

Future Place
Leadership™

ustwo

CRISIS MANAGEMENT IN THE TOURISM INDUSTRY

Tips and guidance for
destinations, municipalities and regions

Based on experience sharing between destinations, spring 2020

WEBINARS' HANDBOOK

“ No volcano goes on forever,
it will stop ”

Inga Hlin Palsdottir, former Director of Visit Iceland and
guest speaker in the webinars

Introduction

What to expect in this document?

Tourism destinations worldwide are going through the worst crisis in modern times – and are forced to be innovative and creative in their crisis response in order to help tourism actors survive and to repurpose their marketing and development efforts.

During April and May 2020 we have had the fortune to share experiences with different actors of the tourism industry around what municipalities/cities and Destination Management Organisations (DMOs) can do to help tackle the COVID-19 crisis – both short- and long-term.

This document is the collection of experiences, actions, innovations and reflections shared in the webinars hosted during spring 2020.

Part 1: Common themes and actions

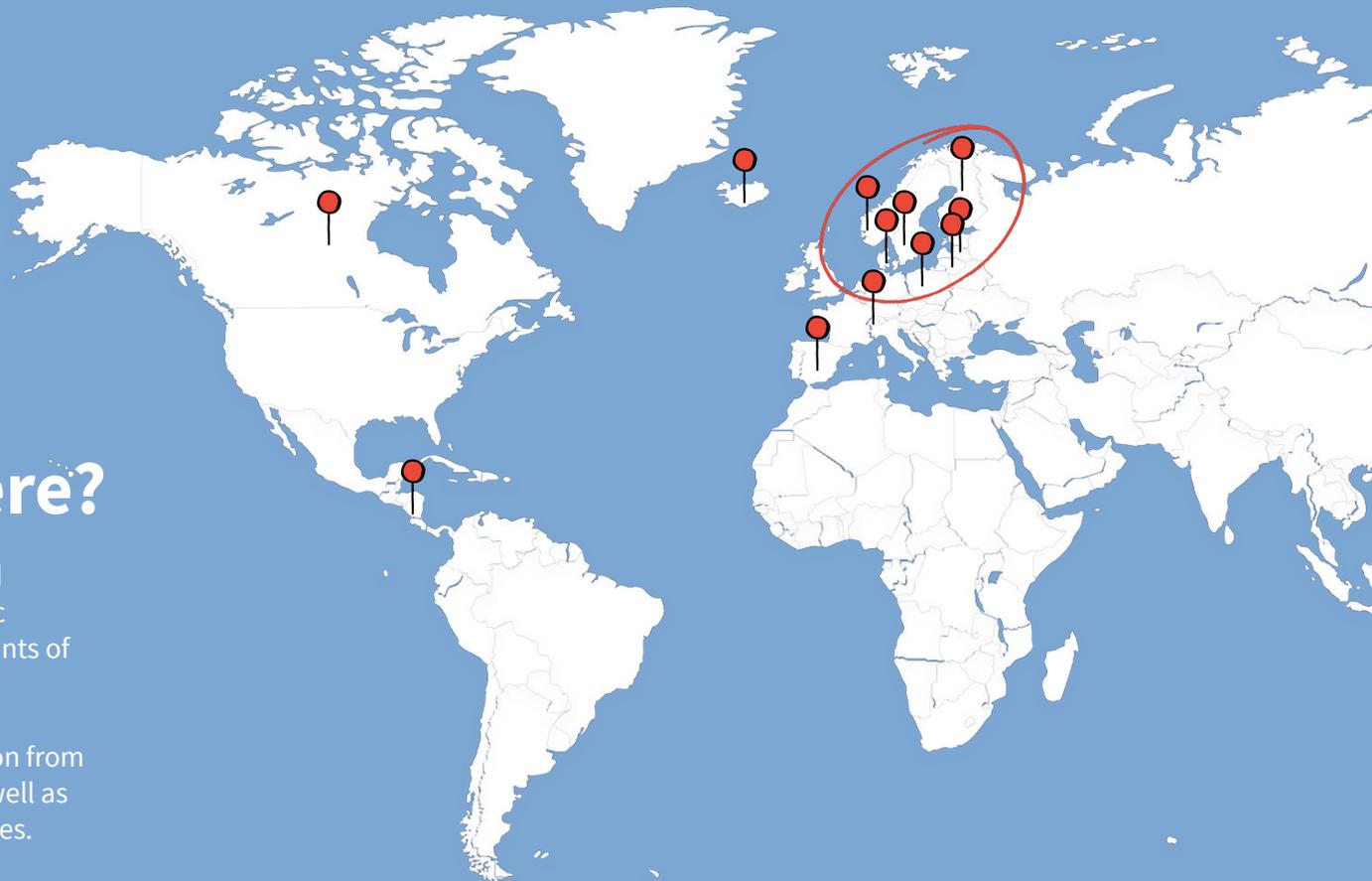
Part 2: The 3 R's - Response, Recovery and Resilience – including cases of innovative practices

Introduction

Who was there?

Municipalities, regions, DMOs and organisations from the five Nordic countries were the main participants of the webinars.

In addition, there was participation from southern and eastern Europe as well as North and Latin American countries.



PART 1

**COMMON THEMES &
ACTIONS FROM THE
WEBINARS**

What to find in this chapter?

Here you will find the common themes from the 6 webinars. We are humbled by the participation and willingness to share.

Below you will find **seven common themes or actions** that have been taken this spring and a description of what they are.

Hope they inspire you as much that they inspire us!



Themes & actions

Communicating & Marketing

Communicate, communicate, communicate – the crisis has sparked an insatiable demand for information from the actors in the tourism industry and regions and municipalities have risen to the challenge in several ways. Firstly, by being there and caring. Secondly, by asking how they can help. Thirdly, by providing accurate information and guidance.

Marketing messages toward specific target groups are taking shape – some messages evident in other themes like going ”regional and local” and ”boosting safety”.

Examples from the webinars:

- **Websites** – gathering available information about various business support programmes on the municipal and regional websites
- **Working the phone** – Sävsjö Municipality made telephone calls to the companies in their destination asking 1) How is your company doing, 2) How are you doing, 3) Do you need business coaching?
- **Continuing or enhancing distribution of digital newsletters** for information & online meetings for dialogue
- **Press and PR efforts** initially postponed but not cancelled – main message: please come, but when the timing is right
- **Weekly meetings with regional tourism board** – information about trends and insights
- **Traditional direct mail to the homes of all citizens** to inform about what is possible to visit in different parts of the region

In terms of destination messages, packaging the experiences is more important than ever.



Themes & actions

Business and financial support

With the industry screeching to sudden halt, regions and municipalities have been remarkably quick at launching a number of innovative ways to support their businesses, offering direct and indirect financial relief. This also coincides with the theme regarding focus on the local and regional market – helping businesses by promoting their market.

Examples from the webinars:

- **Deferred payment** of municipal dues and fees like rent, leases, utilities
- **Reimbursing** membership fees to tourism industry organisations
- **Postponed invoicing** for food and safety inspections
- **Improved payment terms** for local businesses – payment within 10 days improves cash flow
- **Setting up Business Emergency Unit** offering services, networking, coaching, information and training on e.g. digital skills
- **Distributed Christmas gift-card** to municipality employees during the spring, to be cashed locally in the short term. In some municipalities this generated more than € 100 000 for local retailers
- **Free parking** in the city announced by Lund in Sweden to make it easier for people to go shopping
- **Launching national “Hack the Crisis” competition** to engage startups regarding how to make local tourism industry players more visible
- **European Social Fund application regarding training of staff in tourism** businesses, e.g. chefs and in order to build a labour market pool to balance unemployment and staff shortages in businesses



Themes & actions

Educating, training & developing business

In addition to financial support, regions and municipalities have quickly understood that developing the skill sets of the people and businesses in the tourism sector is both financial relief and an investment. The skills range from social media and digital training to business development.

