

**SUSTAINABLE HERITAGE TOURISM DEVELOPMENT ACTION PLAN  
THE NAVAL PORT OF KARLSKRONA (SWEDEN)**

# SUSTAINABLE HERITAGE TOURISM ACTION PLAN THE NAVAL PORT OF KARLSKRONA (SWEDEN)

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Cover image: A figurehead from the naval ship in the Naval Museum of Karlskrona (by Jane Hofmann)

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## PREFACE

Modern tourists are ever more inquisitive, savvy, and discerning while taking ever shorter and more frequent trips with multiple aims. This tourism multiplicity is rooted in their fundamental diversity of interests and motivations, which implies pursuing a varied mix of experiences while travelling. The shift in focus is particularly pertinent when one considers the transformation of seaside tourism. The integration of the South Baltic seaside resorts with the rich and well-preserved coastal cultural heritage based on sustainability gives a clue to possible ways of mitigating their disadvantages in a challenging international competition where warm coastlines lure away sun-seekers from Northern and Western Europe.

Therefore, the second part of the Main Output 1 of the DUNC project is an Action Plan comprising the long-term vision, goals and objectives for sustainable World Heritage tourism development. The Action Plan is a structured, comprehensive long-term activity outline for the heritage tourism stakeholders in the World Heritage destination concerning each of the essential issues of interest. It includes a comparative analysis of actions and measures that need to be prioritised based on a particular set of weighted criteria. The final part of this document comprises all the annexes.

Three different heritage tourism action alternatives have been developed for each site based on the results of strategic analysis, including SWOT analysis: 1) 'Business As Usual' ('0' Strategy); 2) Actions averting coincidence of threats and weaknesses ('0+' Strategy); 3) Sustainable heritage tourism development priority actions. The comparative analysis aimed to check if sustainable heritage tourism development priority actions are more efficient and viable than 'Business As Usual' or averting coincidence of threats and weaknesses. The results of the comparative analysis have confirmed the initial notion that sustainable heritage tourism development priority actions are more efficient and viable than 'Business As Usual' or averting coincidence of threats and weaknesses.

Measures for successful implementation of a sustainable heritage tourism management plan are concrete tools (actions and activities) to pursue the anticipate objectives for achieving the goal in an identified theme. The stakeholders at the World Heritage tourism destination should focus on the essential measures best suited for sustainable heritage tourism development. A few necessary preconditions must be met and taken advantage of for successful achieving of anticipated results, including proper identification of the key institutional actors for each action. Therefore, after identifying the most appropriate measures, the planners proposed functional roles, responsibilities, and resources assigned to different actors.

A well-managed World Heritage site, which is also a sustainable tourism destination, relies on strong leadership, active collaboration network, and good governance. Hence the essential functional roles of the main actors: coordinators, pivotal actors, knowledge repositories and process facilitators. These roles may change in the process of the Action Plan implementation. Naturally, the heritage tourism action plan is a working document that should be revised regularly to reflect changes in the destination, tourism economy, and the needs of its community. However, it would be good if the coordinating institution and the knowledge repository remain the same throughout the entire lifespan of the current version of the Action Plan (i.e., five to seven years).



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# 1. FRAMEWORK FOR THE ACTION PLAN

## Mission & Vision



The ultimate purpose of strategic planning of sustainable heritage tourism development on the UNESCO World Heritage site of Naval Port of Karlskrona is to connect three essential strategic aspects into a single and effective Action Plan:

destination's **mission** - defining the criteria for sustainable heritage tourism at Naval Port of Karlskrona as a World Heritage tourism destination;

destination's **vision** describing what heritage wardens and tourism stakeholders and interest groups want to achieve;

**measures** to realise the mission and vision in five to seven years.

**The Mission Statement** for the UNESCO World Heritage site of the Naval Port of Karlskrona as a sustainable heritage tourism destination should respond to the question *'Why do we need sustainable heritage tourism at the destination and how do we want to achieve it?'* In our opinion, the mission statement should be the same for all the UNESCO World Heritage sites that are the partners in the DUNC project (otherwise there wouldn't have been much sense for the sites to participate in the project). The DUNC project partners have agreed on an apt mission statement responding to the above question:

***Sustainable development and delivery of heritage-related quality products and services to extend or/and prolong the tourist season.***

Meanwhile, the best way to elicit **the Vision Statement** is to refer to the World Heritage Management Plan approved by the World Heritage Council. We also refer to a vision of tourism provided by the municipal Tourism Office highlighting the Naval Port of Karlskrona as a unique experience:

*"Karlskrona's impressive and well-preserved architecture and town plan gained the town World Heritage status in 1998, and everywhere you go you can see evidence of this"*. Hence **the Vision Statement** of the Naval Port of Karlskrona as a sustainable heritage tourism destination is a combination of both statements: ***to promote the Naval Port of Karlskrona as an exemplary sustainable and living World Heritage so that wherever tourists go, they could see evidence of this.***



## SUSTAINABLE HERITAGE TOURISM THEMES AND THEIR KEY ACTORS

The **tourism planning sustainability** criteria are the following:

