

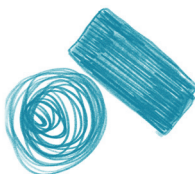
**Nordland**  
COUNTY COUNCIL

# Crash Course in Visitor Management

THERE SHOULD BE  
MORE OF US HERE!



THERE'S TRASH  
EVERYWHERE!



A guide for  
community groups,  
volunteer teams  
and associations

THERE ARE TOO  
MANY HERE.

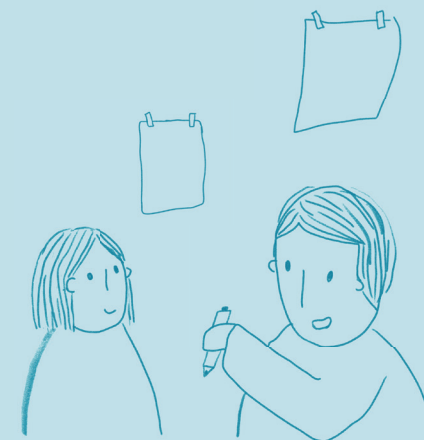


WHAT DO WE  
DO NOW?



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## It's best when the village gets to help decide!

Tourism offers opportunities for both small and large places. However, broad value creation also brings many hidden costs and challenges. What is missing is a holistic system for Destination Development. This becomes particularly evident when small places suddenly face mass tourism.

After the first conference in the pilot project for visitor management (2018-2022), Nordland County Council were contacted by the community group «Samstræv» at Fredvang. The village felt overwhelmed by both tourists, road authorities and others. They watched the films and lectures from the conference and formed a small study circle. Now they wanted help to get to grips with the situation themselves.

They didn't have time to wait for us to create the course. We were invited to come and get started - together with them. It struck us that this is how good processes begin. The community groups at Eggum and at Vindstad - Bunesfjorden, which also participated in the conference, joined the test.

Visitor management is a way of developing the village. Local value creation then becomes an important focus. But local value creation is more than economic ripple effects. Those who come to visit us come to experience the atmosphere, nature, culture, and our surroundings.

The booklet is based on five basic principles for how a community can help govern development, together with the municipality, the tourism industry and other sectors. Every village is different, so there are many paths to the goal. The method can also be useful for Citizens' Associations and other groups who want to address similar challenges in small towns and communities in larger ones.

This is a booklet that should help you get started. It is a tool for those who work in voluntary teams and associations who want to be involved with planning and management. It aspires to give you a voice in the planning system, so that you can help create the future you want - together with the rest of your society.

## What does the Crash Course entail?

The world's simplest innovation model is Need – Solution – Test (NST) and is used in this 'Crash Course'. The method is Norwegian and described in the book «Innovation in practice» written by 155 innovators in Norway under the leadership of Sjur Dagestad, Professor in Innovation. The process is further inspired by the method of «Humørbonden» («the always smiling farmer») Geir Styve who translates NST into Learning By Trying (learning by failing).

Crash Testing uses trial and error, even before a solution or an idea has been fully developed. Through the Crash Course, you create a safe environment, encouraging each other to test ideas and solutions as early as possible.

In the Crash Course for Visitor Management, you learn to test out ideas at an early stage and on the relevant target group. The goal is to find out what you can do yourself, with simple means, and what would require larger projects to be realized. The course is for those who want to give people good experiences in their local area, both short-term visitors and long-term travelers. It is for those who see that it is appropriate to manage the visitor flows to take care of the local community, culture and nature. Maybe it is urgent to be doing something before visitors leave, or before the next season starts. It is then important to make sure that the measures will not make things worse! The working method can be practiced over four evenings, with homework/practical tasks that are completed in between the sessions.

The course booklet is free. However, it might be a good idea to involve a consultant for a few hours. It can be a good investment! They are good at drawing the solutions - which can be very helpful when Crash Testing it with others than those included in the course group.

HAVE FUN, OTHERWISE IT DOESN'T WORK!



# Visitor management - what is it?

## What is visitor management?

To manage means to take care of, preferably on behalf of someone.

## Why should you do the Crash Course?

Good visitor management must be based on the needs of the local population. Through the Crash Course, local voices are heard. Local people come up with ideas that give rise to new opportunities, and which can resolve frustrations regarding tourism in the local area.

## Who will you involve?

The Crash Course is an attempt to include local people's voices. Those who live here have invaluable knowledge and experience. Locals are important stewards and managers of the places which people come to experience. That is why the Crash Course is designed for voluntary teams and associations representing the local population. It can be landowners' associations, youth groups, village councils, community groups and welfare associations, or people from the area who come together to find out how tourism can help develop their place.

## What will you achieve?

The goal is to find comprehensive solutions which ensure that tourism and visitor industries take into account and contribute to the various rural interests and contribute positively to the place's development. The sketches that are developed in the Crash Courses can later form the basis for applications and be used as the village's input towards business and authorities. Map sketches showing which areas that are suitable for what, are good tools to illustrate the values that are under pressure.

The locals are the ones who host visitors. Landowners and other residents are important actors and contributors in local visitor management.

For small towns and districts, you have to find others who want to support the wishes and needs of the local population.

# Tourism in Norway – major changes in a short time

The visitor industry is one of the world's largest industries. In recent decades, tourism has had explosive growth. According to NHO Reiseliv, people worked in 2019 in tourism in Norway than in oil drilling, fisheries and agriculture combined. For areas with distinctive nature and culture, tourism represents both opportunities and threats. Like other industries, tourism consumes resources if it is not regulated. It is often the most attractive areas which are put to use (and overconsumed) first.

Receiving visitors and managing visitor flows is not easy, especially now that social media has taken over much of the marketing. It's smart to gain insight into what is driving the needs of those who come to visit your place. It is instructive and useful to test solutions early. Although many villages have long experience with this, visitor management is a new professional field, and also so for public planning and administration.

The COVID-19 pandemic has given everyone an involuntary breather. Such periods can be used for a reset or restart. It can help contribute to bringing tourism and the visitor industries to a higher level of sustainability. Implementing a Crash Course like this is a good way to do it!

In Norway, Nordland County Council works together with tourism to make the industry more sustainable and better marketed. We create courses in visitor management for local communities, politicians and planners, administrators and the experience industries.

# Visitor management

## – sustainable development

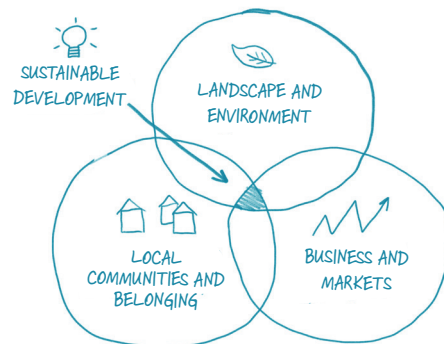
The tourism industry uses public goods such as Nature, Culture and Living Communities in order to produce experiences and create value. Sustainable development is progress which is within the limits of what nature, landscape and environment can withstand, and what local communities and local culture endure, and at the same time it provides a basis for healthy business operations and local value creation.

To 'manage' means to take care of – preferably also on behalf of someone. We manage our cities and villages on behalf of future generations. Different areas form frameworks for different experiences. We want to take care of what is rare and what is typical. We want to take care of the diversity, for those who come after us, for those who live here, and for those who come visiting - whether they have traveled from near or far. We want sustainable development where the visitor industry stays within the limits of what nature, environment and culture can tolerate. We want it to help to take care of the local community's values and needs, while tourism contributes to good local value creation.

We travel to have good experiences. So how can we use tourism to help create the society we want in the future? How do we want it to be? What forms of tourism support such development? Which guests do not strain the hospitality, but get involved in creating a desire to stay and a desire to live here? Can we focus on visitors who support and take care of the distinctive atmosphere in the old town, the atmosphere in the fishing village, the winter light, the summer pastures and the fishing grounds? Where do we find them?

### Clarification of expectations:

It is important to clarify very clearly that this is a COURSE which goes quickly and systematically, step by step, through one working method where one can quickly get more overview of values and value selection, so that one can quickly take better and more strategically correct decisions.



# Results

This course booklet has been created for those of you who work in community groups and other voluntary groups and associations who feel that you want to do something to manage the visitor flows in your local area, your village - or maybe you want to do something about the lack of visitors? It is a course where the values of the local population and the knowledge in the village are put into a system and conveyed in a clear way. The method enables the village's interests to be carried through the planning process and language.

This tool makes it easier to build local tourism. It gives ways to test practical measures on visitors. It makes it easier to convey needs and solutions for those who live in the village, for those who visit, for the tourism companies, to the municipality and the county council, the road authorities, destination companies, the tourist association and the rest of the world. With a little help from someone who knows how to design service and experience plans, you can draw maps over thoroughfares and important experience areas. You choose: What is important to take care of? Where should measures be taken so that people have a good experience? Can you try to see if it works – perhaps test it in an early phase? Perhaps a signage plan is needed for both the city, village and countryside? The result can be a nice overview that forms a basis for more holistic planning and administration. This will again make it easier to apply for support for various measures/projects.

