYLLAND

Region Nordjylland › Om regionen › Nyheder › Nyhedsmappe ›
Nordjylland investerer 103 mio. i fælles turisme-satsning

Yderligere information

Kontaktperson:
Regionsrådsformand i Region
Nordjylland Ulla Astman
Tlf. 30 23 64 54
Forfatter:
Kommunikationskonsulent
Klaus Munkhøj Nielsen
Opdateret d.
19. januar 2011

Nordjylland investerer 103 mio. i fælles turisme-satsning

En investering på 103 mio. kr. i det nordjyske turismeerhverv skal bringe Nordjyllands mange kvaliteter som destination for ferie og oplevelser tilbage i bevidstheden hos både borgere og besøgende.

Nordjylland har masser af kvalitet at byde på inden for turisme. Regionen udmærker sig ved at have en spektakulær natur, gode overnatningssteder og en bred vifte af spændende oplevelser for besøgende i alle aldre. Den attraktive pakke vil Regionsrådet, det nordjyske Vækstforum og turismesamarbejdet VisitNordjylland nu i fællesskab videreudvikle og ikke mindst markedsføre massivt i både Nordjylland, resten af Danmark og uden for landets grænser.

Fremgang i turismen er vigtig for nordjysk erhvervsliv

Bag den nye satsning står Regionsrådet som, på indstilling fra Vækstforum, investerer 13,3 mio. kr. i fælles organisering, kompetenceudvikling og markedsføring af det nordjyske turismeerhverv i 2011. Samtidig har Vækstforum i samarbejde med Regionsrådet reserveret yderligere 38,2 mio. kr., sådan at VisitNordjylland kan fortsætte arbejdet i 2012 og 2013. Den anden halvdel af de i alt 103 mio. kr. vil blive finansieret af de private og offentlige turismeaktører, der deltager i de kommende projekter.

http://www.rn.dk/Regionen/Nyheder/Nyhedsmappe/NordjyllandInvesterer103mioIFa...   18-07-2011

Region Nordjylland - Nordjylland investerer 103 mio. i fælles turisme-satsning   Page 2 of 2

- Turisme er en af vores regionale styrkepositioner. Nordjyllands særlige kvaliteter som destination for ferie og oplevelser tiltrækker besøgende fra både ind- og udland. Det er et stort aktiv, som vi ønsker at styrke yderligere ved at skabe samarbejdsrelationer mellem turismen og vores øvrige erhvervsliv. På den måde kan vi forhåbentlig få skabt endnu flere arbejdspladser både i de større byer og i de populære ferieområder langs regionens kyster, siger Ulla Astman.

Fakta:

Turismens betydning for Nordjylland

Nedenstående tal viser turismens store betydning for Nordjylland og nordjysk erhvervsliv. Tallene er opgjort inklusiv turismens afledte effekter, dvs. inklusiv den meromsætning og merbeskæftigelse som turismen skaber i erhvervslivets øvrige brancher.

Turismens og forbrug i Nordjylland
Danske turister: 4,1 mia. kr.
Udlændinge: 4,8 mia. kr.
Forbrug i alt: 8,9 mia. kr.

Turisme og beskæftigelse i Nordjylland
Beskæftigelse omregnet til fuldtidsbeskæftigede: 16.151 personer
Læsø Kommune: 16,8 pct. af samlet beskæftigelse
Jammerbugt Kommune: 12,0 pct. af samlet beskæftigelse
Frederikshavn Kommune: 9,6 pct. af samlet beskæftigelse
Region Nordjylland i alt: 5,9 pct. af samlet beskæftigelse

Kilde: Rapporten "Turismen i Region Nordjylland i tal", VisitDenmark, august 2010.

Læs mere på VisitNordjyllands hjemmeside: www.visitnordjylland.dk

Hotelovernatninger i Nordjylland
Antallet af hotelovernatninger i Nordjylland er i perioden fra 1. december 2009 til 1. december 2010 steget til 1.085.291 overnatninger. Det er en stigning på 7,3 procent i forhold til samme periode året før.

Samtidig viser tallene, at især vores svenske naboer atter er tilbage som gæster i Nordjylland. I løbet af det seneste år har broderfolket således haft næsten 30 procent flere overnatninger på de nordjyske hoteller end året før.

Kilde: Danmarks Statistik.

Region Nordjylland - Niels Bohrs Vej 30, 9220 Aalborg Ø
Tlf. 96 35 10 00 - Fax: 98 15 20 09 - Officiel og sikker post - region@rn.dk
Træffetid: Mandag-torsdag kl. 8.00-15.30 - fredag kl. 8.00-15.00
Søg på EAN numre i Region Nordjylland
Behandling af personoplysninger fra hjemmesiden

http://www.rn.dk/Regionen/Nyheder/Nyhedsmappe/NordjyllandInvesterer103mioIFa...   18-07-2011

Appendix 16: Mail correspondance – Change of plans, "Udviklingsgruppen Blokhus"

Gmail - Ændring projektplan   Page 1 of 3

Louise Mejling Laugesen <louisemejling@gmail.com>

Ændring projektplan
1 meddelelse

Lotte Kansia <ktoe@jammerburgt.dk>   24. maj 2011 18.57
Til: Lise Kanse <vise@turistenkoust.dk>

Kære deltagere i Blokhus-projektet

Vi har valgt at revidere planen for resten af projektet, da vi må erkende at sæsonen er kommet for tæt på. Det viser sig bl.a. i manglende tilmeldinger til workshoppen 24. maj, hvor lanceringen skulle planlægges - herunder jeres præsentationer.

Det sidste møde i projektet bliver derfor den 18. august, kl. 09 - 14.

Andre møder er hermed aflyst

Lancering

Det betyder også at den planlagte lancering den 21. juni med stor pressedækning og deltagelse af borgmesteren udgår, idet det ikke er realistisk at have præsentationer klar.

Konceptudvikling frem til afslutning

Finn og Berit fra VisitNordjylland vil sikre, at Vindfestival og Blokhus Bæk bliver beskrevet og sat på skinner til næste fase.