- i) **durability of the practice;**
- ii) **resource efficiency;**
- iii) **economic sustainability;**
- iv) **environmental sustainability;**
- v) **cultural sustainability.**

The durable and efficient tackling of environmental problems at the coastal cultural World Heritage sites like waste management, provision of clean air and water, 'green' transport solutions are the key criteria of tourism sustainability. In the case of World Heritage tourist destinations, the

preservation of integrity and authenticity of a World Heritage property for future generations is also among the essential sustainability criteria. Additionally, there are several other main issues specifically pertinent to **sustainable tourism at coastal cultural World Heritage sites:**

- **Learning about the true heritage conservation needs;**
- **Local community interests and visitor desires;**
- **Providing integrated management of broader environment, including coastal and maritime spatial planning;**
- **Caring that the development of tourism infrastructure is in accordance with the conservation requirements of the World Heritage site.**



From the in-depth analysis of current tourism features in Karlskrona Municipality and Blekinge County, we can discern three essential sustainable heritage tourism themes necessary to address in the sustainable heritage tourism Action Plan for the Naval Port of Karlskrona as a coastal cultural World Heritage property:

- 1) Maritime Heritage Tourism in the Naval Port of Karlskrona;
- 2) Baroque Heritage Tourism in Karlskrona;
- 3) Living Heritage Tourism on the Coast.

These three key themes build synergy and cater in their kind for the appeal of Karlskrona as an attractive heritage tourism destination on the national and international cultural, family and multi-purpose tourism markets. There are quite a few major

institutional actors that are relevant for the development and promotion of sustainable heritage tourism in and around the Naval Port of Karlskrona considering the identified priority themes (see Annex 2 for the description):

## ● INTERNATIONAL ACTORS

	UNESCO World Heritage Centre	1
	Stena Line	2
	Euroregion Baltic	3

## ● NATIONAL ACTORS

	ICOMOS Sweden and its experts in heritage conservation	4
	The National Property Board Sweden	5
	The Swedish National Commission for UNESCO	6
	The Swedish National Heritage Board	7

## ● REGIONAL ACTORS

-  Blekinge Institute of Technology, the Naval School, and Hyper Island 8
-  Blekinge Museum 9
-  Region Blekinge 10
-  The Administrative Board of Blekinge County 11
-  Visit Blekinge AB 12

## ● MUNICIPAL ACTORS

-  HORECA companies and civic organizations 13
-  Karlskrona Municipality 14
-  Private owners 15
-  Private tour guides 16
-  The World Heritage Council of Karlskrona 17

## 2. SUSTAINABLE WORLD HERITAGE TOURISM THEMES AND ACTORS

### MARITIME HERITAGE TOURISM IN THE NAVAL PORT OF KARLSKRONA

#### MAIN HIGHLIGHTS:

- ⚓ The Naval Port of Karlskrona, which includes naval installations that illustrate its subsequent development up to the present day, is the best-preserved and most complete of the surviving European naval cities.
- ⚓ Karlskrona has served as a pattern to other naval ports around the world many of which are in their turn also listed by UNESCO as World Heritage sites (e.g., Suomenlinna in Finland).
- ⚓ Located on the Stumholmen island in the heart of Karlskrona City, the National Naval Museum (Marinmuseum) is Sweden's national museum for the history of the Swedish Navy. As the name implies, its main focus is on the Sweden's naval defence and history of the Swedish Navy.
- ⚓ The Naval Port of Karlskrona still functions as an active naval base. However, even the restricted zone is relatively open for the guided tours. Good collaboration with the military on heritage conservation is not so frequent on a global scale. The case of Karlskrona is exceptional since the military presence and the innovative use of the naval base is part of the long-lasting tradition.



## KEY ACTORS (see Annex 3 for the description):

### ● MAIN HUMAN AND INSTITUTIONAL ACTORS (along with the multi-functional ones listed above)

	The Swedish Fortifications Agency	18
	The Naval Base (MarinB) of Karlskrona	19
	Kockums AB / Karlskronavarvet	20
	The National Naval Museum as an institution	21
	Blekinge Museum as an institution	22

### ● MAIN NON-HUMAN ACTORS THAT ARE PART OF THE WORLD HERITAGE

	Kungsholm's Fort	23
	Drottningkär's Citadel	24
	The Admiralstorn Tower	25
	The Old Navy Shipyard	26
	The Cannon Tower	27

● MAIN NON-HUMAN ACTORS THAT BUILD SYNERGIES WITH THE WORLD HERITAGE:



The Naval Museum as a tourist attraction

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Blekinge Museum as a tourist attraction

29



Gubben Rosenbom

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● INTANGIBLE ACTORS:



The immense symbolic value of the Naval Port of Karlskrona for the Swedish people as a guard of the country's neutrality and peace in the Baltic Sea.