The tourism industry affects climate and the environment, the use of common resources, our properties, our neighborhood, our pastures and how we experience our place. It impacts our outdoor life, our public health and our business community. Most of us go for walks in the neighborhood or travel on longer holidays. We can understand how it is to be a visitor and what it is like to host them. That's why we must work together to create good experiences for those who live in our area and those who come to visit. This is far too important to leave to tourism professionals alone. It belongs to community planning. We can just as easily make visitor management a popular activity for everyone, and work to ensure that public administration takes this into account on an equal basis with other types of management. What results can be expected after completing the Crash Course in visitor management? Increased knowledge of visitor management. Focus on tourism as a resource in its own local area. A new way to meet in the village. Knowledge about the NST methodology and the customer journey/visitor journey. Knowledge of how to look for opportunities/ frustrations – and how to do something about them. Get started, have fun and hang in there!

# How to complete the course?

The course booklet is designed as a workbook with plenty of space for your own notes. If you like to draw and write by hand, it is fine to print in the booklet. The Meeting Leader is a central person who takes responsibility and is the Facilitator for each session. There are four sessions; each session has its own tasks. Worksheet 1.3 refers to session 1, task 3.

The chapter «Preparation» is a page which may be useful for the meeting leader to review before every session. Use a PC to display the course booklet and assignments for the group. It is a good idea to print some copies in case of technical problems. Feel free to show the task on the screen while the task is being carried out to ensure that the group understands the task and knows what is to be done. The Meeting Leader is the Facilitator and should try to not influence the participants in the Crash Course with their own opinions. It is important to be aware of this, and that the role of Facilitator is taken care of in an almost objective way.

It is the Meeting Leader's responsibility to keep track of time. We have given estimates of time for each task, and if this time is observed, you will master all assignments on each session.

Note! The participants will always feel like they had too little time. That's good - it means they are engaged. Four sessions can quickly turn into five if you don't keep to the proposed schedule. Invitation letters and examples of posters have been prepared and can be freely used. The pages in this booklet follow the workflow for each session.

Feel free to follow the structure of the booklet - it gives good results. If you add your own personal skills, include all persons' contributions and respect all abilities, this keeps the spirit and atmosphere high, and you will experience sessions that give good and concrete positive results for both locals and the tourists who come to your place.

The short film will act as a teaser and tempt people to join a Crash Course. The film can be used as you wish. Please feel free to send it as a link in email invitations, use it on social media to show what you are going to start.

Feel free to watch it at the first meeting to set the mood. The other films can be used in different places throughout the course and repeated if necessary. Ensure good hospitality and pleasant atmosphere. It is good to establish a «Yes, and»-attitude from the start. You will experience good discussions that will lead to concrete actions – and results.

See p. 50 for a checklist for you as an organiser.

See our website [www.nfk.no/reiseliv](http://www.nfk.no/reiseliv) or [www.nfk.no/besoksforvaltning](http://www.nfk.no/besoksforvaltning) for:

- Introduction film
- Meeting Leader film
- The Five Questions film
- The Outdoor Life film
- Invitation template and posters

## Success Factors: Get people who are passionate about cooperation

1. Keep introductions short. Keep time - it provides drive and the feeling of making progress.
2. Get people who can articulate the various interests in an orderly way, so that different groups feel that someone speaks for their case. Ideas and solutions are discussed more thoroughly when held between different groups. And the rest of the local community can do the same between meetings.
3. Look for solution-oriented people, who, even if they disagree on certain issues, in the end they will find it meaningful to collaborate.

### Note:

People with specific issues, who are attentive to details, who want to express only displeasure or are excellent at pointing out others' mistakes will not thrive on courses like this, where we quickly go through the different phases of the process. At the same time they are important opinion leaders, knowledgeable resource persons, and very useful to consult between meetings.

## Preparation before the first evening of the course

We encourage you to read through the entire booklet before you get started. Get an overview of the content of the four sessions before you start the first one.

The booklet gives you tasks to guide the participants through each session and between evenings. You should follow our recommendations step by step. The checklist for the Meeting Leader/Facilitator is derived from our experience from previous Crash Courses that have been completed.

In order to recruit participants for the Crash Course in Visitor Management, we would recommend that you raise these five questions.

## Five questions to start with

Use the five questions to spark interest in joining. The outcome of good visitor management is that visitors and the local population have good experiences, and care for nature and culture. We want balance. In Ireland, they have developed a method that does this. Ask the questions in this order:

1. **Why do we need them (visitors)?** What should tourism do for you? The answer gives you a purpose for tourism and defines what role and tool tourism should be for the local community.
2. **What do you have?** What do you have that makes tourists want to visit you? What local resources do you want to build on? It is important not to ask the question the other way around. Then we can easily leave the control to external actors.
3. **Where and when do you want them to visit?** When is it acceptable for visitors to arrive? When do you not want visitors? The questions are closely related. This should be discussed with various industries to avoid potential conflicts.
4. **Who would you like to invite home?** Even in a private context, there may be some tourists you are more excited to welcome than others. Some suit you better than others. In tourism too, it is important to reflect on which target groups (types of visitors) you will invite to your municipality.
5. **How do you get hold of them?** Finally, you can ask the question: How do you attract visitors? Because now you know what you have to offer, who you want to come, what you want them to see and do, etc. This makes the question more targeted and based on the long-term vision for the destination.

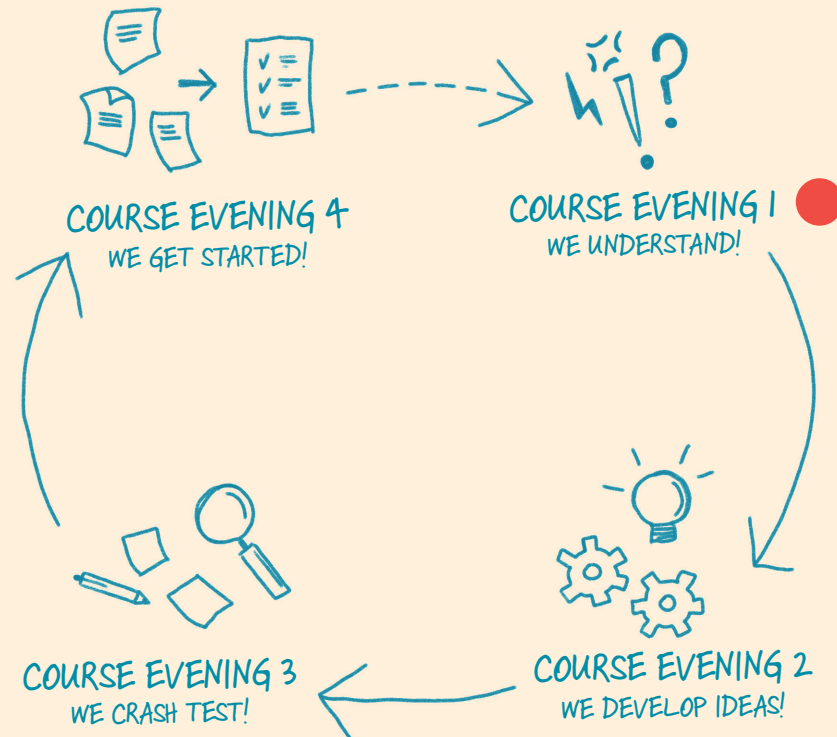
Note:

The first four questions help build a long-term vision for your place as a destination. The questions are important for the development of the local community, the municipality and the region. The fifth question concerns marketing.

The five questions are fundamental. It is important that you take the time to discuss them. The discussion gives you direction. Something that will help you find out how you want it to be in your home and local area.

<sup>1</sup> Source: The Method of Persistent Inquiry, Cillian Murphy, Loop Head Peninsula.





# Course evening 1: We understand!

## Goal

Better understanding of today's situation.

## Agenda: Course evening 1

The goal for the evening is to gain a better insight into, and understanding of, the current situation and problems. We start by getting to know each other, and the Meeting Leader explains briefly the background for why we are gathered here today.

Tip: Watch the film Crash Course in Visitor Management (7.44 min) together and discuss the questions introduced in this film.

Then draw on your frustrations and problem areas on the map as you see the situation now. Before the evening ends, you must identify and determine which areas are most valuable to you.

On the following pages, you will find step-by-step worksheets (show it on a PC screen or large screen) that takes you through tonight's program.