Det Levende Ord skal blive til virkelighed - både med erhvervets engagement og med synliggørelse i form af et katalog.

Derudover skal FotoFestival og 100 Ting afprøves i sæsonen - PrimusMotor sender jer forslag til, hvordan I opsamler feed back

Samlet evaluering

Vi mødes igen den 18. august kl. 09 - 14. Her vil vi samle op på jeres resultater og jeres feed back fra turisterne i sæsonen.

https://mail.google.com/mail/?ui=2&ik=5b31664280&view=pt&search=inbox&th=1...   18-07-2011

Appendix 17: ID360 – Analysis of Blokhus according to ID360-method

1. Identitet - Vurdering

	1: Mission	
Uklar	**_1_** 2 3 4 5 6 7 8 9 10	Klar
	2: Vision	
Uklar	1 2 **_3_** 4 5 6 7 8 9 10	Klar
	3: Mål	
Uklare	1 2 3 **_4_** 5 6 7 8 9 10	Klare
	4: Strategier	
Uklare	1 2 3 **_4_** 5 6 7 8 9 10	Klare
	5: Værdisæt	
Uklart	**_1_** 2 3 4 5 6 7 8 9 10	Klart
	6: Historier	
Ikke enslydende	1 2 **_3_** 4 5 6 7 8 9 10	Enslydende
	7: Samarbejde	
Sporadisk	1 2 **_3_** 4 5 6 7 8 9 10	Tæt
	8: Bæredygtighed	
Ikke integreret	1 2 3 4 **_5_** 6 7 8 9 10	Fuldt integreret
	9: Stolhed	
Negative Historier	1 2 3 4 5 6 7 8 **_9_** 10	Positive historier
	10: Arbejdet med: Identitet	
Ikke integreret	1 **_2_** 3 4 5 6 7 8 9 10	Fuldt integreret
	Samlet Score: 35 Gennemsnit: 3,5	

1. Identitet - Begrundelse

1: Mission	It has not been possible to identify a mission statement for Blokhus.
2: Vision	Vision: "A Blokhus-Hune with an increased quality which will become a clear flagship in Danish tourism" (Own translation).[164] General, vague and unspecific, but highly ambitious.
3: Mål	The Municipality of Jammerbugt aims to be the Danish tourism municipality with the highest number of overnight stays.[165] The purpose of the different development projects and initiatives in Blokhus is to provide a successful example which can be applied in other contexts.[166]
4: Strategier	The municipality wishes to extend the season by developing new tourist experiences.[167] It is stressed that Blokhus' development process is a joint project involving the local community.[168]
5: Værdisæt	Blokhus does not have a set of values. The set of values utilized in this master's thesis has been developed by the author (Louise Mejling Laugesen)
6: Historier	There is a difference in what actors in Blokhus choose to emphasize. Local actors refer to Blokhus' cultural and natural heritage. Tourism actors have a focus on introducing tourist experiences in Blokhus.[169]
7: Samarbejde	At present, a group of passionate locals "Blokhus-

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[164] Jammerbugt Kommune. *Jammerbugt Visionskatalog for fremtidens Blokhus-Hune*. December (2008), p. 7
[165] Udviklingsafdelingen (2008), Ibid, p. 4
[166] Jammerbugt Kommune (2008), Ibid, p. 7
[167] Udviklingsafdelingen (2008), Ibid, p. 7
[168] Jammerbugt Kommune (2008), Ibid, p. 7
[169] Appendix 9, please see meeting 10th March

	Hune I Udvikling" are working on rebuilding Blokhus' identity by introducing elements and structures relating to Blokhus' cultural heritage.[170] The group includes actors from educational institutions, the business sector and passionate locals from Blokhus.
8: Bæredygtighed	Blokhus aims to preserve its natural environment because it constitutes a valuable resource and asset in regard to the tourists.[171]
9: Stolthed	Local actors are proud of Blokhus and its cultural heritage. The rebuilding of Blokhus rescue station and Blokhus beacon constitute initiatives relating to Blokhus' historical legacy.
10: Arbejdet med: Identitet	The Municipality of Jammerbugt's political strategy focuses on attracting new residents and developing new tourist products to attract tourists.[172] Blokhus holds great potential because a large group of dedicated actors share a common interest in developing the town of Blokhus.

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[170] Debatoplæg (2006), Ibid
[171] Lorentzen & Krogh (2009), Ibid, p. 50
[172] Lorentzen & Krogh (2009), Ibid, p. 46

3. Indhold - Vurdering

Uklart	1: Overblik 1 2 3 4 5 **_6_** 7 8 9 10	Klart
Ikke overblik over	2: Æstetiske oplevelser 1 2 3 4 **_5_** 6 7 8 9 10	Fuldt overblik over
Ikke overblik over	3: Underholdningsoplevelser 1 2 3 4 **_5_** 6 7 8 9 10	Fuldt overblik over
Ikke overblik over	4: Actionoplevelser 1 2 3 4 5 6 **_7_** 8 9 10	Fuldt overblik over
Ikke overblik over	5: Læringsoplevelser 1 **_2_** 3 4 5 6 7 8 9 10	Fuldt overblik over
Ikke overblik over	6: Nydelsesoplevelser 1 2 3 **_4_** 5 6 7 8 9 10	Fuldt overblik over
Ikke overblik over	7: Autentiske oplevelser **_1_** 2 3 4 5 6 7 8 9 10	Fuldt overblik over
Udbudsstyret	8: Udvikling af oplevelser 1 2 3 **_4_** 5 6 7 8 9 10	Efterspørgselsstyret
Lille	9: Oplevelsesværdi **_1_** 2 3 4 5 6 7 8 9 10	Stor
Ikke integreret	10: Arbejdet med: Indhold 1 2 3 **_4_** 5 6 7 8 9 10	Fuldt integreret
	Samlet score: 39 Gennemsnit: 3,9	