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# BAROQUE HERITAGE TOURISM IN KARLSKRONA

## MAIN HIGHLIGHTS:

- ⚓ Founded as a royal naval base for the Swedish fleet in 1680, Karlskrona is noted for its Baroque architecture and, presumably, was the site for grandiose plans of King Charles XI of Sweden to found a new capital of the Swedish Empire here.
- ⚓ The centre of Karlskrona was purposely planned to represent Sweden as the most significant military power of the Baroque period and Karlskrona was designed according to the utopian image of an ideal city.
- ⚓ The Grand Square (Stortorget) of Karlskrona is the largest main city square in Scandinavia. It follows the ideal design of how the imperial capital of a European superpower should look like.
- ⚓ The Nordic Baroque architecture was inspired by the Northern Italian Baroque. However, in Sweden, its own, domestic version of Baroque aesthetics emerged with a greater influence of the Roman Baroque, named Caroline art after the Swedish kings that ruled in the 17th and 18th Centuries.



## KEY ACTORS (see Annex 4 for the description):

### ● MAIN HUMAN AND INSTITUTIONAL ACTORS (along with the multi-functional ones listed above)

	The Karlskrona City Parish of the Church of Sweden	32
	The Royal Admiralty Parish in Karlskrona	33
	Admiralty Musicians	34
	Visitors interested in the Baroque heritage of Karlskrona	35

### ● MAIN NON-HUMAN ACTORS:

	St Frederick's church	36
	The Church of Holy Trinity	37
	The Admiralty Church in Karlskrona	38
	Skärva Manor	39

### ● INTANGIBLE ACTORS:

	Distinctive and original Swedish Baroque architecture style which is appealing for educated and savvy tourists	40
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## LIVING HERITAGE TOURISM ON THE COAST

### MAIN HIGHLIGHTS:

- ⚓ Karlskrona is a regional cultural hub of the Baltic Sea scale pioneering new approaches in cultural collaboration among the Baltic coastal cities including sustainable World Heritage tourism promotion.
- ⚓ Karlskrona and its surroundings offer a wide range of possibilities for outdoor activities, on land as well as on and in water. The hope is to coordinate these activities and to further develop and create some major events.
- ⚓ The Naval Port of Karlskrona is included into the buffer zone of Blekinge Archipelago Biosphere Reserve (UNESCO Man and Biosphere Programme, declared in 2011) offering wide opportunities for building sustainable heritage, coastal and archipelago tourism synergies.
- ⚓ Karlskrona enjoys a unique geographical situation, and, as a result, excellent links with the southern coast of the Baltic Sea offering convenient opportunities for inbound tourism.
- ⚓ Karlskrona already has activities like Karlskrona Swimrun and Kustjagaren (running and swimming competitions in the archipelago) while new outdoor tourism offers include scuba diving to the numerous ship wrecks.



## KEY ACTORS (see Annex 5 for the description):

### ● MAIN HUMAN AND INSTITUTIONAL ACTORS: (along with the multi-functional ones listed above)

	UNESCO Biosphere Reserve Blekinge Archipelago	41
	The Association of World Heritage Sites in Sweden	42
	The Nordic World Heritage Network	43
	Swedish Environmental Protection Agency and Swedish Agency for Marine and Water Management	44
	Green Destinations	45
	Tourists visiting Blekinge Archipelago and other natural amenities	46

### ● MAIN NON-HUMAN ACTORS:

	Skerries of Blekinge Archipelago	47
	Natural areas of Karlskrona Municipality	48

### 3. ACTIONS FOR SUSTAINABLE HERITAGE TOURISM DEVELOPMENT

#### DEVELOPMENT SCENARIOS AND 'BUSINESS AS USUAL' ('0') STRATEGY

The sustainable heritage tourism development plan should consider future pessimistic, optimistic and realistic scenarios. It is easily achievable in the following way: each (eventually realised) opportunity from the accomplished SWOT analysis represents an action in the optimistic scenario, while each (eventually realised) threat represents an action in the pessimistic scenario. Naturally, a realistic scenario is an intermediate version between optimistic and pessimistic ones, i.e., somewhere in between the realised opportunities and threats. However, in each specific case, a realistic action might be either closer to a pessimistic action or to an optimistic one.

The realistic scenario which is drawn in this way also represents a '0' option of the strategic sustainable heritage tourism development plan, i.e., what will happen if World Heritage wardens and tourism managers do not do anything pro-actively ('business as usual'). Any prediction of the future is, naturally, more vague than the analysis of the current situation. Therefore, the realistic scenario, which aims to predict the future as realistically as possible, lacks details compared to realised anticipated opportunities (optimistic scenario) or realised threats (pessimistic scenario). For this reason, one predicted action in the realistic scenario might represent several optimistic and pessimistic counterparts (see Annex 6). Nevertheless it can deliver a fully feasible future development vision.