## Step-by-step tasks:

1. Get to know each other!
2. Why are we here?
3. The current situation. Where are the challenges?
4. The future situation. How do we want it to be?
5. Round the table

## You need:

- Printouts of maps of your local environment. At least 2 copies.
- Blank sheets and post-it notes.
- Markers and pens.
- Coffee and snacks.

## Post the five introductory questions:

1. Why do we need them?
2. What do we have?
3. Where and when do we want them here?
4. Who do we want to invite home?
5. How do we get them?



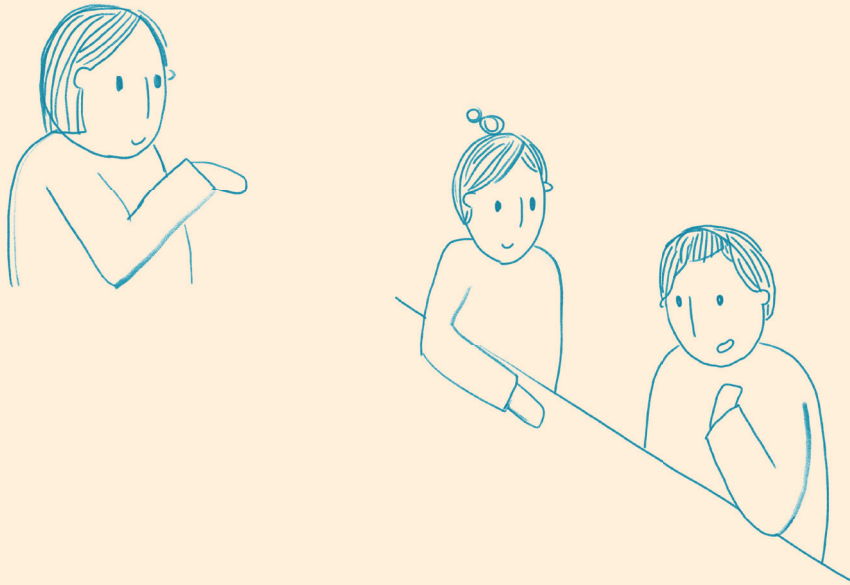
## Task 1.1

### Get to know each other!

Recommended time: 2 minutes per person.

Start with a simple round of introductions. Do this even if you know each other from before.

- What's your name?
- Where do you live?
- Why did you want to join this?
- What are you passionate about?



## Task 1.2

### Why are we here?

Recommended time: 15 minutes.

The Meeting Leader explains what will happen. Feel free to use the information under «Miscellaneous Info» in the booklet to explain what you will go through.

- What is visitor management?
- Why should we do the Crash Course?
- What do we want to achieve?
- Who do we involve?

Tip: Watch the film Crashcourse in Visitor Management (7.44 min) together and discuss the questions introduced in this film.



## Task 1.3



### The current situation: Where are the challenges?

Recommended time: 60 minutes.

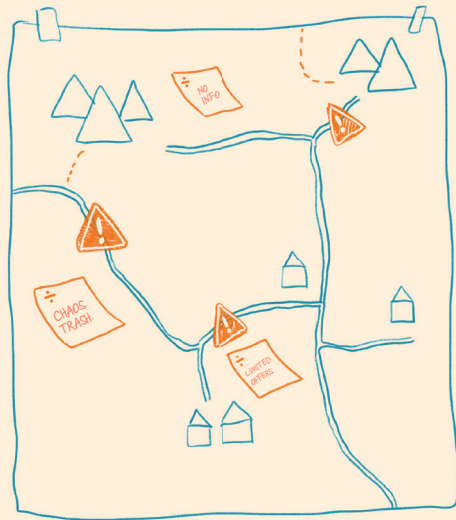
Use a map of your area as a base for the task. The Meeting Leader marks on the map, while it is being discussed in plenary. Use markers and post-it notes. We call this map the «Frustration Map».

#### Alternative 1:

- What frustrations and problems do we have related to visitors in our local area/ village?

#### Alternative 2:

- Where do challenges arise? How many? When? Whom?



FRUSTRATION MAP

- TOURIST ROUTES
- ÷ CONCRETE PROBLEMS
- ⚠ AREAS WHERE WE HAVE CHALLENGES

## Task 1.4

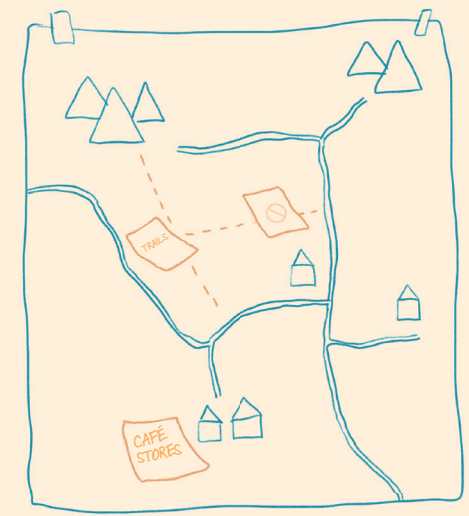
### The future situation: How do we want it to be?

Recommended time: 30 minutes.

What values and qualities do you have in your local area/village? The Meeting Leader marks on the map, while it is being discussed in plenary. Use markers and post-it notes.

- Which areas would we prefer to keep to ourselves in the future?
- What experiences do we like to share with visitors?
- What is important to take care of?
- What are the core values in the various areas?

We call this map our «Value Map».



VALUE MAP

- TOURIST ROUTES
- + QUALITIES
- ⊗ AREAS WE WANT TO KEEP FOR OURSELVES

## Task 1.5

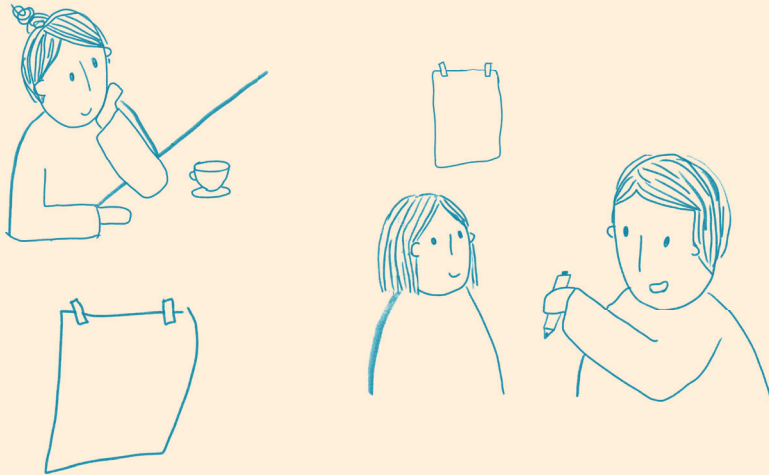
### Round the table:

Recommended time: 15 minutes.

The Meeting Leader rounds off today's session.

- Any questions or thoughts?
- Go through the task on the next page in the booklet, before you finish for the day.
- Take care of the two maps you have made during the evening; the «Frustration Map» and the «Value Map».
- If something needs to be rewritten or redrawn, you can do this. You should bring the material with you to the next session as well.

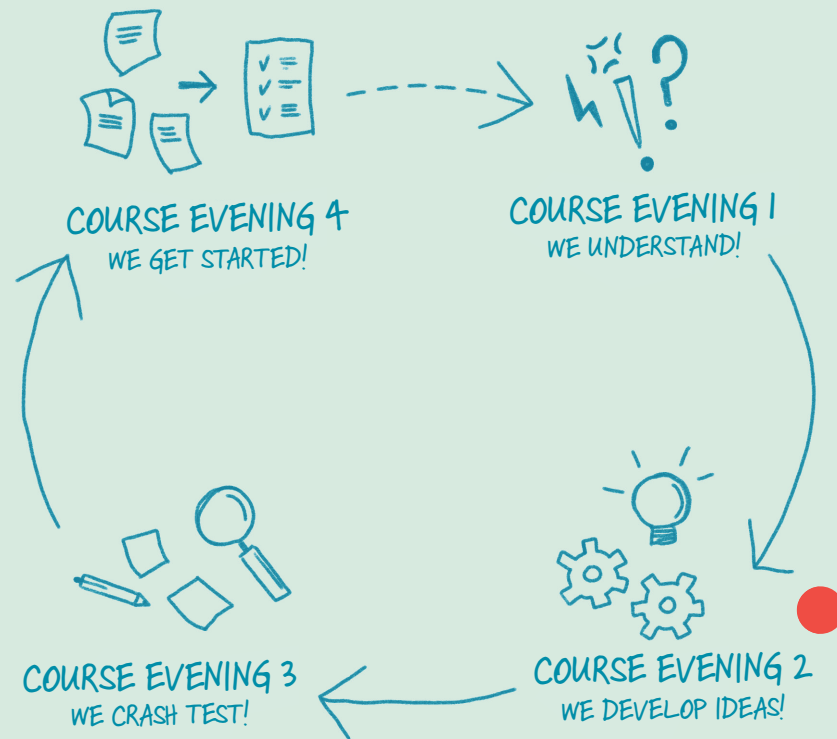
TIP: Feel free to watch the Meeting Leader film together. It is a great way to repeat the aim of the course. Talk about how you manage to keep time, and how you can all contribute to completing the tasks. Challenge everyone to prepare for the next evening, as this will ensure good progress!