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3. Indhold - Begrundelse

1: Overblik	Blokhus is dependent on tourism. But some experiences are prioritized compared to other experiences e. g. the beach and the natural landscapes.[173]
2: Æstetiske oplevelser	Blokhus holds great potential because of its esthetical and natural sceneries. A mix of new and old constructions in the town center.[174]
3: Underholdningsoplevelser	The entertainment experiences are few in Blokhus. Now and again, music events take place on Blokhus' town square.[175]
4: Actionoplevelser	Blokhus includes activities such as Blokhus marathon, Træfpunkt Blokhus and Fårup Sommerland.[176]
5: Læringsoplevelser	Almost non-existent. Although, Blokhus rescue station and the memorial outside listing the drowned people in the North Sea and the local tourist office.[177] Blokhus has the potential to create interesting educational experiences.
6: Nydelsesoplevelser	The natural landscapes constitute one of the main experiences. Blokhus has a small selection of wellness, spa and fitness facilities. Opportunities to purchase golf-packages, swimming in Resort Nordsøen's pool or the North Sea. 1-3 quality restaurants located in Blokhus' historical

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[173] Please visit www.visitjammerbugten.dk
[174] Please see section 7.2 p. 53
[175] Blokhus Avis. *Musik i sommerlandet 2011.* No. 4. Vol. 10. 1st section. (2011), p. 12
[176] Visitjammerbugtens turistbrochure. *Ferie i Jammerbugten 2011.* (2011), p. 6 and 44-46
[177] Please see section 7.2 p. 53

	buildings deriving from the prosperous trading era.
7: Autentiske oplevelser	Barely visible and non-existent, even though Blokhus has an interesting natural and cultural heritage.
8: Udvikling af oplevelser	Blokhus is introduced to en endless stream of new experiences aiming to attract tourists and increase the number of overnight stays.[178]
9: Oplevelsesværdi	There is not substantial analytical data to evaluate this aspect.
10: Arbejdet med: Indhold	The content of Blokhus is influenced by the Municipality of Jammerbugt's tourism strategy. Experiences are developed with one sole purpose: attracting tourists and resident to the municipality. Blokhus has a moderate overview of its experiences but it has a large amount of unexploited potential.[179]

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[178] Lorentzen & Krogh (2009), Ibid, p. 52
[179] Debatoplæg (2006), Ibid, p. 8

4. Indtryk - Vurdering

Ikke systematisk	1: Kvalitetsmåling **_1_** 2 3 4 5 6 7 8 9 10	Systematisk
Uklar	2: Definition af kvalitet 1 2 3 4 **_5_** 6 7 8 9 10	Klar
Lav	3: Kvalitet af overnatning 1 2 3 4 5 **_6_** 7 8 9 10	Høj
Lav	4: Kvalitet af bespisning 1 **_2_** 3 4 5 6 7 8 9 10	Høj
Lav	5: Kvalitet af attraktioner 1 2 3 4 5 6 **_7_** 8 9 10	Høj
Lav	6: Kvalitet af transportudbud 1 2 3 **_4_** 5 6 7 8 9 10	Høj
Lav	7: Kvalitet i servicemødet 1 2 **_3_** 4 5 6 7 8 9 10	Høj
Uklar	8: Plan for højnelse af kvalitet 1 2 3 4 **_5_** 6 7 8 9 10	Klar
Ikke systematisk	9: Præmiering af god kvalitet 1 **_2_** 3 4 5 6 7 8 9 10	Systematisk
Ikke integreret	10: Arbejdet med: Kvalitet 1 2 3 **_4_** 5 6 7 8 9 10	Fuldt integreret
	Samlet score: 39 Gennemsnit: 3,9	

4. Indtryk - Begrundelse

1: Kvalitetsmåling	There is not substantial data to evaluate this aspect
2: Definition af kvalitet	The Municipality of Jammerbugt aims to introduce quality-based experiences .[180] In Blokhus, fashionable clothes shops lie side by side with cheap souvenir shops. On one of the busiest roads lies a neglected and decayed building.[181]
3: Kvalitet af overnatning	The resort Nordsøen including pool, wellness-, fitness- and spa facilities, restaurant and golf takes up a large space in Blokhus' town center.[182] Hotel Bellevue – small hotel located with a view of Blokhus beach. This hotel offers different holiday packages e. g. restaurant and golf.[183] Blokhus camping located on the outskirts of Blokhus – awarded with 3 stars.[184]
4: Kvalitet af bespisning	1-3 quality restaurants e. g. Strandingskroen, Hawet and Futten. The remaining part of the eateries is either cafés or takeaways selling burger, pizzas and ice cream.
5: Kvalitet af attraktioner	Fårup Sommerland (Amusement park), located outside Blokhus, is a major tourist attraction in the area. It has received many awards.[185] Another main attraction is Blokhus' esthetical and natural landscapes. It depends highly on the tourist's preferences.
6: Kvalitet af transportudbud	There is max. 1-3 busses every hour. In some cases,

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[180] Udviklingsafdelingen (2008), Ibid, p. 4
[181] Please see section 7.2 p. 53
[182] Please visit www.feriecenternord.dk
[183] Please visit www.bellevuehotel.dk
[184] Please visit www.blokhus.dk-camp.dk
[185] Please visit www.faarupsommerland.dk

	the travel to Blokhus involves changing between busses.[186] Bike rental
7: Kvalitet i servicemødet	The quality of Blokhus' service level is varying. During peak season, a majority of the people working in Blokhus is employed only for this season. In the local supermarket, some of the employees appear uninterested and not service-minded.[187]
8: Plan for højnelse af kvalitet	The Municipality of Jammerbugt aim to offer quality-based products, services and experiences. A group of local business men/women in Blokhus invited a consultant to discuss methods which could be applied to increase the quality of service.[188]
9: Præmiering af god kvalitet	The Municipality of Jammerbugt supports tourism businesses aiming to obtain recognized quality certifications.[189]
10: Arbejdet med: Kvalitet	Blokhus is aware of the importance of offering quality products and good service (Included in the vision for Blokhus), but apparently not completely implemented.