## FINANCIAL AND ECONOMIC ASPECTS

### Heritage tourism sector

- ⚓ A national financing programme for heritage reconstruction and conservation continued based on previous success but it doesn't help to attract more tourists

### Tourism competitiveness

- ⚓ Innovative solutions of carbon-neutral HORECA services increases the appeal of Karlskrona and Blekinge Archipelago as an international summer tourist destination

## LEGAL AND REGULATORY ASPECTS

### Historic legacy

- ⚓ Karlskrona maintains its leading role in the Baltic Sea Region as an active naval port which is open to the society, tourists, former adversaries and everyone interested in naval heritage. Yet, its' leading role as a naval heritage showcase doesn't expand beyond the Baltic Sea Region in a foreseeable future (from five to seven years)

### Legal and management aspects of heritage conservation

- ⚓ Blekinge County Administrative Board continues having supervisory authority over the municipal council regarding any development plans in the core and buffer zones of the World Heritage and awarding grants for the conservation of privately-owned listed buildings

### Designations facilitating sustainable tourism

- ⚓ Gradually increasing interest in naval heritage worldwide helps increasing the number of visitors to Karlskrona, especially to the Naval Museum, facilitated by ICT technologies (see above)



## ORGANISATIONAL AND INSTITUTIONAL ASPECTS

### Institutional framework

- ⚓ Ever more HORECA companies and civic organizations gradually become more interested and committed to the development of a sustainable heritage tourism offer

### Institutional role of the tourism sector

- ⚓ Heritage tourism in Karlskrona benefits from a synergy with the hinterland (Skärva Manor, other manors and palaces listed as cultural heritage properties)
- ⚓ Karlskrona functions not only as a tourism centre of its kind but also as an attractive hinterland for Blekinge Archipelago

### Coordination of sustainable World Heritage property management

- ⚓ Karlskrona Municipality created collaboration but not a common finance pool with Statens fastighetsverk (National Property Board) to develop Karlskrona as a tourism destination

### Provision of information and education to visitors

- ⚓ Further advancement of ICT technologies for the visitor-tailored interactive provision of knowledge about the World Heritage with Karlskrona being on the cutting-edge



## DESTINATION MARKETING ASPECTS

### The marketing potential of the Outstanding Universal Value

- ⚓ The World Heritage property conveys the image of Karlskrona as a maritime city emphasizing its immense symbolic value as a guard of the country's neutrality and security

### Destination marketing based on the USP and other features

- ⚓ Karlskrona gradually falls behind nearby seaside destinations but the declining visitor numbers and their shorter stays are compensated by their broader interests, bigger spending and a more even spreading from May to October

### Events and festivals as heritage brands

- ⚓ External (EU, municipal) support for positioning of Karlskrona as a World-Heritage-themed event city and coordination hub

### Value for money

- ⚓ Karlskrona hotels lose competition with airB&B, mobile homes and camping sites in nearby coastal and nature areas

### Care for the quality of the tourist offer

- ⚓ Blekinge Archipelago becomes the leader in sustainable heritage tourism and evolves into some of the most sustainable seaside holiday destinations in Sweden

### Care for visitor satisfaction

- ⚓ Overlooked changes in visitor tastes, quality requirements and interests do not allow Karlskrona to return to the coherence with the general trend of the tourism upheaval in Blekinge

### Heritage tourism marketing innovations

- ⚓ External support opportunities for start-ups and business incubators in ICT-based heritage tourism product development are available

### Connectivity

- ⚓ The ferry link between Karlskrona and Poland operated by Stena Line enjoys gradual growth but no new heritage-related offers for maritime ferry liners and oceanic cruise ships become available

### Heritage tourism product development

- ⚓ Heritage tourism in Karlskrona benefits from a synergy with the hinterland (Skärva Manor, other manors and palaces listed as cultural heritage properties) (see above)

### Seasonality

- ⚓ The declining visitor numbers and their shorter stays in Karlskrona are compensated by their broader interests, bigger spending and a more even spreading from May to October

## SUSTAINABLE HERITAGE TOURISM DEVELOPMENT ACTIONS

- 1. Improving the World Heritage infrastructure, creating a stimulating environment for entrepreneurs and making the World Heritage better accessible to visitors.** This option implies measures aimed at linking and packaging the central and rural areas of the World Heritage (Skärva Manor), as well as developing the Drottningstads Citadel as a visitor point. It also includes the development of closer tourism-related collaboration between the Naval Museum, Blekinge Museum and the Cultural House.
- 2. Facilitating access for guided tours into the enclosed part of the Naval Base as smoothly as possible and by this prolonging the tourist season.** There already exists a close contact between the World Heritage overseers and the military authorities that functions well. However, still there are possibilities to make it even better. Military are not going to open completely the entire Naval Base to the public and there is a need to improve communication which could result in making tourists experience the feeling of a true naval base which is still used by the military for training, exploring 'military secrets' ('Forbidden fruit' effect), especially in shoulder seasons.
- 3. Facilitating cultural experiences in the World Heritage.** In Karlskrona, there are a number of local associations, individuals, companies, organizations and museums who have extensive knowledge of local history and World Heritage. By coordinating these experiences in interesting and exciting activities, events and experiences, we can create greater interest in the World Heritage and attract visitors with special awareness of heritage and history. Examples of activities could be special theme weeks, during spring, summer and early autumn, with a different focus on the World Heritage (such as period dishes and clothing, boat construction, architecture and music).
- 4. Promoting food in the World Heritage and the World Heritage with food:** it should focus on finding new synergies. Blekinge has many good local food producers, and, therefore, there is a wish to develop a synergy between already existing food-related activities/experiences, such as Gårdsbutiksrundan and KlimATval with the World Heritage, to leverage the World Heritage in collaboration with these events.
- 5. Facilitating outdoor experiences in the World Heritage.** Karlskrona and its surroundings offer a wide range of possibilities for outdoor activities, on land as well as on and in water. The hope is to coordinate these activities and to further develop and create some major events, such as a World Heritage bicycle event or a City Activity Adventure Festival with opportunities to try out various outdoor activities in one week, such as kayaking, mountain biking, beach volleyball, scuba diving, stand up paddling etc.
- 6. Development of six attractions on the nearby islets and by this increasing tourism sector's diversity.** Karlskrona's focus lies mainly on adapting nearby islets for tourism, and therefore, there is a need to find and implement new ideas to improve boat transport. Blekinge County has a fantastic archipelago and it would be nice to increase accessibility in order to experience it better, including scuba diving to the numerous ship wrecks.