Examples from the webinars:

- **Online training** – 50 business owners during 6 weeks
- **Training in destination development and marketing**, while subsidizing 70% of the salary cost for SMEs; on topics ranging from German language to social media to how to use video in marketing. This was offered by regional DMO Smålands Tourism in Sweden
- **Workshop/coaching** offered by Visit Dalarna in Sweden on how to practically write an application to the various support programmes available
- **Digital training sessions** for business to assert their digital presence – Tripadvisor, Facebook, LinkedIn, Google My Business etc
- **Organising insight and foresight webinars** on “post-Corona” and innovation workshops held locally with crisis-driven innovation in focus
- **Long-term development process** for around 70 businesses that usually cost a membership fee now offered for free by regional DMO
- **Digital promotion** of selected destinations (“the hospitality journey”) to ensure that other destinations in the region know what is actually available
- **Financial support** to pivot private business ideas, which can be applied for during the entire 2020



Themes & actions

Shift of focus from international to regional and local markets

The rapid shift away from the international market is apparent from the number of ways to describe being a tourist where you live (Staycation, and Hemester, Svemester, Närmester, Härmester etc. in Nordic languages) and what the local and regional markets have to offer (under tags such as #Lovelocal, #localhero etc.). The task of packaging local and regional experiences to a new and discerning target group of locals remains a challenge, especially in the nature where attractions are underdeveloped.

The opportunity for more sustainable travel habits is an upside.

Examples from the webinars:

- **Hemester**, new campaign site in Sweden focused only on inspiration for local travel destinations, where experiencing nature is an increasing trend
- **Digital promotions of “local heroes”** highlighting restaurants, hotels etc.
- **Pivot action plans for art event by moving to a digital space**, showcasing businesses and art creations online with video
- **Many initiatives to highlight and re-package experiences**; like hiking and cycling paths and canoeing routes
- **Love local campaign under hashtags** with local designation
- **Supporting local business** in Estonia includes family deals, gift cards at hotels, and ways to pay now, deliver service at a later date
- **Visit several local sites and win prize** – several municipalities organise together with local newspaper
- **Guerilla marketing campaign** – DMO staff making personal commitment in a group using local Facebook pages to communicate “support your local businesses”
- **Supporting hotels to pivot their value offering**, from international clients (staying for 1-2 weeks) over to local clients (staying for 1-2 nights)



Themes & actions

Being strong together

Uniting in adversity is a natural reaction and there are many examples of essential collaboration between municipal and regional actors. But collaboration goes further, to municipalities finding solutions together and municipalities and regions working closely with businesses.

Examples from the webinars:

- Various **regional business support organisations collaborate** to provide one-stop-shop support for businesses
- **Swedish regions Dalarna's regional network** for experience exchange
- **Network of 13 municipalities** meet 1-2 times per week to align destinations, politicians and trade industry in a strategic plan
- **Business emergency support** set up including local businesses that share their expertise with others for free
- **In planning and creating arrangements** which can easily be launched once the crisis is over a municipality asked local citizens for tips on what to do – this generated more than 70 different ideas
- **Municipalities combining/packaging several tourist destinations** in one experience, like the Two Peninsulas – promoting day trips in the countryside (Ångelholm, Höganäs and Båstad in Sweden)
- **Regional cooperation** with municipalities to finance digital education as a long-term goal



Themes & actions

Boosting safety in a pandemic

This crisis has made washing hands and physical distancing its hallmarks. It will also affect the way we travel, where we travel to and what we finally do once arrived. How does the market determine that it is safe to travel? Whose responsibility is it? What does it take to inspire confidence in a destination as being safe? Tourism actors in every region and municipality are wrestling with these questions. Providing amenities outdoors could be a part of the solution.

Examples from the webinars:

- Make it easier to encourage **outdoor shopping** in outdoor markets
- Making it easier for business to operate by e.g. **allowing service outdoors**, and simpler and **free parking** for home-deliveries
- **Holidays and other celebrations** are held outdoors with safe distancing
- **Boost demand** – municipalities giving permission to open up outdoor services ahead of schedule for cafés and restaurants
- **Digital castle walks** in combination with home delivery of food from local restaurants
- **Open up the public space** and make it easier to use e.g. free parking
- **Digital campaigns** to promote good and safe examples of destinations
- **Promotion of road-trip theme**, in order to avoid public transports
- **Regional marketing activities**, e.g. free fishing-cards, to raise interest for people to meet outdoors
- **Hygiene will be more of a hygiene factor in the future** – travellers will want to know how they can remain healthy and safe in a destination. See Portuguese tourist board certification – Clean and Safe – for inspiration