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[186] Please visit www.nordjyllandstrafikselskab.dk
[187] Appendix 21
[188] Blokhus Avis. *Fokus på kundebetjening.* No. 4. Vol. 10. 1st section. (2011), p. 26
[189] Udviklingsafdelingen (2008), Ibid, p. 17

6. Infrastruktur - Vurdering

Lille	1: Indflydelse på infrastruktur 1 **2** 3 4 5 6 7 8 9 10	Stor
Lille	2: Involvering i investeringsplaner 1 2 **3** 4 5 6 7 8 9 10	Stor
Ikke definerede	3: Oplevelsesrum 1 2 3 **4** 5 6 7 8 9 10	Klart definerede
Lille	4: Infrastrukturens betydning 1 2 3 4 5 6 7 **8** 9 10	Stor
Dårlig	5: Tilgængelighed 1 2 3 **4** 5 6 7 8 9 10	God
Ikke tilstrækkeligt antal	6: Entre-baserede attraktioner 1 2 3 4 5 6 **7** 8 9 10	Tilstrækkeligt antal
Ikke tilstrækkeligt antal	7: Naturattraktioner 1 2 3 4 5 6 7 **8** 9 10	Tilstrækkeligt antal
Ikke tilstrækkeligt antal	8: Bespisningssteder 1 2 **3** 4 5 6 7 8 9 10	Tilstrækkeligt antal
Ikke tilstrækkeligt antal	9: Overnatningssteder 1 2 3 4 **5** 6 7 8 9 10	Tilstrækkeligt antal
Ikke integreret	10: Arbejdet med: Infrastruktur 1 2 3 4 5 **6** 7 8 9 10	Fuldt integreret
	Samlet score: 50 Gennemsnit: 5,0	

6. Infrastruktur - Begrundelse

1: Indflydelse på infrastruktur	Blokhus constitutes only a small piece in a larger puzzle. The North Denmark Region focuses on the whole region and not individual flagships. The Municipality of Jammerbugt is the primary actor in regard to Blokhus.[190]
2: Involvering i investeringsplaner	A small group of local actors "Blokhus-Hune I Udvikling" aim to participate in the development planning of Blokhus.[191]
3: Oplevelsesrum	The Municipality of Jammerbugt has developed a vision catalogue in which it has outlined Blokhus' different experience spaces e. g. the authentic Blokhus, the urban space involving the town square with shops and the recreational areas in the proximity of Blokhus beach. It is a work in progress.[192]
4: Infrastrukturens betydning	In Blokhus, it is of great importance that the infrastructure is optimal because this facilitates that visitors can move to/from the tourist destination easily.
5: Tilgængelighed	No motorway or train connection to Blokhus. There is a main road and some smaller roads.[193] Just a couple of busses every hour, maybe more during the peak season.
6: Entre-baserede attraktioner	Fårup Sommerland A dominance of amusement parks or similar attractions could have a devastating effect on

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[190] Please see section 1.0 pp. 6-12 and section 7.1 pp. 49-52
[191] Appendix 22
[192] Jammerbugt Kommune (2008), Ibid, pp. 34-45
[193] Lorentzen & Krogh (2009), Ibid, p. 17

	Blokhus' natural environment. Additionally, it would strain the main and local roads heavily.
7: Naturattraktioner	Blokhus is surrounded by natural attractions because of its surrounding natural landscapes. Blokhus Klitplantage
8: Bespisningssteder	Strandingskroen Hawet Restaurant Nordstjernen Restaurant Futten Ristorante Sotto Vento Café Casa Blanca Café Pizza & Kebab House Sason Pizza/Restaurant-Kebab House Rasmus Klump Familierestaurant[194]
9: Overnatningssteder	Resort Nordsøen Bellevue Hotel Blokhus Camping Rental of summer-houses[195]
10: Arbejdet med: Infrastruktur	This should be an important part of development plans since the municipality aims to be the Danish, tourism municipality with most overnight stays. It has not been possible to identify a particular plan for Blokhus' infrastructure.

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[194] Please visit www.visitjammerbugten.dk
[195] Please visit www.visitjammerbugten.dk

7. Innovation - Vurdering

Lille antal	1: Antal ildsjæle 1 2 3 4 5 6 7 **_8_** 9 10	Stort antal
Uformelle	2: Procedurer for innovationsarbejdet 1 **_2_** 3 4 5 6 7 8 9 10	Formelle
Lille	3: Opbakning til ildsjælene 1 2 3 4 5 **_6_** 7 8 9 10	Stor
Svag	4: Grad af åbenhed overfor nye idéer 1 2 3 4 **_5_** 6 7 8 9 10	Høj
Ikke systematisk	5: Opfølgning **_1_** 2 3 4 5 6 7 8 9 10	Systematisk
Lav grad	6: Tværfaglighed 1 2 3 4 5 6 **_7_** 8 9 10	Høj grad
Utilstrækkelige	7: Planer for innovationudvikling 1 2 **_3_** 4 5 6 7 8 9 10	Tilstrækkelige
Lille kendskab	8: Finansieringsmuligheder **_1_** 2 3 4 5 6 7 8 9 10	Stort kendskab
Sporadisk	9: Eksternt samarbejde om innovation 1 2 3 4 5 **_6_** 7 8 9 10	Tæt
Ikke integreret	10: Arbejdet med: Innovation 1 2 3 4 5 **_6_** 7 8 9 10	Fuldt integreret
	Samlet score: 45 Gennemsnit: 4,5	