## Homework

While you wait for session 2, you can take your reflections out into the world. Talk to neighbors, friends and visitors, and feel free to contact people you think have other opinions and perceptions than what you have arrived at during the first session. Save quotes or feedback you receive along the way. Bring these to the next session.





## Course evening 2: We develop ideas!

### Goal

Choose challenges and opportunities we want to address.

### Agenda: Course evening 2

The goal for the evening is to find the real reasons for the challenges, and to brainstorm ideas for different solutions and ideas. You are the idea developers!

We start with a summary since last time. We will then knock our heads together to initiate creative problem solving. All the exercises we do today will create a good basis for the next course evening again, when we dig more thoroughly into the details. Step-by-step instructions follow on the following pages task sheet that will take you through the evening program.

TIP: Watch the film about «The Five Questions» together as a start to this course evening, or as a rehearsal at the end of the course evening.

### The worksheets you will go through today are:

1. What have we found out?
2. Our values.
3. Problems and challenges.
4. Ideas and opportunities.
5. The visitor journey.
6. Local peoples experience in the area.
7. Round the table.

Remember to take breaks along the way!

### You need:

- The material you worked on during the previous session.
- Printouts of maps of your local area.
- Blank sheets and post-it notes
- Markers and pens
- Coffee and snacks

### Display or hang up the five introductory questions:

1. Why do we need them?
2. What do we have?
3. Where and when do we want them here?
4. Who do we want to invite home?
5. How do we get them?

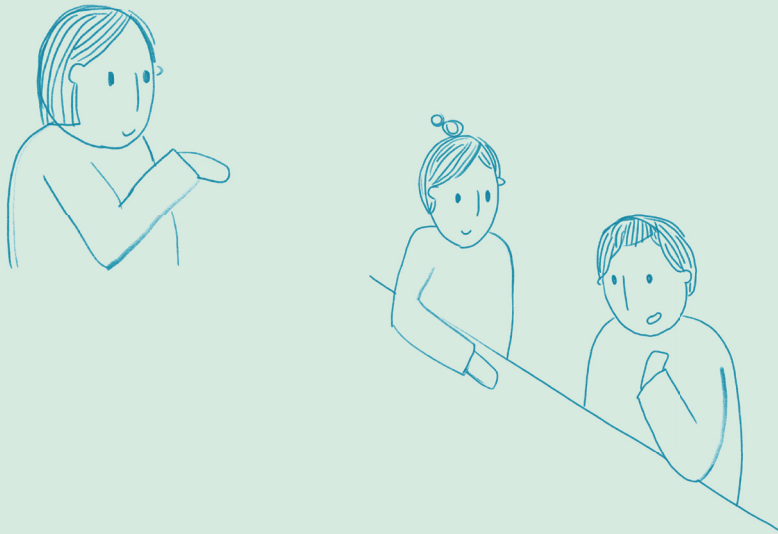
## Task 2.1

### What have we found out?

Recommended time: 15 minutes.

What have we found out since the last time? Share experiences you have been collecting since the last session. Hang up/write down quotes so everyone can see them.

- Important findings and potential for improvement?
- What frustrations and/or values are experienced by others in the local area?



## Task 2.2



### Our values:

1: Individually/on your own. Recommended time: 5 minutes.

Think through the values of your local environment. Write down a couple of values on your own.

- What matters most to us?
- And what makes it so important?

2: All together. Recommended time: 30 minutes.

Go through everyone's notes. Are there any recurring values? Specify or rewrite the notes and place these on the wall, floor or table before you so you all can see them. What strategies can we choose to take care of our core values?

See the Appendix (at the back of the booklet) for examples of various types of measures that can guide, manage and regulate traffic, and help to achieve desired behavior.



## Task 2.3

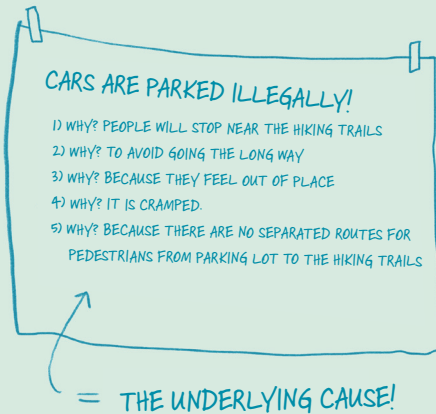
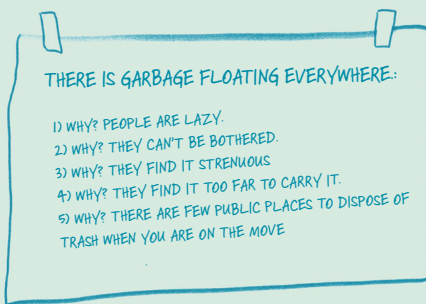
### Problems and challenges:

Recommended time: 30 minutes.

The goal now is to find challenges we have in our local environment. Write down at least three problems. The Meeting Leader makes notes on the board while it is discussed in plenary. Examples of problems can be:

- «There is litter everywhere».
- «Cars are parked illegally».
- «No one stays in the town center».

Then we will try to find the underlying cause. We ask ourselves «why?» five times. This is a useful exercise, exploring why things really are as they are.



## Task 2.4

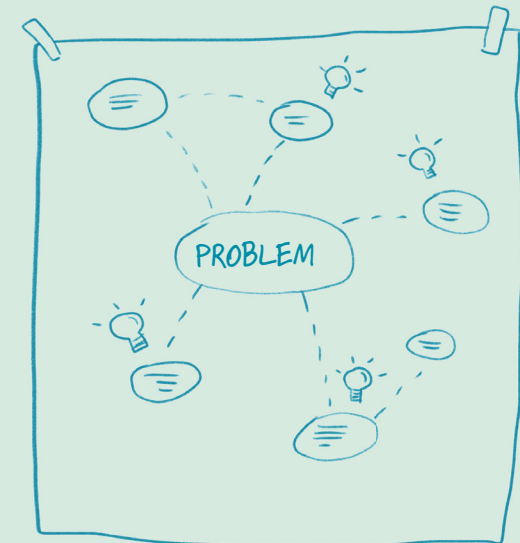
### Ideas and opportunities

Recommended time: 30 minutes.

Brainstorming based on the problems and the underlying causes we found in the previous task.

- How can we solve these problems?
- What do we want to address?

Collect all ideas and create a Mind Map.



## Task 2.5

### The Visitor Journey:

Recommended time: 30 minutes.

Now we will map the visitor journey in our local area - before and during the visit. The Meeting Leader writes them down, while it is discussed together.

#### The visit before arrival:

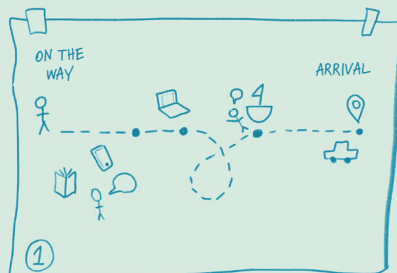
Draw on a blank sheet of paper. Start by imagining what the visitor will do to prepare ahead of the visit:

- How do they find us?
- What kind of transportation do they use?
- Do they travel directly here, or do they stop other places along the way?

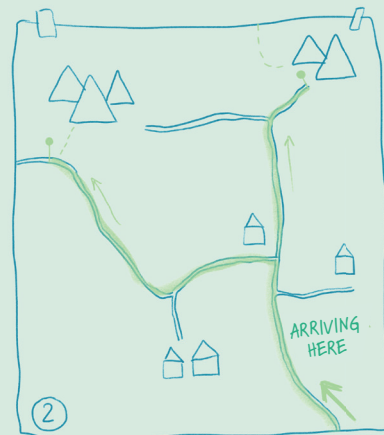
#### Touchpoints during the visit:

Draw on a new blank sheet of paper, or use a map printout as a base. Imagine how visitors travel through the local area:

- From which directions do they arrive?
- Where do they stop?
- What do they do on their way here?
- Where do they stay overnight or eat?



VISIT BEFORE ARRIVAL MAP



TOUCHPOINTS DURING THE VISIT MAP

## Task 2.6

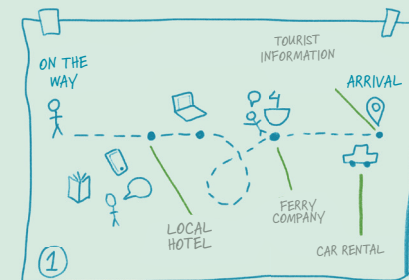
### Local actors in the area:

Recommended time: 15 minutes.