Themes & actions

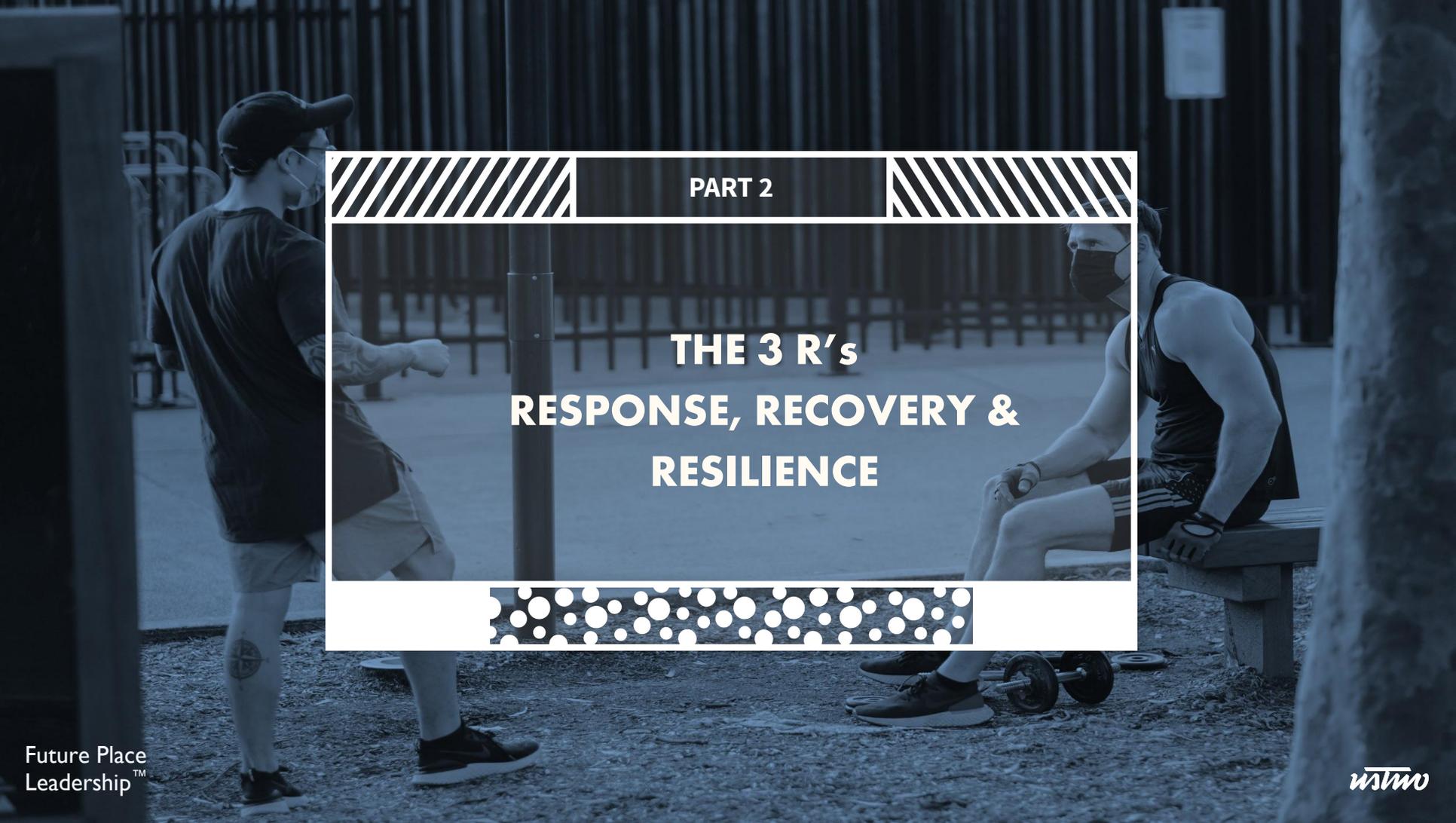
Digital solutions

Many of the actions by municipalities and regions in response to the crisis depended on existing digital solutions or using them in new ways.

We believe that the speed and reach of digital solutions are indispensable tools to manage a crisis effectively.

Examples from the webinars:

- **Digital newsletters** for info and online meetings for dialogue
- **Digital gift cards**, a mastercard that works as a payment card, and a number of stores, shops, restaurants are signed up. Generated more than € 100 000 for the local shops
- **A new app**, City Play, for local businesses to use and promote their offerings
- **A new webshop** for local businesses to tap in to and use for the promotion and sales of their business/products
- **A new job-search webpage** for people been laid off during the crisis. Also laid off staff in restaurant/hotel businesses is proactively offered job opportunities in care of the elderly sector
- **Online work-group with local businesses**, give status updates, analyses, networking, tips etc
- **Gathered information on regional website**, about different support programmes for the crisis
- **Hashtags** – to gather good ideas or to promote local pride
- **Iceland gave a bonus** to citizens to spend and reactivate the local economy, using social media channels to give inspiration on what to spend.



PART 2

THE 3 R's
RESPONSE, RECOVERY &
RESILIENCE

What to find in this chapter?

We have prepared a set of actions, guidelines, resources, innovative practices, cases and materials that we hope will be useful under the current and future circumstances.

We want to share perspectives and experiences and the expertise of this community. We hope this document adds value to your work.

To structure the resources we are using the “R”-model: **Response** to the crisis, **Recovery**, the next steps to reactivate tourism, and **Resilience**, meaning future possibilities to create the new normal of tourism.

3 stages



Response

Reduce the impact

The focus in this phase is as much on **reducing the impact** of the pandemic, as it is on inspiring the curiosity of future visitors.



Recovery

Reactivate tourism

It has become clear that tourism recovery will be gradual and influenced by political decisions and regulations, as well as new behaviours of travellers.

With so much uncertainty we can use available data to create informed scenarios to get a clear picture of potential actions. This is the phase in which the industry and businesses need to **refocus and encourage innovation** to ensure that they can come back stronger.



Resilience

Transform the industry

Destinations can use the pandemic as an **opportunity to do things differently**, focus on value by changing the approach to marketing, adapting product offerings and reinventing experiences.

Sustainability, digital solutions and learning from mistakes are key for transforming the industry.

THE THREE R'S

RESPONSE



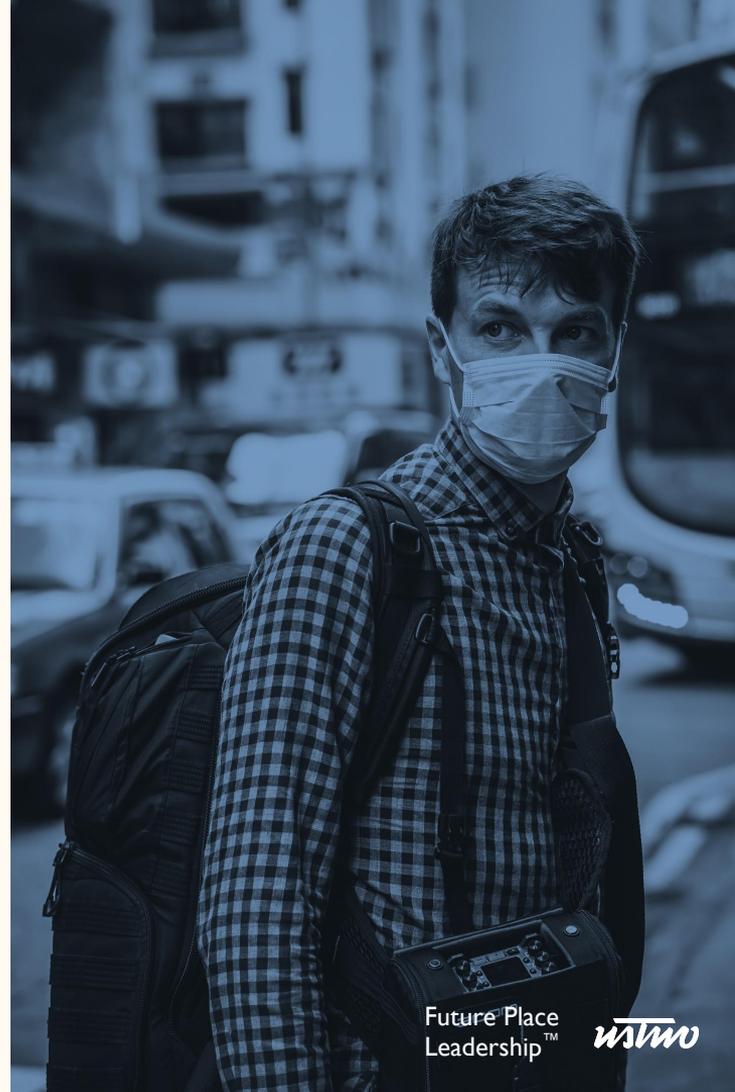
“ One month into the crisis, Danish tourism and experience industry companies reported an average drop in turnover of more than 80% ”

Danish Chamber of Commerce
(Dansk Erhverv)

Response

The shock and impact of the crisis is being felt throughout the entire tourism ecosystem. It is important to provide support on a local level by, managing the crisis and building trust.

We collected some general advice on crisis management and communication that are relevant for this phase, as well as some good or innovative practice cases.



General advice on crisis management & communications

- 01 Set up a crisis management group** with clearly defined responsibilities and frequent meetings
- 02 Listen and show support** to your stakeholders
- 03 Communicate, communicate and communicate** – some information is better than no information
- 04 Dare to lead** – even though the uncertainties are high (it might be more harmful not to lead than to lead in the wrong direction during a crisis)
- 05 Build trust through consistency**

General advice

01 Set up a crisis management group

Gather your most important stakeholders in the destination to make sure you are coordinated in your crisis response and can take decisions fast. Meet often, every day if needed. Agree on who is doing what, and how you will communicate.

This is what professional crisis response organisations – like the health care, police organisations and the military – do when a crisis hits. They have practiced what to do, who is doing what and how to communicate over and over again to be ready.

02 Listen and show support

Listening and showing your support to the tourism industry enterprises will take you a long way. Ask them how they are doing, tell them they are not alone in this and that you are there to support them.