## ACTIONS AVERTING COINCIDENCE OF THREATS AND WEAKNESSES ('0+' STRATEGY)

SWOT analysis adds a note of realism into strategic planning. For practical purposes, it might be useful to pay more attention to the 'pessimistic' part of the SWOT analysis, i.e., on analysing weaknesses (internal conflicts or bottlenecks) and threats (external conflicts or risks). By matching and analysing weaknesses and threats in various combinations, it is possible to acquire a better picture of potential hindrances to sustainable

development and propose suitable aversion measures. The essential question to be raised and answered in that case should be 'How to avoid or avert the coincidence of a specific weakness (an internal conflict or a bottleneck) and a threat (an external conflict or risk)? Financial and legal aspects are of particular relevance for sustainable heritage tourism planning.

### PROPOSED ACTIONS

#### FINANCIAL AND ECONOMIC ASPECTS

- ⚓ Create a public-private-partnership forum to develop and implement a sustainable HORECA partnership plan focused on the core zone of Karlskrona
- ⚓ Promote Karlskrona and Blekinge Archipelago as a cutting-edge innovative ICT-based sustainable tourism 'lab' offering contemporary take on coastal heritage tourism
- ⚓ Develop and launch a wide-scale and segment-tailored World Heritage marketing campaign to make the naval history and heritage more attractive for female tourists
- ⚓ Facilitate wider introduction of airB&B accommodation offers by motivating and educating flat owners to offer additional services (e.g. free bikes)

#### LEGAL AND REGULATORY ASPECTS

- ⚓ Build a synergy between Blekinge Museum, the Swedish Fortifications Agency and the Naval Museum to better package the existing heritage tourism offer (nostalgia tourism of former Navy sailors)
- ⚓ Apply the best practice from the English Lake District to celebrate and reward those entrepreneurs from HORECA and related sectors that invest in quality through greater exposure to the World Heritage marketplace.
- ⚓ Further strengthening Ark 56 as a Southeast Sweden's sustainable tourism network including Karlskrona, Southern Öland and Visby with the UNESCO Biosphere Reserves of Blekinge Archipelago and Kristianstads Vattenrike



## VIABILITY OF WORLD HERITAGE TOURISM DEVELOPMENT ALTERNATIVES

Three different heritage tourism action alternatives have been developed for each site based on the results of strategic analysis, including SWOT analysis:

1. 'Business As Usual' ('0' Strategy)
2. Actions averting coincidence of threats and weaknesses ('0+' Strategy)
3. Sustainable heritage tourism development priority actions

The aim of the comparative analysis was to check if sustainable heritage tourism development priority actions are more viable than 'Business As Usual' or

averting coincidence of threats and weaknesses. Altogether 10 criteria have been applied with the weighing factors ranging from 1.0 to 4.0:

1. **Efficiency** (weighting factor is 2.0). The first step is to assess which strategy will deliver the most significant socio-economic breakthrough.
2. **Socio-economic** acceptability (w.f. is 3.0). It is necessary to assess which alternative is the best to achieve long term sustainability goals.
3. **Technical feasibility** (w.f. is 1.5). If the strategy requires a new technology to be developed or acquired, then the likelihood of successful implementation is low.
4. **Policy feasibility** (w.f. is 1.0). Unacceptable alternatives that violate the principles of sustainable local development must not be offered.
5. **Suitability** (w.f. is 1.5). A strategy that has a narrower impact range than one whose results cover very different areas is more acceptable.
6. **Reliability** (w.f. is 2.0). Will the implementation bring the expected results and deliver the improvement outlined at the outset of the plan?
7. **Prevalence** (w.f. is 1.0). The option that best fits the prevailing public opinion is preferred.
8. **Flexibility** (w.f. is 3.0). Is the strategy suitable for solving the issues even as circumstances change, new circumstances become evident, new knowledge is acquired.?
9. **Smoothness** (w.f. is 2.0). Assesses the length of time between strategy adoption and implementation.
10. **Implementation costs** (w.f. is 4.0) usually play a decisive role.

The results of the comparative analysis confirmed the initial notion that sustainable heritage tourism development priority actions are more efficient and viable than 'Business As Usual' or averting coincidence of threats and weaknesses.