Place or hang up the two maps with The Visitor Journey (encounters before and during their visit) next to each other.

### Touchpoints — encounters before and during their visit:

Use post-it notes or markers with another color. Write down and show who actors possibly can encounter before and during their visit. You do not need to complete this map today. It will act as an inspiration before you head out into the field, after the session. This is what we call a «Local Actors Map».



ADDING LOCAL ACTORS TO BOTH MAPS





## Task 2.7

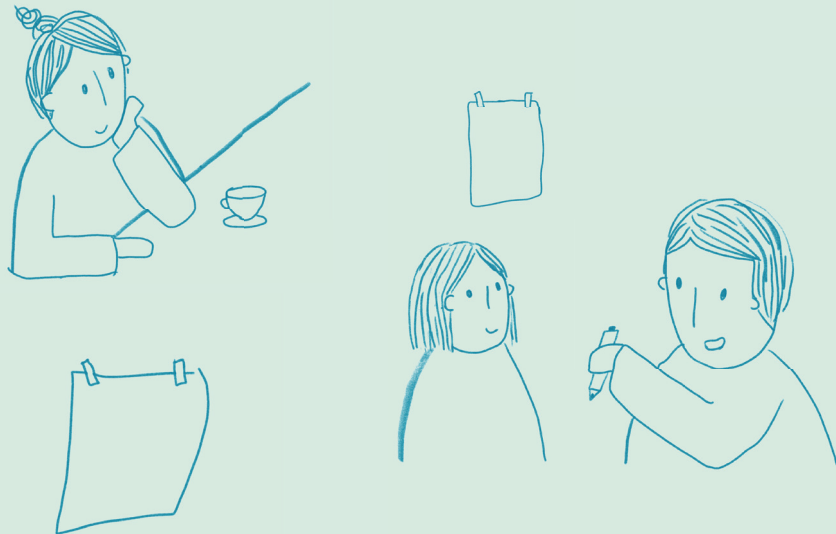
### Round the table:

Recommended time: 15 minutes.

Meeting Leader rounds up the day's session.

- Any questions or thoughts?
- Review in plenary the task on the next page in this booklet, before you finish for today.
- Take care of the two maps; «the visitor journey before arrival» and «the touchpoints during the visit».
- If something needs to be rewritten/redrawn, you can do this. Bring the material with you next session as well.

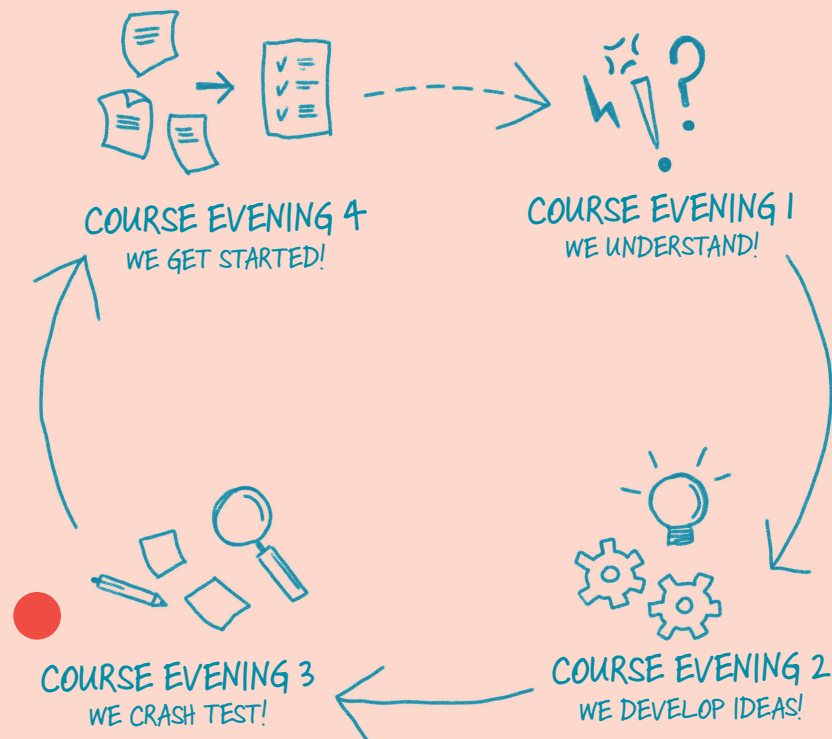
Tip: Watch the film with the five questions, go out and be a tourist yourself, and look for the answers!



## Homework

While you are waiting for session three, you must take your reflections out into the world. Go out into the «field» and experience your local area. Immerse yourself in the experience and talk to visitors you meet along the way. Save any quotes or feedback you receive along the way. Bring these to the next session.





## Course evening 3: We Crash Test!

### Goal

Sort ideas and crash test them.

### Agenda: Course evening 3

The goal for the evening is to sort and formulate solutions and measures we want to address. And not least, we must plan what we want to Crash Test before the next session!

We start with a summary of what has happened since the previous session. Furthermore, we complete the Visitor Before Arrival Map, the Touchpoints During the Visit Map and the Local Actors Map we started with last time. These maps (together with «Frustration Map» and «Value Map» from session 1) creates the total overview we need to know where to implement future measures. On the following pages, you will find Step-by-step instructions and Worksheets that will guide you through the evening program.

### The Worksheets you will go through today are:

1. What have we found out?
2. Visitor Journey and the Local Actors maps.
3. Possible solutions and measures.
4. Schedule Crash Testing.
5. Round the table.

Remember to take breaks along the way!

TIP: Watch the Outdoor Life film («Friluftsliv») together. Discuss which measures you can try to test now.

### You need:

- The material you worked on during previous sessions.
- Blank sheets and post-it notes
- Markers and pens
- Coffee and snacks

### Post the five introductory questions:

1. Why do we need them?
2. What do we have?
3. Where and when do we want them here?
4. Who do we want to invite home?
5. How do we get them?

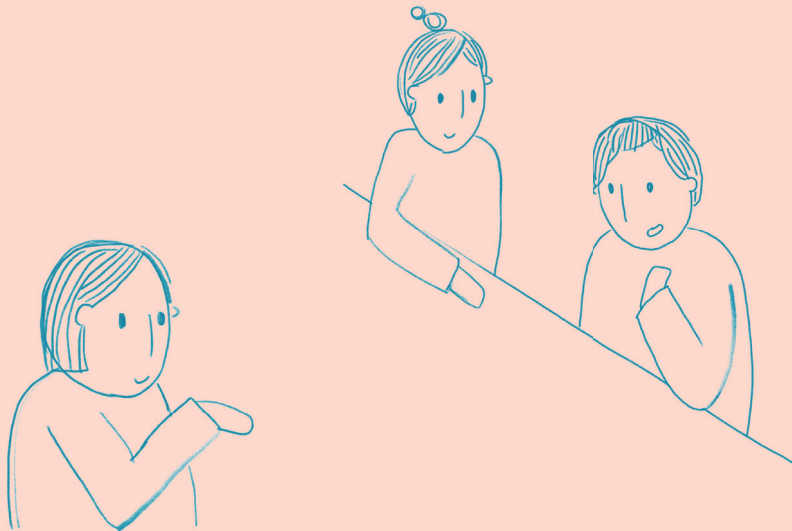
## Task 3.1

### What have we uncovered?

Recommended time: 15 minutes.

What have we found out since the last time? Share experiences you have been collecting since the last session. Hang up/write down the quotes so everyone can see them.

- Important findings and potential for improvement?
- What experiences and observations did you have as a «tourist» in your own local area?



## Task 3.2

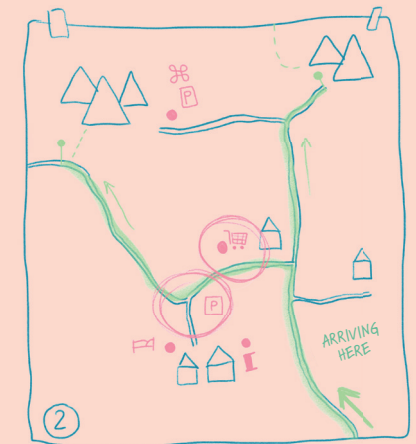
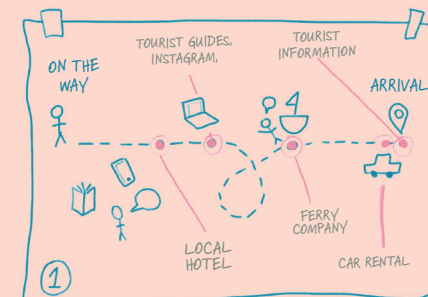
### The Visitor Journey and the Local Actors:

Recommended time: 30 minutes.