Besides, by getting in touch with the companies in the industry you may get valuable input on what actions to take to help them.

One municipality in Sweden called all their tourism industry enterprises and asked three questions:

1. How is your company doing?
2. How are *you* doing, personally?
3. Do you need business coaching from one of our experts?

General advice

03 **Communicate, communicate and communicate**

Over-communicate. We are usually way too over-confident about how much people understand what's been said. In a crisis situation, it's even more difficult to get messages across – simply because someone who's afraid and stressed about losing their life's work, savings and job have little mental bandwidth to absorb communication.

Repeat important messages over and over again. Avoid too complex messages. Even use simple language when needed.

04 **Dare to lead**

Proactive leadership becomes more critical than ever in a crisis. Leadership in crisis is the most difficult type of leadership there is, as you need to lead towards an uncertain future.

Vice versa, lack of leadership can have a very demoralising and de-motivating effect and exacerbate the feeling of uncertainty, even chaos, and increase stress levels.

As a DMO or tourism developer in a municipality, your role may usually be the one of a facilitator and enabler for the industry. However, in a crisis you may need to step up and contribute with leadership to help the industry act, tackle the crisis and set in motion more cooperation between the different industry actors.

General advice

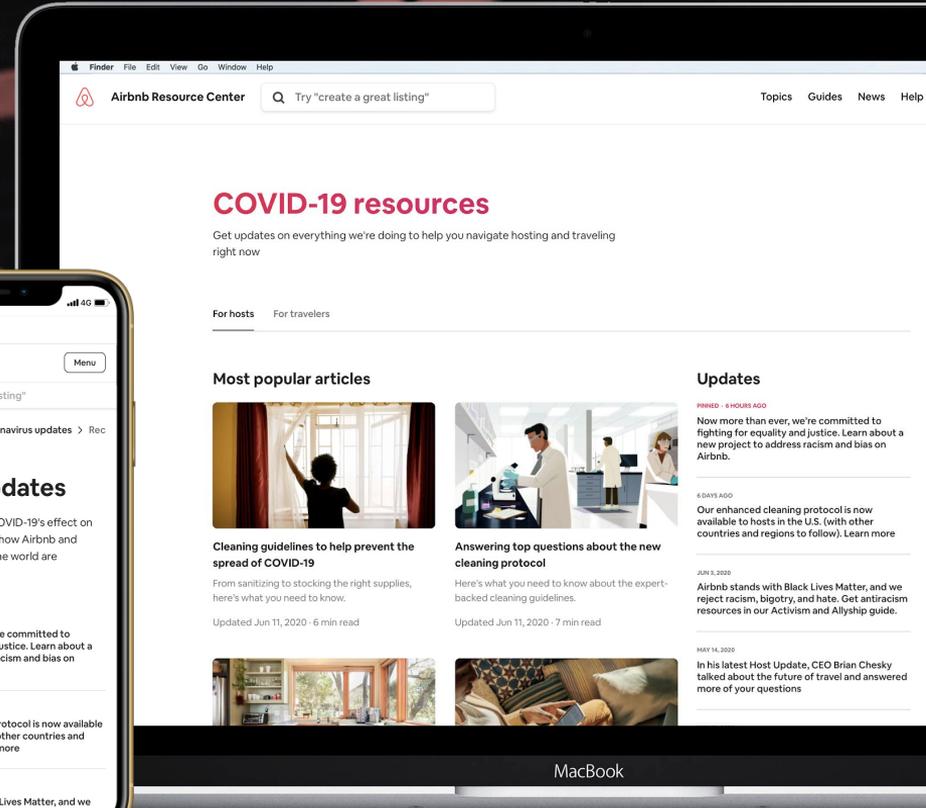
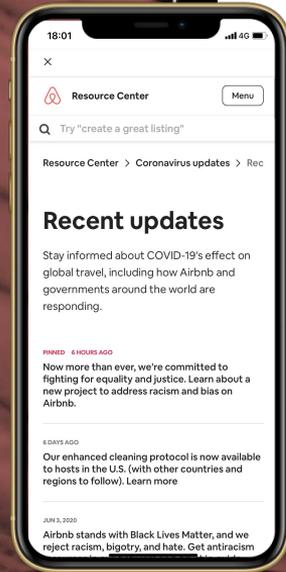
05 Build Trust

As DMOs are seen as a trustworthy source of information, there is a need to project a consistent message to build trust. Maintaining a responsible image to build confidence and responsible behaviour around guidelines is key. That said, be sure that you admit that you can be wrong too, and adapt your messaging and behaviour to how the situation evolves.

CASE TO COMMUNICATE,
COMMUNICATE AND COMMUNICATE

Airbnb Resource center

Airbnb has been keeping the communication going as the crisis progresses by collecting resources, updates and information for both travelers and hosts, in their website and on their application.



THE THREE R'S

RECOVERY



Recovery

The negative impact of COVID-19 has made people cautious of travel. Post COVID-19 many of them will need a strong motivation and purpose to travel, and assurance that there is and will be answered to their questions.

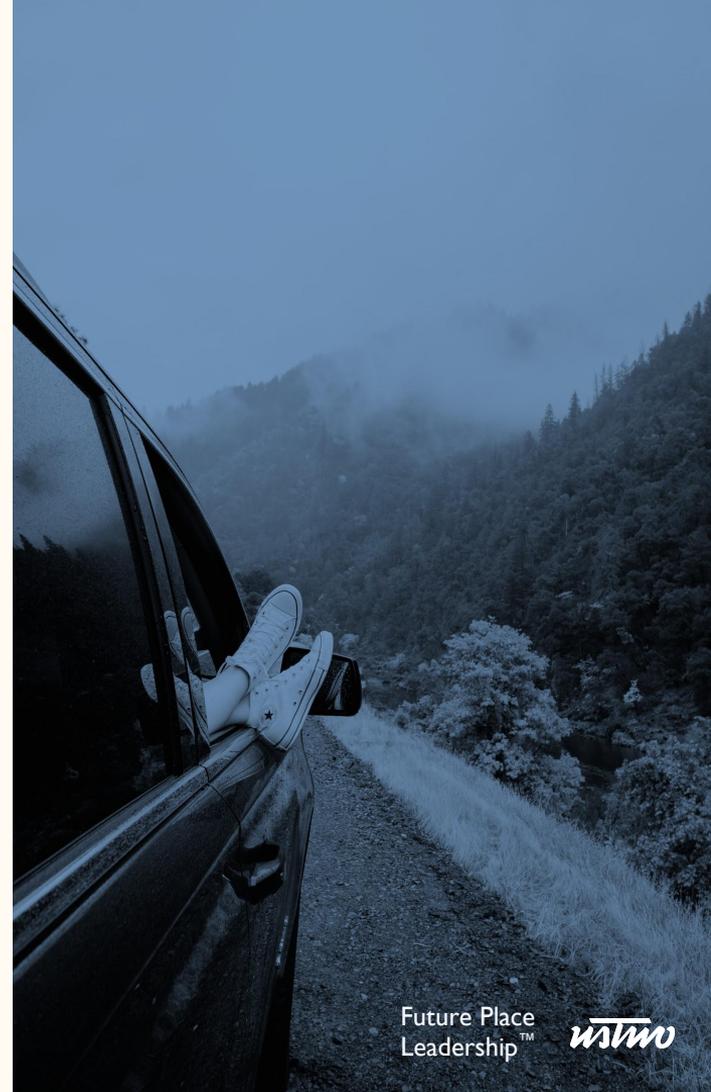
This caution will open opportunities to nostalgic means of movement to reemerge, like road trips.