7. Innovation - Begrundelse

1: Antal ildsjæle	Blokhus has a group of dedicated locals aiming to give tourists a good experience in connection with their stay in Blokhus.[196] "Udviklingsgruppen Blokhus" include passionate locals dedicated to creating positive development in Blokhus
2: Procedurer for innovationsarbejdet	No clear procedures.[197]
3: Opbakning til ildsjælene	The municipality stresses that it supports passionate local actors because Blokhus' development requires joint efforts.[198]
4: Grad af åbenhed overfor nye idéer	Blokhus is involved in many joint development projects across different destinations, institutions and levels. Blokhus appears to be open to new ideas.[199]
5: Opfølgning	There is not substantial analytical data to evaluate this aspect.
6: Tværfaglighed	It is recognized both by the municipality and local actors in Blokhus that local cooperation and coordination of efforts are essential. "Udviklingsgruppen Blokhus" is a good example of development project involving cooperation across local businesses, political levels and passionate locals.[200]
7: Planer for innovationudvikling	In the Municipality of Jammerbugt, in which Blokhus is situated, tourism and experience economy are the focus of the political strategy.[201]
8: Finansieringsmuligheder	"Udviklingsgruppen Blokhus" is sponsored by the

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[196] Appendix 23
[197] Appendix 9, please see meetings 8th February
[198] Jammerbugt Kommune (2008), Ibid, p. 7
[199] Appendix 22
[200] Appendix 24 and Appendix 10
[201] Udviklingsafdelingen (2008), Ibid, p. 2 and p. 20

	EU. Consequently, an external consultant company has been employed to ensure that funds are utilized properly.[202] "
9: Eksternt samarbejde om innovation	Blokhus participates in development projects involving different destinations, tourist organizations, regional and local entities e. g. læringsdestinationer (educational destinations)[203], "Blokhus-Hune I Udvikling"[204] and "Udviklingsgruppen Blokhus".
10: Arbejdet med: Innovation	Blokhus seems flexible and adaptable. Local/external cooperation and coordination is often utilized common in Blokhus. Clear procedures and structures are needed.[205]

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[202] Appendix 10
[203] Udviklingsafdelingen (2008), Ibid, p. 5
[204] Debatoplæg (2006), Ibid, pp. 2-3
[205] Appendix 9, please see meeting 7th April

10. Information - Vurdering

Kortsigtet	**1: Kommunikationsstrategi** 1 2 **_3_** 4 5 6 7 8 9 10	Langsigtet
Utydelige	**2: Budskaber i markedet** 1 **_2_** 3 4 5 6 7 8 9 10	Tydelige
Ikke klart defineret	**3: Målgrupper** 1 2 3 **_4_** 5 6 7 8 9 10	Klart defineret
Lav grad	**4: Integreret markedskommunikation** 1 **_2_** 3 4 5 6 7 8 9 10	Høj grad
Urealistiske	**5: Løfter i markedkommunikation** 1 2 **_3_** 4 5 6 7 8 9 10	Realistiske løfter
Ikke systematiseret	**6: Effektmåling** **_1_** 2 3 4 5 6 7 8 9 10	Systematiseret
Svagt	**7: Brand** 1 **_2_** 3 4 5 6 7 8 9 10	Stærkt
Styret af pris	**8: Medievalg** 1 2 3 4 **_5_** 6 7 8 9 10	Styret af strategi
Kortsigtet perspektiv	**9: Finansiering** **_1_** 2 3 4 5 6 7 8 9 10	Langsigtet perspektiv
Kortsigtet perspektiv	**10: Arbejdet med: Information** 1 2 **_3_** 4 5 6 7 8 9 10	Fuldt integreret
	Samlet score: 26 Gennemsnit: 2,6	

10. Information - Begrundelse

1: Kommunikationsstrategi	Blokhus appears to focus on short-term strategies.
2: Budskaber i markedet	Blokhus is sending mixed and misleading signals.[206]
3: Målgrupper	Blokhus has not defined its target groups.[207] The Municipality of Jammerbugt has adopted a dynamic approach in which it adjusts the marketing according to tourists' demand and behavior patterns.[208]
4: Integreret markedskommunikation	Blokhus' communication seems random, vague and unspecific.[209]
5: Løfter i markedkommunikation	Blokhus is marketed as a tourist town with a selection of shopping possibilities and natural experiences. This does not differentiate Blokhus compared to other tourist destinations in Northern Jutland.[210]
6: Effektmåling	Random – non-existent
7: Brand	Blokhus' brand is general, vague and unspecific. None of Blokhus' unique qualities and values is mentioned. Just sun, beach and natural landscapes and these elements can be found in many tourist towns in Northern Jutland.[211]
8: Medievalg	The aim is to market tourist products and experiences through any available distribution channel. The Municipality of Jammerbugt stresses that it has adopted a dynamic approach, indicating that it adjusts according to tourists' media preferences. The municipality has developed a web

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[206] Debatoplæg (2006), Ibid, p. 2 and p. 4
[207] Debatoplæg (2006), Ibid, p. 8
[208] Udviklingsafdelingen (2008), Ibid, p. 25
[209] Debatoplæg (2006), Ibid, p. 12
[210] Debatoplæg (2006), Ibid, p. 8
[211] Ibid

	portal because modern tourists use the Internet to search for information.[212]
9: Finansiering	There is not substantial analytical data to evaluate this aspect.
10: Arbejdet med: Information	Blokhus' communication seems random, vague and unspecific. It aims to market general experiences without utilizing Blokhus' qualities and values.

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[212] Udviklingsafdelingen (2008), Ibid, p. 25

Appendix 18: Article: "2. Verdenskrig og Blokhus"

http://www.nordjyske.dk/artikel/10/5/26/3894675/3/2%20verdenskrig%20og%20blokhus

Nordjyske.dk   Page 1 of 1

22. juni 2011 15:19 | **Nordjyske.dk**

2. verdenskrig og Blokhus

Udstilling om Blokhus under besættelsen.

"Blokhus under besættelsen" er titlen på en udstilling i Blokhus Redningsstation, som kan ses fra 1. juli til 15. september.

Udstillingen fortæller om Blokhus som fæstning og som en del af Hitllers Atlanterhavsvold, som strakte sig fra Nordkap i det norligste Norge til Pyrenæerne i syd.

11000 miner var der i et minefelt omkring byen. Pigtrådsspærringer og spanske ryttef lukkede stranden. 23 betonbunkere blev der opført.