Take out the maps you made during the previous gathering: the Visit before arrival and the Touchpoints during the visit (see task 2.5). Last time, you just started placing players on the map. Now we will complete this, as well as mark where any so-called «touchpoints» occur.

Based on experiences and observations since the last time, complete the Visitor Journey and the Local Actors Map.

- Which members of the local community do you think visitors encounter before and during their visit?
- Touchpoints: Where do visitors and the actors cross each other's paths? Mark these Touchpoints.



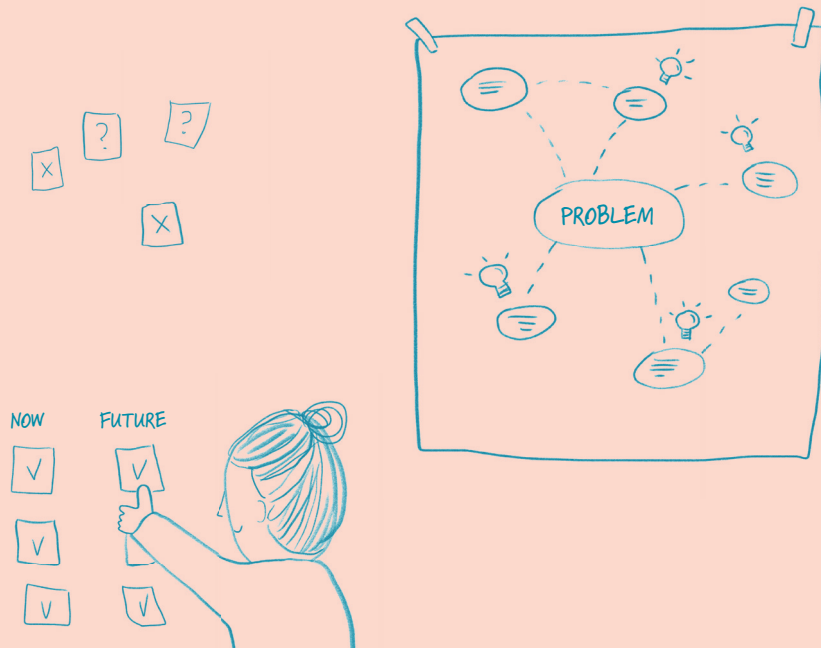
## Task 3.3

### Possible solutions and measures:

Recommended time: 60 minutes.

Based on the underlying causes we have found, and the development of ideas and the possibilities we brainstormed during the last course evening:

- Discuss together: What do we want to work on further? What do we want for our local community?
- Make two lists of proposed solutions. Divide them into «immediate action» and «future measures».
- What can we test ourselves? And what do we need others to join in on?



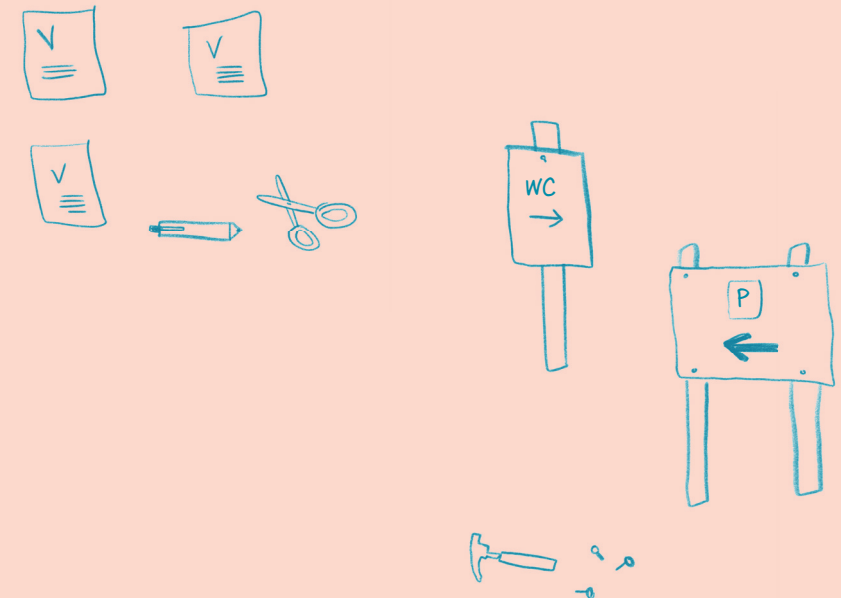
## Task 3.4

### Plan Crash Testing:

Recommended time: 60 minutes.

With the overview of solutions and measures lying down in front of you – what can we Crash Test before the next session? The so-called Crash Testing Method involves making simple, low-cost prototypes that are tested at the relevant location. It gives you direct and fast «on-site» feedback.

- What is the aim of the test?
- What kind of equipment do we need to conduct the test?
- Who will perform the test?
- How do we document the result?



## Task 3.5

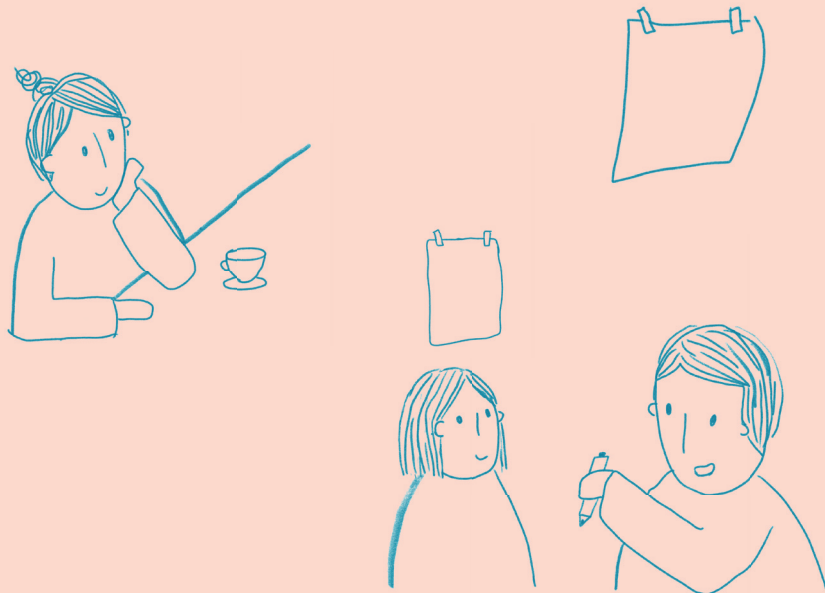
### Round the table:

Recommended time: 15 minutes.

The Meeting Leader rounds off today's course evening.

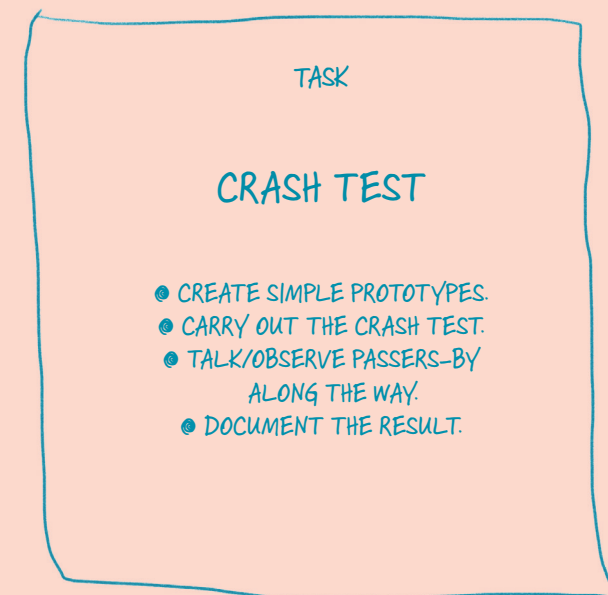
If something needs to be rewritten/redrawn, you can do this. You bring the material with you next session as well.