In order to win trust the industry needs to demonstrate that they understand the new needs, have higher cleanliness and sustainability standards and have a purposeful message.

It will be really important to maintain the relationship between stakeholders. There is a need for a more human approach, an emotional connection to stay in the mind of the visitors.

So how do we rebuild after the crisis? What is our recovery plan? What information do we use to adjust direction? What is the plan to prepare for next time?

A tool that can help with this is scenario planning.



Tools and advice for Recovery

- 01** Build scenarios to plan
- 02** Understand the new needs of the market
- 03** Rebuild with health and safety in mind
- 04** Promote skill development over all digital skills
- 05** Collaboration is key

General advice

01 Build scenarios to plan

What is scenario planning?

Scenario planning is a strategic planning tool. It aims to capture the whole range of possibilities in detail, by identifying basic trends and uncertainties. From there scenarios can be constructed to help compensate for the hopefulness, overconfidence, tunnel vision and usual errors of decision making.

How to use it?

Step 1, 2 and 3, will give you a good base for decision making in times of uncertainty.

Step by step – how to use it?

Step 1 -Describe the impact that COVID-19 is having on your Industry/Region/Organisation.

Step 2 -Identify and prioritise the critical uncertainties that are likely to shape your future. From government actions, travel restrictions, new behaviors, fears, concerns and predictions of the crisis.

Step 3 -Using combinations of these critical uncertainties, create scenario narratives that describe differing versions of the future.

Step 4 -Identify the opportunities and risks in each scenario, and create resilience by understanding the strategic choices you would make in each of the scenarios.

Step 5 - Identify the choices you can make confidently given you would make that choice in multiple scenarios, and then plan accordingly.

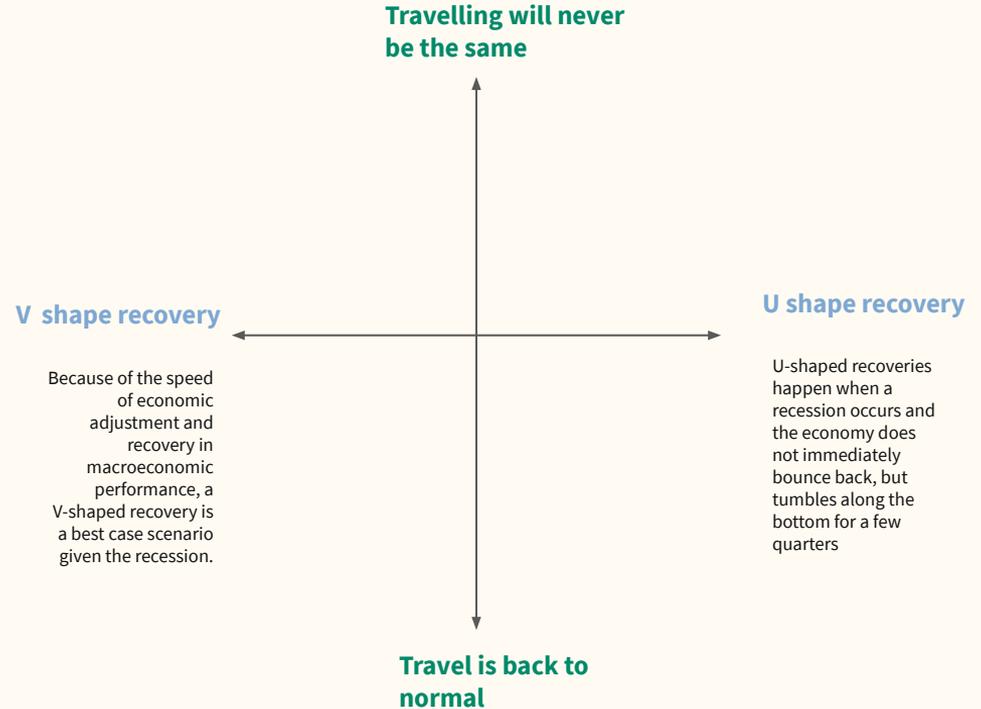
An example of Step 3

How to build a scenario

Start by defining the “Y” and “X” axis

In this case the Y axis addresses the changes of visitor and stakeholder behaviour

And axis X addresses the economical crisis and factors affecting those



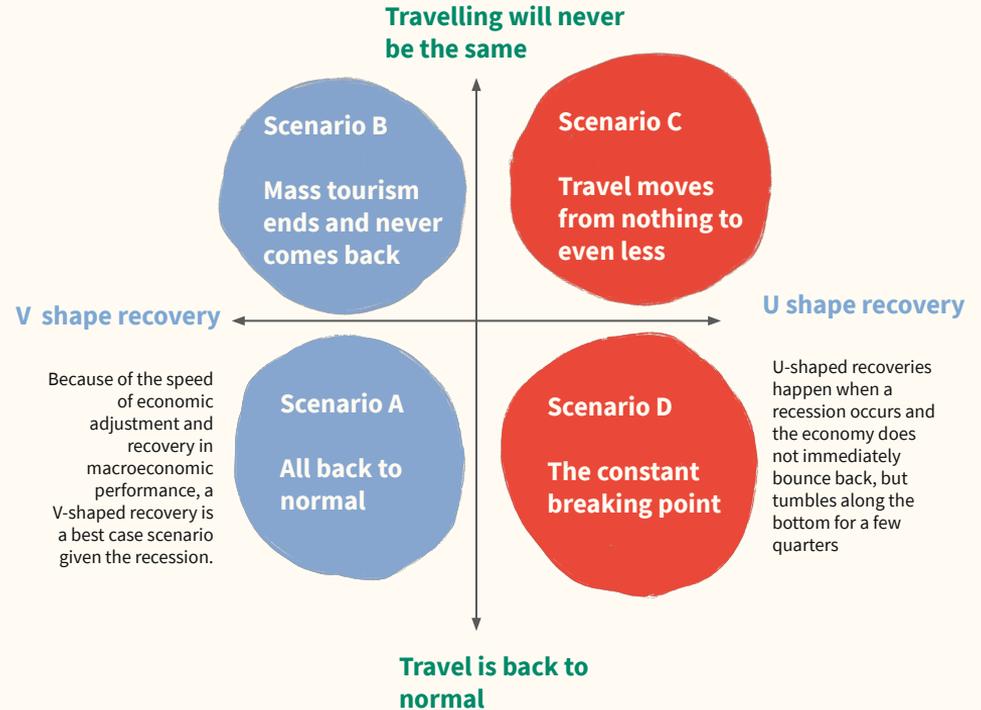
Example based on Mario Gavira travel scenarios

An example of Step 3

How to build a scenario

Create scenario based on the condition of the quadrant

Give them a name that relates to the conditions that you will explore.



Example based on Mario Gavira travel scenarios

An example of Step 3

How to build a scenario

Describe the Scenario B – Mass tourism ends and never goes back

Recent epidemic outbreaks have enjoyed a classic V-shape GDP recovery. On the economic front, governments and central banks across the world opened up the financial floodgates, pumping a jaw-dropping sum of fiscal stimulus into the global economy.

This unprecedented effort in postwar history allows industries to absorb most the shock of the economical shutdown for both businesses and workers hit by the COVID-19, preventing larger structural damages to the economy.

However, the emotional and social impact this crisis has on humanity is too deep for people to get back to the old normal.

Months of lockdown and new patterns in social distancing, bio-surveillance and our digital consumption will change travel at its core.

Spending more time at home, a higher focus on hygiene and health and shunning away from crowded places will be the new normal.