### SUMMARY OF VIABILITY OF WORLD HERITAGE TOURISM DEVELOPMENT ALTERNATIVES

	1	2	3	4	5	6	7	8	9	10	FINAL SCORE
STRATEGY 'BUSINESS AS USUAL' ('0 STRATEGY')	-6.0	-9.0	4.5	-1.0	4.5	6.0	-3.0	-9.0	6.0	12.0	5.0
MITIGATING COINCIDENCE OF WEAKNESSES AND THREATS	2.0	3.0	4.5	0.0	3.0	6.0	-3.0	-6.0	4.0	12.0	25.5
AVAILABLE HERITAGE-BASED TOURISM DEVELOPMENT OPTIONS	4.0	9.0	4.5	3.0	-1.5	6.0	3.0	6.0	6.0	-8.0	32.0

## 4. GOALS, OBJECTIVES, MEASURES, ACTORS

In this interactive strategic planning methodology, the goals, objectives, measures and actors are interlinked in a GOMA (Goals, Objectives, Measures and Actors) matrix. The implementation of all suggested GOMA measures should tackle the elicited controversies for all planning aspects and allow to achieve the sought vision. Future-proofing is very critical.

Sustainable heritage tourism has to evolve as the community develops to ensure it continues to offer high-quality opportunities. The awareness of this and flexibility in the established plan, as well as proper policy, is critical to sustainable heritage tourism development. There is no end to strategic planning.



Strategic planning is always a work in progress, continually evolving to reflect the challenges faced by the destination. Knowledge is never perfect or finished. It is the process of learning and finding the information that matters. This is what can ensure the sustainability of tourism at the coastal World Heritage destination.

# 1. ACTION: IMPROVING THE WORLD HERITAGE SERVICE INFRASTRUCTURE.

**GOAL: TO CREATE A STIMULATING ENVIRONMENT FOR ENTREPRENEURS AND MAKE THE WORLD HERITAGE BETTER ACCESSIBLE TO VISITORS.**

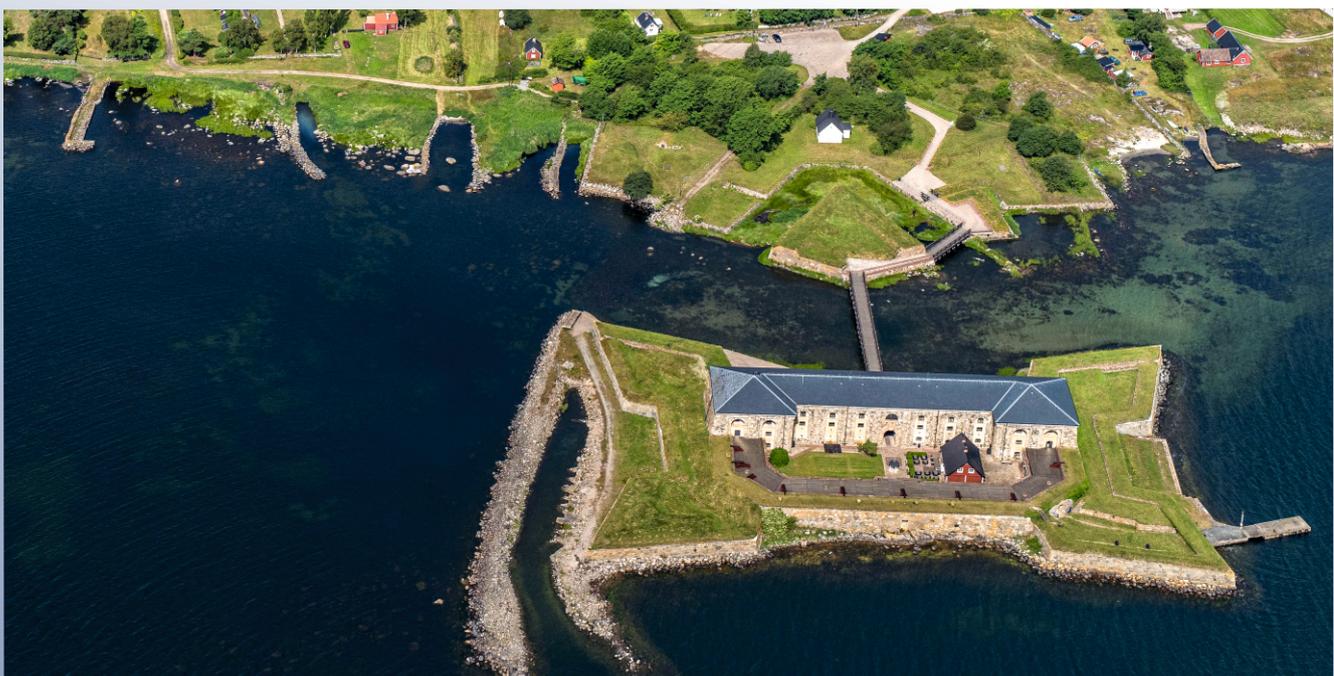
## OBJECTIVES:

-  Creating a stimulating environment for entrepreneurs catering to visitors with various heritage-related interests.
-  Making the World Heritage better accessible and enjoyable for visitors.