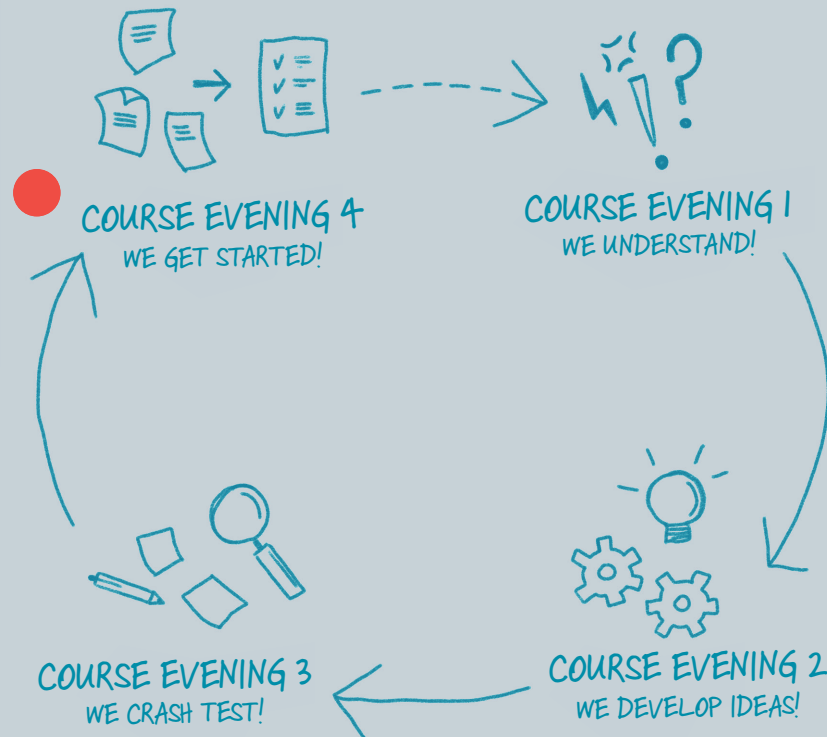
- Any questions or thoughts?
- Review the task on the next page in the booklet, before you finish for today.
- Take care of the material you have produced.



## Homework

Before session 4, you should go out to Crash Test the ideas/measures/solutions. Document everything along the way, save quotes and feel free to take pictures of the process. You will share experiences from the Crash Testing with the others at the next and final session.





## Course evening 4: We get started!

### Goal

Rephrase and specify measures.

### Agenda: Course evening 4

This is the final evening of the course. Throughout the previous evenings we have looked up and acquired an overview of the situation in our local community and environment. Now it's time to get down to the details and formulate some concrete measures and solutions. This way, we can use the material in the further process towards realization of our plans. This will contribute to improving the balance between locals, visitors, nature and culture.

We start with a summary of what has happened since the previous session. How did the Crash Tests go? Then we will choose measures, and delegate areas of responsibility for further follow-up. We will indicate interesting features on the map of the Visitor Journey and Local Actors, and possibly other material we need to take with us after the course is completed. Feel free to contact a service designer for assistance with sketches and planning proposals.

On the following pages, you will find Step-by-step instructions that will take you through the evening program.

### The worksheets you will go through today are:

1. What have we found out?
2. Sorting and specifying measures.
3. Follow-up plan.
4. Future desired Visitor Journey and Local Actors Map.
5. Round the table.

### You need:

- Printouts of maps of your local area.
- The material you worked on during previous sessions.
- Blank sheets and post-it notes.
- Markers and pens.
- Coffee and snacks.

Remember to take breaks!

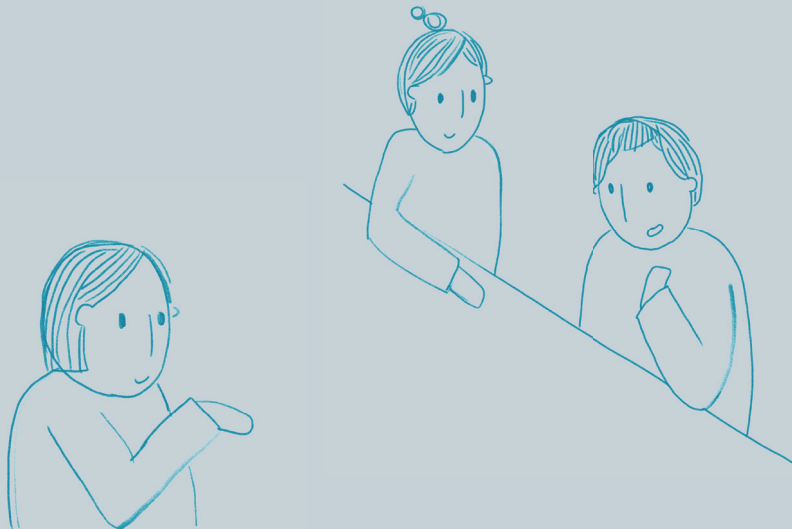
## Task 4.1

### What have we uncovered?

Recommended time: 15 minutes.

What have we found out since the last time? Share experiences you have been collecting since the last session. Hang up/write down the quotes so everyone can see them.

- Important findings and potential for improvement?
- How did the Crash Test go?
- Did the solutions work in practice?



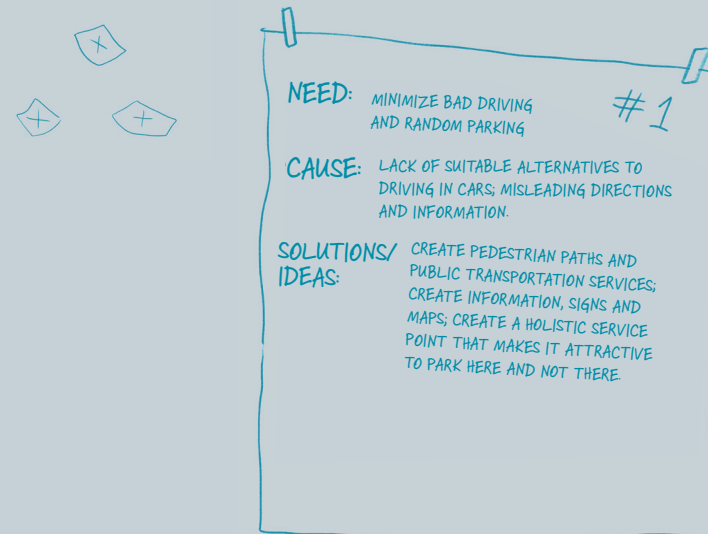
## Task 4.2

### Sort and specify measures

Recommended time: 60 minutes.

Based on possible solutions and measures from the previous meetings, we will now specify the measures we want to carry out. If you come up with additional measures along the way, these can also be included.

- Have we chosen the right measures?
- Are we implementing the measures correctly?
- Are the measures well-founded?
- What was the intention behind this measure?
- Can it be described in a clearer way?
- Remove irrelevant or unrealistic measures





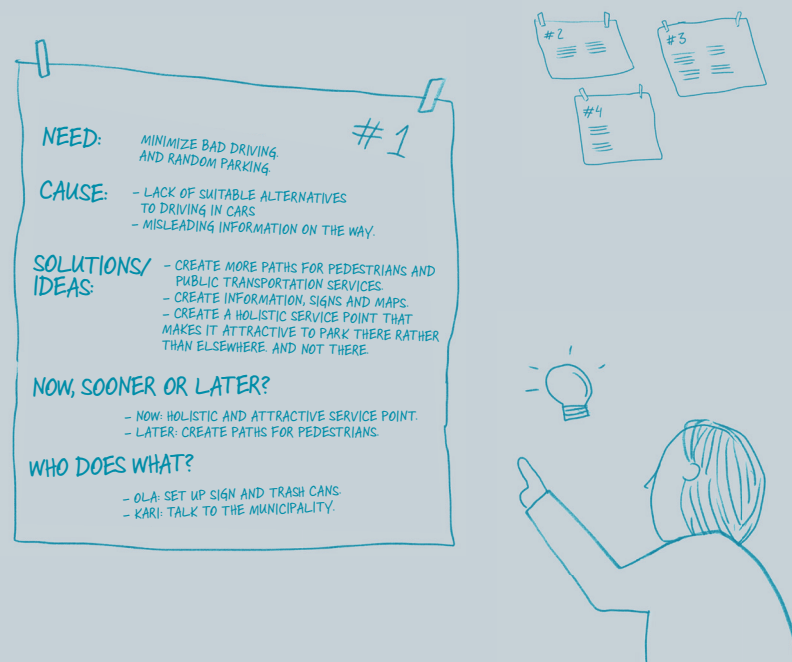
## Task 4.3

### Follow-up plan:

Recommended time: 30 minutes.

Divide the project into phases. Agree how you follow up and report after completing the course, and how you possibly adjust the project along the way if needed.

- Divide the measures into «now», «soon» and «later».
- What can we handle ourselves? And what do we need help from others to implement or accomplish?
- Who is doing what, now?