Urban-based crowded tourism will decrease in favor of outdoor and natural environments and long-haul destinations will be perceived as high risk compared to closer-to-home locations.

Tourist destinations will experience different fates. Countries that have traditionally been net tourist flow senders (Northern Europe, U.S., Japan, etc.) will win, while countries that enjoyed positive inbound numbers (Southern Europe, Thailand, Mauritius, etc.) will be on the losing side.

Travel companies will have to take a hard look at their cost structure and their pricing strategies.

Source: Example based on Mario Gavira's travel scenarios

Future Place
Leadership™

wstmo

General advice

02 Understand the new needs of the market

During destination recovery gaining empathy of the new needs of your stakeholders is an essential step to inspire new ideas and solutions.

The concerns and caution of visitors is an opportunity to lift and design new offerings. Focusing on segments that tend to bounce back quicker. Domestic travel or special interest tourism might be a good start.

03 Rebuild with health and safety in mind

In order to gain trust the industry must demonstrate the highest standards of health, safety and cleanliness. Everything depends on your actions to build confidence.

Now that you are starting to think about what to do next, it's important to put the health of your stakeholders, visitors and locals in the center of your plan, this will allow not only to build confidence but to be future proof for the next pandemic.

See next page for an inspiring case from Portugal.

CASE TO REBUILD WITH HEALTH IN MIND

Portugal launches the Clean & Safe campaign

The Portuguese National Tourism Authority – Turismo de Portugal – responded fast when the pandemic hit the country, and understood that tourism needed to become “corona safe” in order to survive.

As of 24 April 2020, tourism enterprises, tourist entertainment companies and travel agencies; companies that have an official registration with the National Tourist Authority, will be able to request certification as a “Clean and Safe” establishment. After companies have submitted the Declaration of Commitment, they can publicise the “Clean and Safe” stamp, either physically on their premises or in their digital platforms.



General advice

04 Promote skills development – especially digital ones

Many of the regions and municipalities that participated in the webinars are offering online education programs for business or business advice from experts.

This is a great way to prepare for the future, with a skilled and prepared workforce. Outside of training, partnerships with universities, digital players in your region or chambers of commerce can be strategies to advance the skills of the sector, promote recovery and build resilience.

05 Collaboration is key

One of the main takeaways of the webinars has been that despite the hard time for the sector, the industry is stronger when it works together.

A collaborative approach not only ensures a greater influence over visitors and governments, but also a greater response to the new needs emerging.

See next page for two inspiring cases on collaborating in new, innovative ways.

CASE TO COLLABORATE WITH YOUR NEIGHBOURS OR EVEN YOUR COMPETITION

Five Swedish cities in neighbouring regions mutually promote staycation

The five Swedish cities Linköping, Karlstad, Norrköping, Västerås and Örebro, that are located in four different yet neighbouring regions, would under normal circumstances compete for similar national and international target groups. However, in the beginning of June 2020 they launched the unique joint marketing campaign “24 hours with the neighbour”, where they market each other to promote short-distance travelling in line with the authorities’ restrictions.

..and five other municipalities joined forces to promote local tourism within their region

The five municipalities that together form the cultural region Höglandet (*the Highlands*) in Småland, Sweden, joined forces in a campaign to get people to discover their own region. If you visit at least six attraction in three of the municipalities you can win a prize. The campaign will run between 20 June and 31 August 2020 and will hence be launched after the Swedish travelling ban will be lifted.

THE THREE R'S

RESILIENCE



“ This is a good moment for reflection, to bring better transformation, better tourism ”

Participant webinar 4

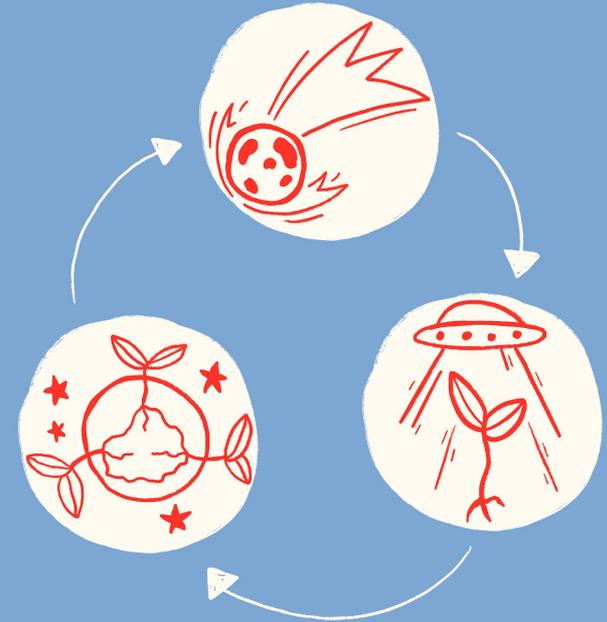
Resilience

As we all have experienced, the pandemic has changed us, as people and as travellers – at least in the short term, perhaps more long term. DMOs are rethinking their strategy and their message, in order to **make tourism a better industry**. Customer behaviour will most likely change and travel will be driven by purpose more than it is by attractions.

This crisis has served as a reminder for a notoriously offline industry in critical need of becoming more digital. There is a critical need for implementing solutions that allow the industry to adapt quickly, to learn, to provide better services – and to be prepared for the next crisis.

Digital has become and will continue to be the most effective way for DMOs to reach their audiences at home. It is – in essence – the “new Normal”. It gives DMOs, municipalities, regions and stakeholders the flexibility to prepare for the future.

Below we will explore hygiene factors and future digital opportunities for the tourism industry and share some advice as well as relevant cases.



Tools and advice for Resilience

- 01** This is an opportunity to learn
- 02** Think sustainably
- 03** Learn from this crisis – and plan for a crisis when there is no crisis
- 04** Use digital as an enabler

01

This is an opportunity to learn

This webinars have shine a light not only on how everyone is learning how to react and reactivate in an unmeasurable speed and scale, but also on how important it is to learn from this crisis and build resilience from those learnings.

In order to transform, destinations must look at the macro picture and dare to experiment based on the learning from the crisis, building new processes, skills, offerings, communication and most importantly lean to measure their positive impact.

02

Think Sustainably



Sustainability has been a key topic in destinations' agendas in recent years. COVID-19 gives destinations the opportunity to do things differently, to rethink and rebuild with sustainability in mind. From changing the approach to marketing, building long lasting new skills in communities, re-enforcing environmental sustainability and educating visitors.

Destinations can grow by understanding their capacity for implementing changes for good and adding value to their stakeholder experiences.

For example, over-tourism has been an issue in many places, such as Barcelona, Amsterdam and Venice, to mention the most known examples. As it happens, over-tourism has both negative environmental and health effects. Now is the time to address that issue.