## MEASURES:

- 1.1.Link and package the central and rural (Skärva Manor) areas of the World Heritage in a joint tourism promotion offer.
- 1.2.Promote the Drottningsskär Citadel as a visitor point.
- 1.3.Facilitate closer tourism-related collaboration between the Naval Museum, Blekinge Museum and the Cultural House.
- 1.4.Apply the best practice from the English Lake District in creating a stimulating environment for entrepreneurs.
- 1.5.Ensure closer cooperation between the key actors and stakeholders in making the World Heritage (naval part) better accessible for visitors.

Roles	Coordinating Actor(s)	Pivotal actors	Knowledge repository	Facilitators
Human and institutional actors	Karlskrona Municipality	Karlskrona Tourist Office	Blekinge Museum	<ul style="list-style-type: none"><li>• Visit Blekinge AB</li><li>• Region Blekinge</li><li>• The Association "World Heritage Sites in Sweden"</li></ul>
Non-human and intangible actors			The English Lake District	The Main Square



## 2. ACTION: ACCESSING THE ENCLOSED PART OF THE NAVAL BASE FOR GUIDED TOURS

**GOAL: TO FACILITATE ACCESS FOR GUIDED TOURS INTO THE ENCLOSED PART OF THE NAVAL BASE AS SMOOTHLY AS POSSIBLE, PARTICULARLY IN THE SHOULDER SEASONS.**

### OBJECTIVES:



Strengthening already existing close links between the Karlskrona Municipality, the Naval Museum and the Naval Base, in marketing and facilitating the guided tours in the restricted part of the World Heritage in the shoulder seasons.



Improving communication between the Naval Museum, the Karlskrona Municipality, the Tourist Office and the Naval Base for making tourists experience the feeling of a true naval base which is still used by the military for training and for exploring 'military secrets' ('Forbidden fruit' effect), especially in the shoulder seasons.

### MEASURES:

- 2.1. Establish a working group on naval heritage tourism development and marketing at the World Heritage Council of the Naval Port of Karlskrona.
- 2.2. Develop at least two new guided naval-theme tours for exploring 'military secrets' specifically tailored for the shoulder seasons (September-October and April-May).
- 2.3. Apply the IT capacities of the academic institutions in Karlskrona (Blekinge Institute of Technology and *Hyper Island*) to develop VR and AR tools for an interactive experiencing of the naval heritage of Karlskrona.

Roles	Coordinating Actor(s)	Pivotal actors	Knowledge repositories	Facilitators
Human and institutional actors	The Naval Museum	<i>Fortifikationsverket</i>	<ul style="list-style-type: none"> <li>• Blekinge Institute of Technology</li> <li>• <i>Hyper Island</i></li> </ul>	<ul style="list-style-type: none"> <li>• Blekinge Museum</li> <li>• Visit Blekinge AB</li> </ul>
Non-human and intangible actors		<ul style="list-style-type: none"> <li>• The Naval base of Karlskrona</li> <li>• Kungsholm Fort</li> </ul>		Symbolic role of Karlskrona as a peace-keeping stronghold



### 3. ACTION: FACILITATING CULTURAL EXPERIENCES IN THE WORLD HERITAGE.

**GOAL: TO ATTRACT MORE VISITORS TO THE NAVAL PORT OF KARLSKRONA WITH SPECIAL AWARENESS OF HERITAGE AND HISTORY.**

**OBJECTIVES:**

- 
 Creating greater interest in the World Heritage among the visitors to Karlskrona and, more broadly, to Blekinge as an international tourist destination.
- 
 Attracting more visitors with special awareness of heritage and history, especially in the shoulder seasons (September-October and April-May).

**MEASURES:**

- 3.1. Establish an informal network of local associations, individuals, companies, organizations and museums who have extensive knowledge of local history and the World Heritage with the aim to develop and promote new experience offers and heritage-themed weeks.
- 3.2. Create at least three new experience offers catering to the interests of savvy visitors with special awareness of heritage and naval town history.
- 3.3. Establish at least two special heritage-themed weeks - one in spring and one in early fall - with a different focus on the World Heritage (period dishes and clothing, boat construction, music and architecture, etc.).

Roles	Coordinating Actor(s)	Pivotal actors	Knowledge repositories	Facilitators
Human and institutional actors	Blekinge Museum	<ul style="list-style-type: none"> <li>• Karlskrona Municipality</li> <li>• Karlskrona Tourist Office</li> </ul>	<ul style="list-style-type: none"> <li>• Blekinge Museum</li> <li>• Naval Museum</li> </ul>	<ul style="list-style-type: none"> <li>• Private stakeholders with knowledge of local history and World Heritage</li> <li>• The Admiralty Musicians</li> </ul>
Non-human and intangible actors		The Grand Square		Story of Karlskrona as an ideal city, a classical naval imperial capital



#### 4. ACTION: PROMOTING FOOD IN THE WORLD HERITAGE AND THE WORLD HERITAGE WITH FOOD.

**GOAL: TO ESTABLISH NEW SYNERGIES BETWEEN ALREADY EXISTING FOOD-RELATED ACTIVITIES/EXPERIENCES, SUCH AS GÅRDSBUTIKSRUNDAN AND KLIMATVAL WITH THE WORLD HERITAGE.**

##### OBJECTIVES:



Leveraging the World Heritage in collaboration with the already existing food-related activities/experiences in Karlskrona and Blekinge ('the Garden of Sweden').