- Udstillingen viser også gamle fotos fra besættelsen. Det er ret sjældne fotos, idet tyskerne forbød al fotografering, fortæller Harald Klitgaard fra Blokhus Redningsstation.

Han tilføjer, at Blokhus-bogen "Fra istid til ispind", som bl.a. også handler om 2. verdenskrig, lige er udkommet i anden og revideret udgave.

http://www.nordjyske.dk/nyheder/print.aspx?ctrl=10&data=26%2c3894675%2c1815...   18-07-2011

Appendix 19: Article: "Nyt turisttilbud: Geocaching"

http://www.nordjyske.dk/artikel/10/5/26/3866301/3/nyt%20turisttilbud%20geocaching

Nordjyske.dk
Page 1 of 1

16. maj 2011 08:26 | **Nordjyske.dk**

Nyt turisttilbud: Geocaching

Den nye og populære fritidsaktivitet geocaching bliver nu også et tilbud til de mange turister, som besøger Jammerbugten.

En ny folder, som kommer på gaden senere på foråret, skal lokke turisterne ud i naturen med gps'en i jagten på de nedgravede skatte.

Initiativtager er Anders Kaa, Birkelse, som sammen med hustruen Dorthe har været bidt af geocaching i flere år.

- En række turistbureauer landet over har allerede taget ideen med tilbud om geocaching op, og Visit Jammerbugten og Naturstyrelsen synes også om ideen, siger Anders Kaa.

Den ny folder, som er udarbejdet i samarbejde med Visit Jammerbugten og Naturstyrelsen, fortæller om de 14 steder over hele kommunen, hvor der er gravet skatte ned.

Ved hver enkelt billed er der koordinater, og så er det ellers bare om at komme af sted med gps'en og finde frem til skatten.

- Med geocaching får man en helt ny ferieoplevelse. Selv om skattene er gravet ned i nærheden af de kendte turistattraktioner, så vil man komme til at opleve ukendte sider af attraktionen i jagten på skatten, fortæller Anders Kaa. Geocaching er blevet en populær fritidsaktivitet over hele verden.

- Det hænger sammen med, at det er en aktivitet hele familien kan være sammen om, siger Anders Kaa.

- Geocaching er desuden en aktivitet man umiddelbart kan gå i gang med uden at skulle være medlem af en forening. Du kan geocache, når du har lyst til det og uafhængigt af andre, tilføjer han.

Man behøver ikke være ejer af en håndholdt gps for at være med. På turistbureauerne i Brovst, Fjerritslev og Blokhus kan man leje en gps. Men kan også bruge den gps, som sidder i mange biler. Endelig kan iphone og smartphones bruges.

http://www.nordjyske.dk/nyheder/print.aspx?ctrl=10&data=26%2c3866301%2c1815... 18-07-2011

Appendix 20: Mail correspondance – "Det Levende Ord"

Gmail - Vedr. fællesmøde om "Det Levende Ord" 23/5   Page 1 of 3

Louise Mejling Laugesen <louisemejling@gmail.com>

Vedr. fællesmøde om "Det Levende Ord" 23/5
3 meddelelser

Louise Mejling Laugesen <louisemejling@gmail.com>   24. maj 2011 09:52
Til: Torben Reese <torbenreese@ingstrup.dk>

Hej Torben

Tak for mødet i går eller mangel på samme.

Jeg finder det yderst uprofessionelt og skuffende, at jeg ikke var blevet oplyst om, at fællesmødet vedr.
"Det Levende Ord" var blevet aflyst.

Jeg mødte op ved Blokhus Skudehandel i går med den formodning, at mødet skulle løbe af stablen fra kl
17-19. Jeg blev temmelig overrasket, da jeg blev mødt med en låst dør og tomme lokaler. Det var først,
da jeg kontaktede Jette Ovesen, at jeg fik oplyst, at mødet var aflyst. Endvidere oplyste Jette, at gruppen
"Det Levende Ord" er gået mere eller mindre i opløsning, og deres koncept er overgivet til turistbureauet.

Jeg synes, at det er dybt skuffende, at man ikke har fundet det vigtigt at informere mig om ændringen i
programmet. Jeg når at tage turen fra Aalborg til Blokhus forgæves.

Hilsen
Louise Mejling Laugesen

Torben Reese <torbenreese@ingstrup.dk>   26. maj 2011 16:11
Til: Louise Mejling Laugesen <louisemejling@gmail.com>

Hej Louise

Det er jeg frygtelig ked af – personlig var jeg bortrejst i den weekend og det var Jette sammen
med Turistkontoret der har stået for at invitere og bagefter aflyse.

Jette har bagefter skrevet følgende mail

Kære Lotte

Jeg vil gerne melde afbud til tirsdag, den 24. maj. Vi synes ikke i gruppen, at der er basis for at arbejde
videre med projektet, som jo allerede bliver varetaget af Turistkontoret.

Vi har fået mange tilkendegivelser fra folk, der kunne være interesserede i at deltage i vores planlagte
møde mandag, men som ikke kan finde ud af, hvad Turistkontoret står for, og hvad vores gruppe står for,
og det kan vi egentlig heller ikke selv, så derfor nedlægger vi udvalget.

Når man bruger sin tid på at få noget op at stå, så vil man jo egentlig også gerne se nogle resultater og nå
et mål, og det er, så vidt vi kan se, allerede defineret.

https://mail.google.com/mail/?ui=2&ik=5b31664280&view=pt&search=inbox&th=1...   18-07-2011

Tak for godt samarbejde. Jeg er villig til at deltage en anden gang, hvis der dukker noget op med lidt mere "kød" på.

Venlig hilsen

Jette

Endnu engang undskyld for, at vi ikke fik orienteret dig, håber på at jeg kan gøre det godt igen, med et eller andet

Venlig hilsen

Torben

Fra: Louise Mejling Laugesen [mailto:louisemejling@gmail.com]
Sendt: 24. maj 2011 08:52
Til: Torben Reese
Emne: Vedr. fællesmøde om "Det Levende Ord" 23/5

[Citeret tekst er skjult]

Louise Mejling Laugesen <louisemejling@gmail.com>   31. maj 2011 09.19
Til: Torben Reese <torbenreese@ingstrup.dk>

Hej Torben

Tak for din mail.