03

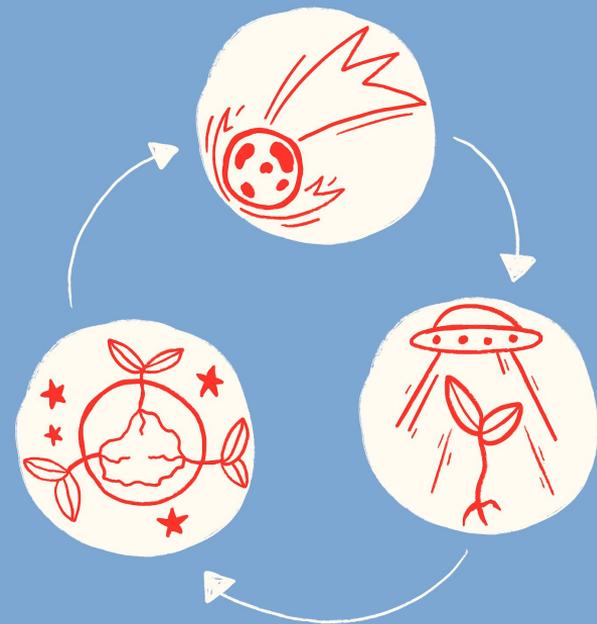
Learn from this crisis– and plan for a crisis when there is no crisis

The best option is to learn from a crisis. The second best is to plan for a crisis when there is no crisis at all. Planning ahead give us a chance to act proactively and be ready when it happens again. Think about the three stages to ensure long lasting resilience :

Response – How would we response the next time a health, natural disasters or other crisis hit us? What activities do we need to think about? Who do we communicate with?

Recovery – What are the best recovery strategies? What activities do we focus on during this stage?

Resilience – Which processes and tools do we have in place to learn and adapt long term?



04

Use digital as an enabler

As we have seen in this time, from many good cases, digital is a tool to enhance destination experiences . It is an enabler to support a destination's capability to learn, test and change.

Embracing digital will be one of the keys for resilience. From production of digital content, digital channel activation, designing digital experiences to solve new strategic, visitors and stakeholder needs.

Building digital capabilities while building resilience will allow for shaping new digital business models that adapt to different future scenarios. It will allow for developing new tourism concepts for a new reality; concepts that showcase all of the destination's USPs and travel reasons to captivate a new audience.

Digital will enable the transformation of the tourism industry for the better.

Digital as an enabler

Digital opportunities today

Basics in place

Make sure people can find you. Make sure your Google profile is updated, you have a website, and you are using relevant digital channels for your audience.

Automation

In an industry full of outdated manual methodologies, automation can be the essential solution to save money and time.

Data collection to design a new future

As the industry transforms digitally, data will help destinations optimize and improve their operations, communication, offerings, business and products. Data will allow DMOs and municipalities to see trends and make predictions.

Remote tourism and virtual destinations

Many DMOs and industry businesses are using virtual experiences and remote gamification in their campaigns, during the COVID-19 pandemic.

There are incredible examples of destinations inspiring visitors from the comfort of their own homes. From virtual activities, classes, tours and events online to remote tourism and gamification.

New technologies

Virtual and Augmented reality can make any destination feel closer. Offering tourists virtual reality trips is expected to become considerably more common in the foreseeable future. Virtual reality tourism effectively enables companies to offer a much more immersive, realistic and accurate portrayal of the destination than can be conveyed through brochures or even online content.

It can be a great way to potentially sell a destination to customers who would otherwise be sceptical – and in some cases even replace physical travelling, to the benefit of the environment.

“ Digital content marketing is more important than ever – when you as a destination cannot provide the traveller with a physical experience, you need to provide a digital experience. ”

Future Place Leadership

CASE REMOTE TOURISM & GAMIFICATION

Visit Faroe Island

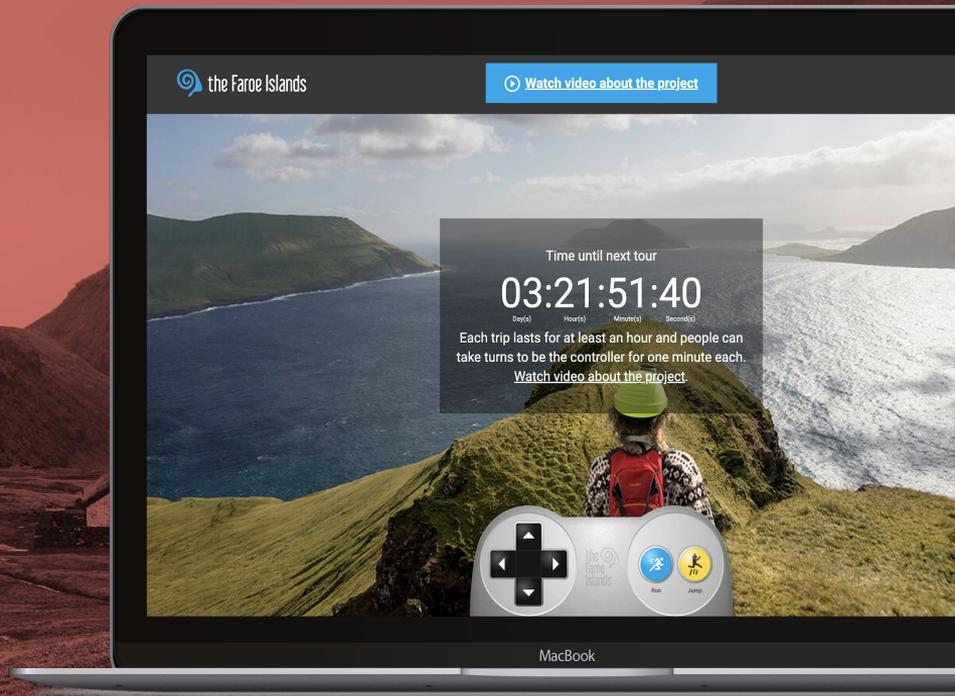
<https://www.remote-tourism.com/>

The Faroe Island created a new remote tourism tool. A responsive website to experience their mountains digitally, cascading waterfalls and traditional grass-roofed houses by interacting live with a local Faroese, who will act as your eyes and body on a virtual exploratory tour.

The local is equipped with a live video camera, allowing you to not only see views from an on-the-spot perspective, but also to control where and how they explore using a joystick to turn, walk, run or even jump!

Like a real-life computer game, you – the main player – will control the moves of the Faroese islander, who will not only explore locations on foot, but also take to the skies by helicopter, giving virtual visitors a bird's eye perspective on the beautiful island.

During the virtual tours, which take place daily during the COVID-19 lockdown, the team at Visit Faroe Islands is online in real time to answer any questions that visitors may have, providing both inspiration and expert knowledge about places to visit and things to see.



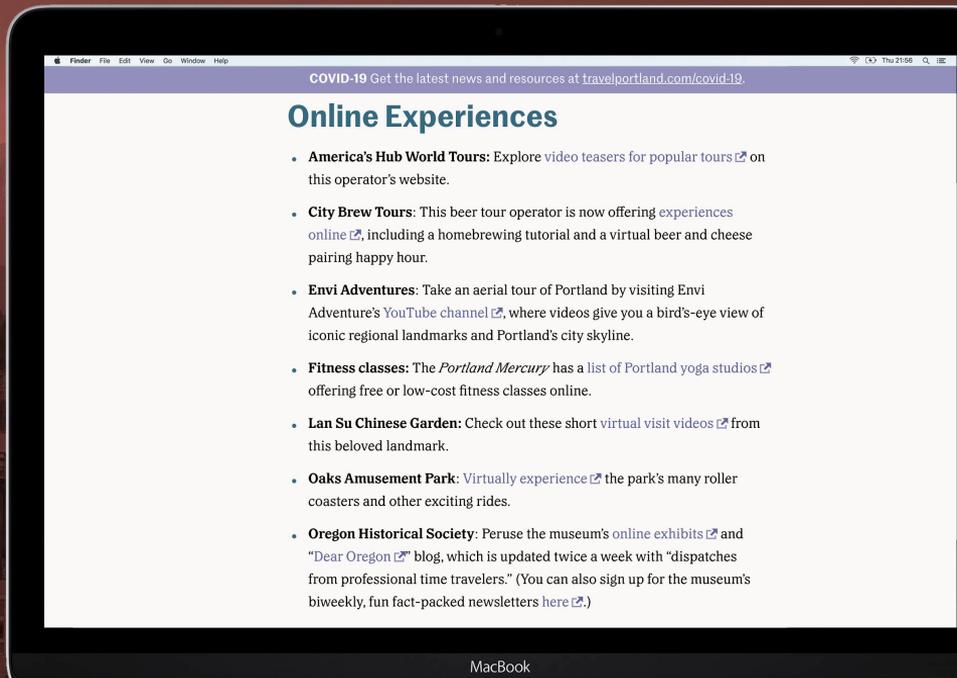


CASE VIRTUAL EXPERIENCES

Travel to Portland

<https://www.travelportland.com/about-us/experience-portland-together/>

Travel Portland's "Experience Portland Together" website, shows a variety of uses of digital. From featuring resources to keep locals entertained like yoga lessons to live streams of the local zoo.