Creating closer associations of various Blekinge delicatessens ('delis') with the World Heritage of the Naval Port of Karlskrona during special events and in online tourism marketing.

##### MEASURES:

- 4.1. Establish a regular open-air market place in an appealing corner of Karlskrona for selling heritage-related food with a broader World Heritage geography (e.g., strawberries from Southern Öland, Baltic herring from Stralsund or Wismar, etc.).
- 4.2. Introduce the system of quality assurance for sold products to avoid the dilution of the concept of heritage relation with food.
- 4.3. Introduce the system of labelling and financial incentives to promote the entrepreneurs who are willing to focus and specialize in heritage-related food offer.

Roles	Coordinating Actor(s)	Pivotal actors	Knowledge repository	Facilitators
Human and institutional actors	Karlskrona Municipality	Karlskrona Tourist Office	Blekinge Museum	<ul style="list-style-type: none"><li>• Visit Blekinge AB</li><li>• Region Blekinge</li><li>• The Association "World Heritage Sites in Sweden"</li></ul>
Non-human and intangible actors			The English Lake District	The Main Square



## 5. ACTION: FACILITATING OUTDOOR EXPERIENCES IN THE WORLD HERITAGE.

**GOAL: TO USE MORE ACTIVELY THE WIDE RANGE OF POSSIBILITIES FOR OUTDOOR ACTIVITIES OFFERED IN KARLSKRONA AND ITS SURROUNDINGS ON LAND AND IN WATER.**

### OBJECTIVES:

-  Expanding the range of opportunities for heritage-related outdoor activities in Karlskrona and around it.
-  Increasing the appeal and recognition of the Naval Port of Karlskrona as a World Heritage site.

### MEASURES:

- 5.1. Create and further develop some major outdoor events, such as a World Heritage bicycle event or a City Activity Adventure Festival with opportunities to try out various outdoor activities in one week, such as kayaking, mountain biking, beach volleyball, scuba diving, stand up paddling etc.
- 5.2. Coordinate the promotion of these activities on the municipal level with active involvement of outdoor sport associations and private stakeholders.
- 5.3. Use the best practice from the English Lake District in relating heritage-learning and adventure tourism with active outdoors into complex and appealing tourism offers.
- 5.4. Launch a long-term marketing programme on social media using influencers for promoting the importance of outdoors in a unique heritage environment for mental and physical health.

Roles	Coordinating Actor(s)	Pivotal actors	Knowledge repository	Facilitators
Human and institutional actors	Karlskrona Municipality	Region Blekinge	Blekinge Institute of Technology	Outdoor sport associations and stakeholders
Non-human and intangible actors		Outdoor amenities of Karlskrona Municipality	The English Lake District	Skärva Manor



## 6. ACTION: DEVELOPMENT OF SIX ATTRACTIONS ON THE NEARBY ISLETS AND BY THIS INCREASING TOURISM SECTOR'S DIVERSITY.

**GOAL: TO STRENGTHEN THE TOURIST APPEAL OF KARLSKRONA BY BUILDING A SYNERGY WITH BLEKINGE ARCHIPELAGO AS A SINGLE UNESCO-THEMED SUSTAINABLE TOURIST DESTINATION**

### OBJECTIVES:



Increasing accessibility of the skerries of Blekinge Archipelago for tourists in order to experience it better, including scuba diving to the numerous ship wrecks.



Building closer synergies and creating new offers with tourism service providers in the skerries of Blekinge Archipelago.

### MEASURES:

- 6.1. Elicit and clarify the tailored tourist brand of both UNESCO assets - the Naval Town of Karlskrona and Blekinge Archipelago with profile and position.
- 6.2. Develop and promote at least two UNESCO- and living heritage-themed boat cruises in Blekinge Archipelago in the shoulder seasons (September-October and April-May)
- 6.3. Improve boat transport and accessibility to the skerries in the shoulder seasons.
- 6.4. Develop and arrange at least one underwater self-guided trail for scuba divers to investigate ship wrecks in the archipelago around Karlskrona.

Roles	Coordinating Actor(s)	Pivotal actors	Knowledge repository	Facilitators
Human and institutional actors	Karlskrona Municipality / Blekinge County Administrative Board	<ul style="list-style-type: none"> <li>• Blekinge Arkipelag Association</li> <li>• Boat services to the skerries</li> </ul>	<ul style="list-style-type: none"> <li>• The Naval Museum</li> <li>• Blekinge Museum</li> </ul>	Private stakeholders with knowledge of diving (e.g. Unique Dive & Travel AB)
Non-human and intangible actors		<ul style="list-style-type: none"> <li>• Attractions on the nearby islets</li> <li>• Shipwrecks</li> <li>• Outlying skerries</li> </ul>		







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