Jeg må indrømme, at jeg blev noget overrasket og skuffet, da jeg stod udenfor Blokhus Skudehandels tomme lokaler. Men sket er sket.

Jeg synes selvfølgelig, at det er virkelig ærgerligt mht "Det Levende Ord". Men jeg kan udmærket godt forstå, hvorfor I har valgt at gøre, som I har. Hele forløbet har bekræftet yderligere for mit vedkommende, at jeg er på rette spor i forhold til, hvad jeg arbejder med i mit speciale. Jeg er nået til min analyse, hvor jeg skal i gang med udvikling af Blokhus' værdisæt samt forslag til strategi for fremtidige udviklingsindsatser. Meningen er at få bygget et solidt fundament (som er forankret i Blokhus' identitet via værdisættet), hvorpå Blokhus kan skabe en positiv udvikling, der giver synergi og lønsomhed i byen.

Endnu en gang tak for din mail. Dejligt at høre at man er ikke helt glemt eller afskrevet.

Venlig hilsen

Gmail - Vedr. fællesmøde om "Det Levende Ord" 23/5   Page 3 of 3

Louise

Den 26. maj 2011 16.11 skrev Torben Reese <torbenreese@ingstrup.dk>:
[Citeret tekst er skjult]

Appendix 21: Article: "Når Vestkysten lukker"

http://nordjyske.dk/artikel/10/5/2/3662523/3/n%E5r%20vestkysten%20lukker

Nordjyske.dk   Page 1 of 1

11. september 2010 04:00 | **Nordjyske.dk**

Når Vestkysten lukker

Britt Kristensen

Det virkede som den perfekte afslutning på en god dag.

En dag med den milde september sol, der varmede kroppen. Næsten vindstille vejr, weekend og turist i vores egen landsdel. Blokhus var som en magnet. Danske og udenlandske familier promenerede på stranden. Nogle badede, andre begravede sig i efterårets store uldne sweatre. Sådan en septemberdag hvor sommer og efterår kæmper med hinanden, og man automatisk kommer til at gå at holde om sin udkårne.

Den perfekte dag med familien skulle afsluttes med lidt forældreforkælelse, efter børnene var lagt i seng. En tur på restaurant med tid til at være kærester - og måske en tur ud at danse på sådan en lørdag, hvor alt kunne lade sig gøre.

Det var mærkværdig mørkt, da vi nåede frem. Skiltene ved den udsete fiskerestaurant fortalte, at der var åbent, men døren var låst og lyset slukket. Det var humøret ikke. Vi vidste, at der var flere steder. Vi havde undersøgt stederne på internettet hjemmefra.

Næste sted var fyldt op med et selskab. Vi blev tilbudt et bord udendørs til en time senere, men aftenen var mere efterår end sommer, så det afslog vi. Det tredje sted var også fyldt med selskaber. Det fjerde var lukket, selvom skiltene udenfor lokkede med en menu. Leende talte vi om muligheden for at spise på Rasmus Klump familierestaurant uden børnene var med eller på et pizzaria, som ville minde lidt for meget om take-away på en travl hverdagsfredag.

Det blev koldere og frygten for, at vi ikke ville kunne finde et sted, hvor køkkenet stadig ville være åbent, betød at vi endte på et opgraderet pizzaria. Voksduge på bordene og stearinlyset, der forblev uden flamme, satte ikke ekstra fut i den romantiske aften. Vi kunne grine af det, og at vi selv måtte hente menukortet efter forgæves at have spejdet efter tjeneren. Men kæreste-aftenen blev ikke helt så romantisk, som vi havde forestillet os.

For et par år siden havde vi også svært ved at finde god mad i september, da vi var på tur langs kysten. September er åbenbart ensbetydende med, at sommeren er væk sammen med forventningen om besøgende turister. Det var ikke muligt at købe en friskfanget fisk på et spisested, så det endte med en fransk hotdog og hurtig exit.

Mon alle de turister, vi gerne vil have i landsdelen året rundt, også har lyst til en hurtig exit, når de møder lukkede døre, hjemmesider, der ikke er opdaterede med oplysninger om simple ting som åbningstider og muligheden for at kunne købe de lokale råvarer på spisestederne? Vi sad i hvert fald med en flad fornemmelse efter en vidunderlig dag - og kom tidligt i seng, for diskoteket var også helt stille.

http://nordjyske.dk/nyheder/print.aspx?ctrl=10&data=2%2c3662523%2c1815%2c3   18-07-2011

Appendix 22: Article: "Fælles fodslaw for fælles hjertebarn"

<http://nordjyske.dk/artikel/10/5/2/2704753/3/f%E6lles%20fodslaw%20for%20f%E6lles%20hjertebarn>

Nordjyske.dk   Page 1 of 1

17. marts 2008 18:17 | **Nordjyske.dk**

Fælles fodslaw for fælles hjertebarn

Grete Mill

Ildsjæle og foreningsliv vil styre Blokhus på ret kurs via ny paraplyorganisation og driftsselskab.

Private ildsjæle, enkelte forretningsdrivende og stort set alle foreninger i Hune og Blokhus vil styrke deres hjertebarns udvikling i samarbejde med Jammerbugt Kommune.

Først og fremmest for at få gennemført projekt-strandcenter på Blokhus Strand med Fiskernes Hus, genopførelse af redningsstation og en cafe i en ny sanitetsbygning. Men også med andre initiativer i området.

Det skal ske gennem en paraplyorganisation, hvor ideer udklækkes og formaliseres, mens et driftsselskab med repræsentanter for kommune, Blokhus og Omegns Grundejerforening og andre ildsjæle skal beskæftige sig med pengene og søge bl.a. fondsmidler til udførelsen af projekter.