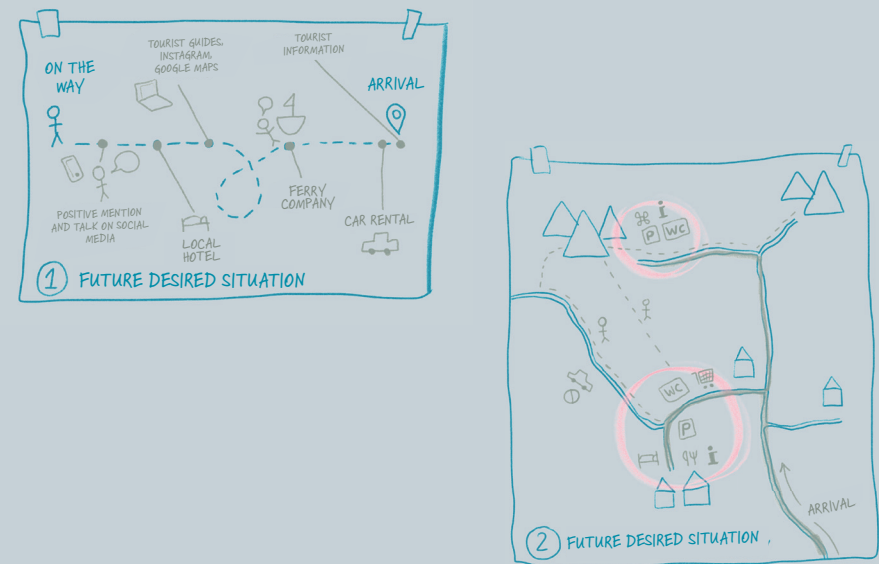
## Task 4.4

### Desired Future: Visitor Journey and Local Actors Map.

Recommended time: 60 minutes.

Create an updated and final version of the future desired «Visitor Journey and Local Actors Map» marked with touchpoints. You can draw the map yourself on a blank sheet of paper or use map printout as a base.

The final map may well be split in two; «Before arrival» and «During the visit». These maps can be used as a basis for dialogue with the municipality, business or other actors when you need to anchor the project later.



## Task 4.5

Round the table:

Recommended time: 30 minutes.

The Meeting Leader rounds off today's session.

- Any questions or thoughts?
- Collect the material you have produced into a «final package».
- Agree to keep in touch and help each other.

If something should be rewritten/redrawn, you can do this.

The material can be used in the further process to achieve realization of projects and measures.



## Reflections at the end of the course

This image shows a single sheet of white paper with horizontal blue lines, resembling notebook paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

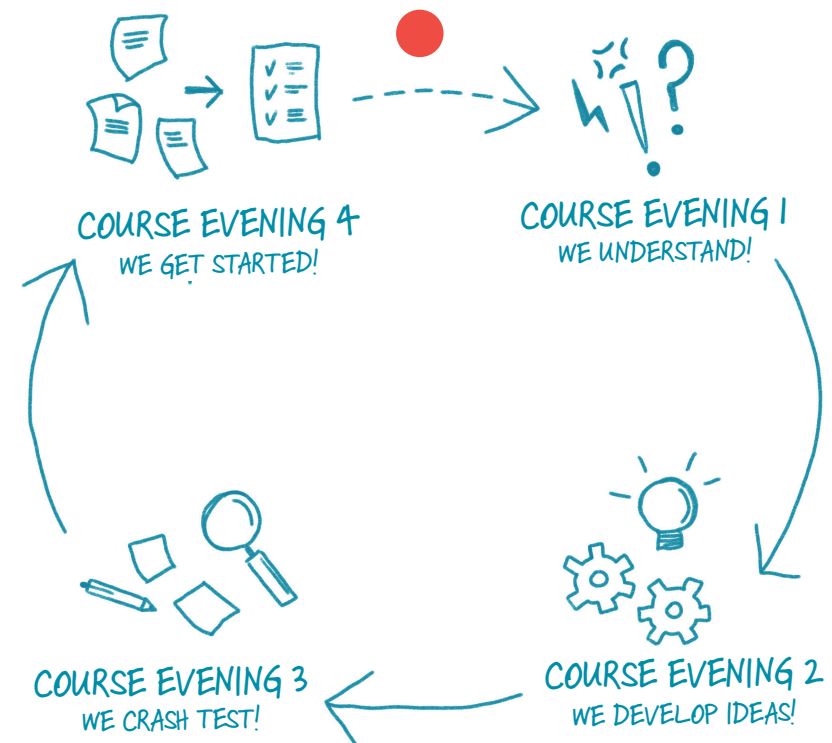
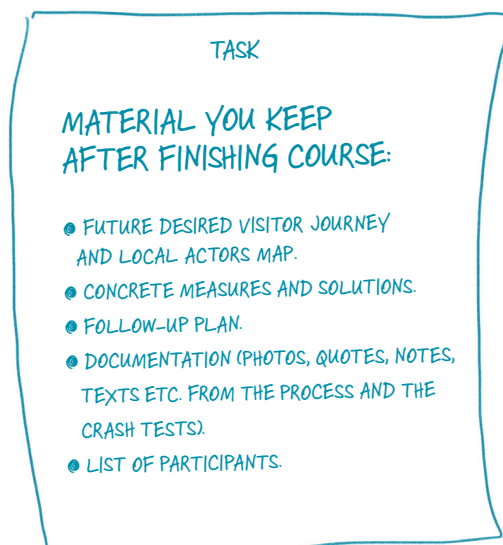
# Conclusion – what now?

Congratulations on a well-completed Crash Course for Visitor Management!

We recommend collecting everything into one document, for example by creating a digital book or brochure about the process.

You will experience increased unity between you all, good measures which are actually being implemented, and positive results. A better balance between locals, visitors, nature and culture will eventually become visible over time if you actually realize some of the ideas you have come up with. Have visitors gained a new meaning for your village now? Have you discussed difficult problems that you have yet to solve?

We hope you have had a good experience and managed this on your own. This Crash Course in Visitor Management can be done over and over again, as many times as you wish. Maybe you will do the Crash Course once more, in your own way. If so, we wish you the best of luck! We are cheering for you!



This Crash Course in visitor management can be done over and over again, as many times as you want. Good luck!

# Checklist for the Meeting Leader/Organiser

As the Meeting Leader, you play an important role in driving enthusiasm and participation throughout the course. Lead the way, involve and delegate if necessary. It is important that one of you takes the lead.

- This is primarily a course for the local population. The result of the Crash Course will make those of you who have an affinity for the place better equipped to continue the dialogue with other bodies.
- Stay true to the booklet's structure. This has been tested with several community groups with great success. When you have done this once, you will find your own way of doing it.
- Make sure you have a practical helper with you. Someone to make coffee, tea and provide support. Someone to share reflections with and who will help you stay within the timeframe.
- Feel free to invite people you think will enjoy and benefit from participating. People who are engaged and committed to the topic, and who will be there and give their time! You are welcome to use the invitation template (see P.11). Those who show up are the right people!
- Use social media if it is natural for you.
- Hold the sessions in a suitable room. Create a good atmosphere. Think about how the chairs are placed in the room, and if it is comfortably warm. Sitting around a table or in a circle makes discussion flow more easily.
- You need a map of the area that you can draw on. The map should be on an A3 sheet if possible. Print out yourself, or ask for help from the municipality planning department. Tip: Norgeskart or Google Maps.

- Keep track of time and give everyone the opportunity to say something.
- Make sure you have enough working pens and markers, post-it notes and blank sheets, roll along paper or flipchart to write on.
- Save feedback and drafts you create during the process and add it to the course materials. They will be useful in the end. Take pictures for use in social media and in documentation. Respect privacy.
- Don't get hung up on a specific topic. Talk about it, write it down, and move on. There will always be time to discuss more. The Meeting Leader keeps track of time and learns to round off, conclude and bring the process forward.
- Go ahead and try it yourself – test the idea on someone other than those taking part in the course. Remember, Crash Testing ideas can be very challenging for some. If the Meeting Leader do it themselves, others can be inspired.
- Try to cover everything during the session, even if it gets busy. You can return to a specific topic later if you wish to discuss it further.
- Feel free to note your own experiences in the booklet. Use the booklet well and write in it as you wish.
- To recruit participants for the Crash Course, you can start by discussing the five questions in an initial meeting, and have people discuss them. The commitment, engagement and interest in discussing this topic more is likely to increase. Then you are ready to move on to sessions 1–4.

**IMPORTANT!** Be sure to move on quickly from the frustration phase! It belongs in the first part of the first session.

## Appendix: Inspiration for different types of measures to manage visitor flows

We can use measures and ways to manage visitor flows, and measures which direct traffic and address urgent needs, and which underpins long-term goals. These are often divided into five different groups.

### **Informative measures:**

Marketing and profiling for example media, websites, brochures, signage. This includes follow-up of visits afterwards for example repurchase, good service, good reputation.

### **Physical measures:**

Collect/disperse through physical barriers for example travel time, walking distance, road standard, toll road, fences, lifts, boats. Facilitate access to accommodation and dining for example limitations in time and space.

### **Regulatory measures:**

Regulation through control - permits, dispensations (visits per day, length of stay, offer only for certain groups for example package offers, accommodation, motorized transport, campfires and camping.

### **Financial measures:**

Indirect mechanisms for example price, entrance fees, hunting/fishing license, mandatory guide, fines.

### **Educational measures:**

Guiding, training, courses, communication and storytelling for example interpretation, self-regulation, security, active management.





**Nordland**  
COUNTY COUNCIL