EXPLORATION & GAMIFICATION CASE

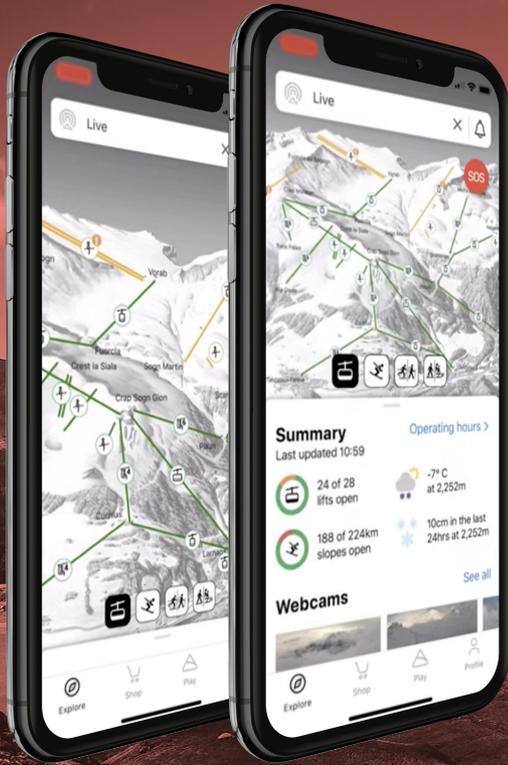
LAAX app

<https://www.flims-laax.com/en/inside-laax-app>

Laax is a municipality in the Surselva Region in the Swiss canton of Graubünden. The ski region features 224 kilometres of slopes, 4 snow parks, 5 snow-covered downhill runs, the world's largest halfpipe and an indoor freestyle academy catering to all levels of experience. The region developed the Inside LAAX app that not only allows visitors to shop for tickets, book meals and find events, but also helps gamify the visitor experience on the destination.

How does it work?

- The app has leaderboards that allow visitors to compare statistics and compete with both friends and strangers by number of lifts and vertical slopes.
- It has a built in friend feature, allowing you to add not only friends you visit with but also friends you made at the destination.
- It gives the visitor badges for different things they have done. This operates on a point system that allows visitor to unlock rewards or souvenirs.



“ It’s amazing how fast society can innovate and adapt, and now the tourism industry needs to adapt. Crisis also brings opportunity ”

Webinar 2 participant

**Are you thinking
about any of these
questions?**

Get in touch

- How could we benefit from collaboration with other Nordic cities and regions?
- Do we, as a tourist destinations need to re-think and innovate how we will work with digitalisation now after COVID-19?
- How can my destination benefit from digital tourism?
- How do I initiate and manage the digitalisation of my destination for visitors?
- What would it require to prototype a new solution in our destination?
- Which are the technologies available that can help create new services and solutions that improve place attractiveness?

“ We will travel again, people will travel again, they are curious creatures...I choose to be optimistic about it ”

Webinar 4 participant



A digital products studio, ustwo has worked with major global brands and clients from Google to London City. With studios in London, Sydney, New York and Malmö we work together with startups, public organisations and some of the biggest brands in the world, helping them define and build the next level digital services.

In the field of emerging needs and trends, we work with solutions for how technology can transform lives for the better. We believe that besides the craft of designing and building great digital experiences, the real differentiator is HOW you do it. Collaboration and working as one team unleashes the collective genius, bringing out the strength in what we can do together.

For more information on cases and clients, please see www.ustwo.com

Contact: Lube Belokozovski, lube@ustwo.com

Company details:

Ustwo AB
Kärleksgatan 2b
211 45 Malmö, Sweden

Future Place Leadership™

We are a Nordic management consultancy specialising in the development, innovation and marketing of places.

Our mission: We make places more attractive, connected and sustainable for people and business, by helping them to turn the grand challenges of our time into opportunities. In short, we make places great.

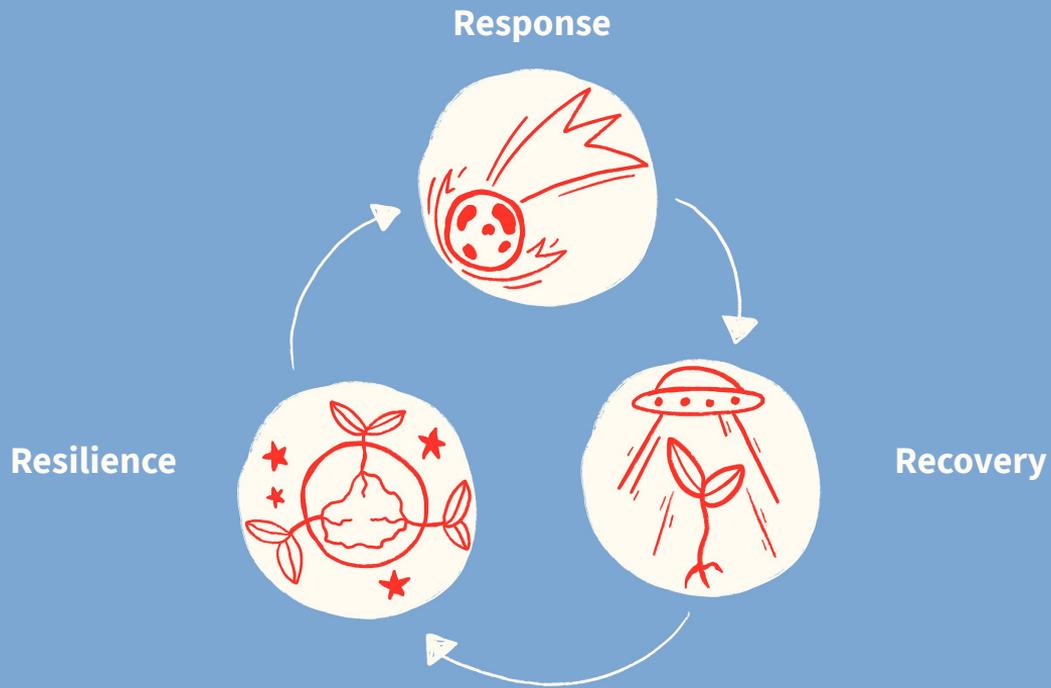
For more information on cases and clients, please see <https://futureplaceleadership.com/>

For innovation and co-creation projects and cutting edge trainings, conferences and study visits, please refer to to our sister company [Place Leadership Academy](#).

Contact: Marcus Andersson, ma@futureplaceleadership.com

Company details:

Future Place Leadership AB
Valhallavägen 79
114 28 Stockholm, Sweden





**THANKS FOR
SHARING**

Future Place
Leadership™

SPRING 2020

WSTW