Men sideløbende skal de respektive foreninger arbejde, som de plejer ud fra deres formålsparagraffer.

På et orienteringsmøde søndag på Restaurant Nordstjernen i Blokhus var de godt 30 deltagere enige om at søge ly under paraplyen i en fælles forening. Den har arbejdstitlen Blokhus i Udvikling og paraplyen slås op med stiftende generalforsamling søndag 18 maj på Restaurant Nordstjernen.

Læs mere i NORDJYSKE Stiftstidende tirsdag.

http://nordjyske.dk/nyheder/print.aspx?ctrl=10&data=2%2c2704753%2c1815%2c3   18-07-2011

Appendix 23: Article: "Turister skal have god start på ferien"

http://www.nordjyske.dk/artikel/10/2875/26/3893009/3/turister%20skal%20have%20god%20start%20p%E5%20ferien

Nordjyske.dk   Page 1 of 1

20. juni 2011 13:53 | **Nordjyske.dk**

Turister skal have god start på ferien

Henrik Strømgaard

Private virksomheder byder velkommen til turisterne

Turister skal føle sig velkomne i Hune og Blokhus. Sådan lyder det fra fire lokale virksomheder, der går sammen om at arrangere velkomstmøder hver mandag fra uge 26 til 32, altså med start mandag 27. juni klokken 11.

Initiativet kommer efter, at turistbureauet i Blokhus har sparet sine ugentlige informationsmøder væk.

Det ændrer ikke ved, at ideen er god. Så den føres videre hos Hune Bageren, der lægger lokale til og giver kaffen.

– Vi vil gerne give et positivt indspark til ferien for turisterne, siger Hele Larsen fra Hune Bageren.

Turisterne vil hver gang kunne møde mindst to af initiativtagerne og heriblandt Elissabeth Bittner fra Klinik Vita Vital. Hun stammer fra Tyskland og har således let ved at hjælpe de forhåbentlig mange tyske turister. Hun har i øvrigt oversat en ny brochure til tysk. Den er også et lokalt initiativ og rummer hele "100 ting, du skal nå i Blokhus".

- Den passer lige til lommen og har fokus på attraktioner, arrangementer, wellness og så videre inden for en vis radius fra Blokhus og Hune, fortæller Elissabeth Bittner.

Foruden Klinik Vita Vital og Hune Bageren er Hune-Blokhus Cykeludlejning samt Novasol/dansommer i Blokhus medarrangør af velkomstmøderne.

- Så stort et turistområde som vores bør have de her informationsmøder, siger Merete Hansen fra cykeludlejningen.

http://www.nordjyske.dk/nyheder/print.aspx?ctrl=10&data=26%2c3893009%2c1815...   18-07-2011

Appendix 24: Article: "Årets mest kendte turist i Blokhus"

http://www.nordjyske.dk/artikel/10/5/28/3894276/4/%E5rets%20mest%20kendte%20turist%20i%20blokhus

Nordjyske.dk   Page 1 of 1

22. juni 2011 04:00 | **Nordjyske.dk**

Årets mest kendte turist i Blokhus

Henrik Strømgaard og Grete Dahl (foto)

BESØG: Statsministeren fik medierne til at stille skarpt på lokale ildsjæle og udviklingen i Blokhus - og selv fik han skyts til flere politiske emner

BLOKHUS: Statsministeren var ikke blevet advaret - eller også overhørte han advarslen - da han tirsdag besøgte Blokhus og tog imod den ærefulde tjans at fyre en af Blokhus Kanonlaugs kanoner af. Mens lokale, bedrevidende folk stod med en finger i hvert øre, fik Lars Løkke Rasmussen (V) den fulde oplevelse af det enorme brag og de naturligt opstående propper for ørerne.

Salutten faldt heldigvis sidst på statsministerens besøg, så han havde hørt det, han skulle, om udviklingen i Blokhus. Formålet med besøget var - sammen med Jammerbugt Kommune - at sætte fokus på turismen. Over for en rimelig stor flok af mediefolk udtrykte han begejstring for de initiativer, der er taget i Blokhus for at skabe liv i byen og oplevelser for turister. Han roste især det lokale samarbejde herom mellem ildsjæle, kommunen og virksomheder.

Lars Løkke Rasmussen besøgte Blokhus Redningsstation, der er en rekonstruktion af den oprindelige redningsstation fra 1852, som tyskerne væltede under Anden Verdenskrig. De lokale ildsjæle Harald Klitgaard og Torben Reese fortalte om arbejdet, og de satte en tyk streg under, at netop det samarbejde, statsministeren roste, har været afgørende for, at genopførslen kunne lade sig gøre.

Det samme gælder genrejsningen af det karakteristiske sømærke på stranden og seneste etableringen af Fiskernes Hus og det splinternye Strandcenter. Dette center rummer velfærdsfaciliteter til de mange tusinde gæster i Blokhus samt café og kiosk, som statsministeren også besøgte, og hvor han nød en softice.

Lars Løkke Rasmussen sagde efterfølgende til NORDJYSKE Medier, at besøget havde givet ham nogle gode argumenter i den politiske debat om, hvordan den danske turisme udvikles. Et forslag fra S og SF om passagerafgift på flytrafik blev kaldt "tåbeligt", og han frygtede konsekvenserne heraf for blandt andet Aalborg Lufthavn og udvidelsen af denne.

- Så har jeg også fået et andet argument med hjem, nemlig at det hjælper, at vi har sat fradraget på sommerhusudlejning op til 20.000 kroner. Det gør det mere attraktivt at udleje sit sommerhus, og det har flere fået lyst til, sagde Lars Løkke Rasmussen.

Endelig var han glad for at høre, at turisterhvervet i Blokhus tror på et rekordhøjt antal tyske turister i år - især når det fremgår af debatten om toldkontrol, at Tyskland skulle have vendt Danmark ryggen.

- De tyske turister er da ikke skræmt væk, konstaterede den formentlig mest kendte turist i Blokhus i år.

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