



Umeå University

Department of Geography and Economic History

Rejuvenation and strategic development of coastal tourism in Northern Sweden: the cases of Norrbyskär and Holmön in Umeå municipality.

Lilia Solomon

Magister thesis in Human Geography, 15 credits

Spring 2015

Master Programme in Tourism

Supervisor: Katarina Haugen

Table of Contents

Acknowledgments	- 3 -
Introduction.....	- 4 -
Aim and research questions	- 6 -
Theoretical points of departure	- 6 -
The coastal tourism in cold water countries	- 6 -
The Tourism area life cycle (TALC) model	- 8 -
The restructuring process and rejuvenation strategies	- 11 -
The limitation of TALC model for practical application.....	- 13 -
Alternative approaches	- 14 -
The Tourism Local Innovation System approach.....	- 14 -
The chaos theory	- 15 -
The path –dependence theory	- 16 -
Methodology	- 17 -
Sampling	- 19 -
Collection and analysis of the empirical data.....	- 20 -
Limitations in collecting the data	- 22 -
Ethical considerations	- 23 -
The study area	- 25 -
Results	- 27 -
The Holmön story – evolution and present situation	- 27 -
The Norrbyskär story – evolution and present situation	- 29 -
The tourism market and the local network system	- 30 -
Strategic development for the future	- 37 -
Concluding discussion	- 40 -
Policy implications.....	- 45 -
Further research.....	- 46 -
List of references	- 47 -
Appendix A Interview guide	- 51 -
Appendix B Statistical figures	- 53 -

Acknowledgments

Working on this thesis I had the pleasure to investigate and deeper understand the aspect of tourism with greatest interest for me: the coastal zone, and how it works within the Swedish context. I discovered interesting places and histories, and encountered amazing people. My greatest thanks are first of all to those who willingly participated in the interviews and provided their valuable knowledge and information so that my project could be successfully completed. I am deeply grateful.

I would also like to express my appreciation to the lecturers and professors from the Department of Geography and Economic History at Umeå University, who enriched me with theoretical knowledge and expertise. A special thanks to my supervisor Katarina Haugen, whose guidance, inspiration and support have been valuable and constructive during the whole process.

Last but not least I am grateful to my partner who supported me throughout this venture. Thank you!

7 June 2015

Umeå

Introduction

The coastal resorts are among the oldest form of tourism agglomeration encountered. They emerged as a desire of ancient kings and pharaohs to escape seasonal heat or to take advantage of the curative properties of sea-water. There were places where people used to go on 'holy days' according to their religious practices and credo, and later on they were used for holidays, for recreational purposes (Travis, 2011). Over the ages they have passed through different cycles of restructuration, rise and decline. Moreover, Agarwal (1997) argues that on the whole, every touristic area's evolution can be characterized by the rise and fall of destinations.

There were many attempts among scholars in the tourism field to provide a theoretical approach for describing the lifecycle evolution process of touristic areas (Christaller, 1964; Miossec, 1977; Butler, 1980). However, it is Richard Butler's model that caught the most attention (Agarwal, 2002). The Tourism Area Life Cycle model (TALC) was developed by Butler in 1980 and describes the emergence, growth and decline of a destination consisting of different stages, namely: exploration, involvement, development, consolidation, stagnation and a post-stagnation phase, where rejuvenation or decline being possible. Each stage is characterized by a range of identifiable features and is defined by tourist numbers and infrastructure. The TALC model represent a useful tool when it comes to analysing the evolution of touristic destinations, with emphasis on identifying mechanisms and processes that facilitate their development. The coastal destinations, together with their opportunities for tourism development and the complexity of networks and relationships within the coastal zones, have been at great focus in tourism research among scholars-advocates of the model (Butler, 2006a; Agarwal and Shaw, 2007). As Agarwal (1997) stated, the coastal destinations are particularly vulnerable to change and are constantly threatened by a range of internal dynamics and restructurings and by various external factors.

In Sweden, the leisure travelling is still the dominant kind of tourism (Tillväxtverket, 2012) but coastal tourism did not reach the level of 'mass tourism' (that is having a wider social access and attractions offered (Bramwell, 2004)), despite the long coast line and the richness of the country in waterbodies and archipelagos. Referring to Mason and Brix Studsholt (2001) researches and findings over the Swedish Southern coast, it is stated that the seaside resorts in Sweden are often in a small scale and have developed at a slower rate than in other parts of Europe. Furthermore, as a result of a short summer season, the tourism destinations usually combine coastal activities, comprising the typical viewed sun and sea-bathing, with other kinds of tourism products which are not necessarily related to the sea (Hall *et al.*, 2009). As Gale (2007) claims, the competition from worldwide 'sun, sea and sand' resorts is 'the most significant, or at least obvious, dilemma facing many Northern European resorts', which is one issue that Swedish seaside destinations must consider (Gale, 2007, p.24).

A typical image of a Swedish coast represent second-home areas and private cottages (Marjavaara, 2008). This is dominant even more along northern Bothnian coast where seaside resorts and summer destinations are not so common. Such being the case, researches in the area are very limited and they usually do not analyse coastal areas from touristic perspective. It still remains to understand which factors pull back the development and whether these areas can be attractive enough or not for further touristic growth. It is hoped that through this paper a deeper understanding of factors and relationships within coastal destinations will be gained at a micro-scale. In order to identify the patterns and trends of coastal tourism evolution along the Swedish Northern coastline, this study will be done by implementing the TALC model for a selected summer destinations in the Northern coast. The focus of the study is on the islands Holmön and Norrbyskär, situated along Umeå's shoreline, which are compared to other two touristic destinations, Byske and Pite Havsbad, located in the same geographical context – the Bothnian coast, thus with similar meteorological and geological conditions but at a different level of tourism development (see the study area). Knowing at which stage of development the Umeå coast is in regards to other areas, can provide understanding for possible strategies and needed actors' implication, by identifying triggers which will push the development toward the desired direction.

Referring to lifecycle phases proposed by Butler, many researchers claim that not all destinations follow in a chronological sense the 'normal' evolutionary path, and risk to enter into decline without exploring at maximum their touristic potential. As a result the TALC model was highly criticized and various complementary approaches have been proposed (Russell and Faulkner, 2004; Mclennan *et al.*, 2012; Ma and Hassink, 2014; Sanz-Ibáñez and Clavé, 2014). Moreover, Faulkner (2002) stresses the importance of rejuvenation or restructuring of destinations as a necessary step in their evolution in order to avoid declining and keep taking benefits from touristic activities in terms of economic and employment revenues. Therefore well-conceived restructuring and rejuvenating strategies are needed for responding to decline (Agarwal, 2002). Also in this phase the role of entrepreneurs is considerable. There are many touristic destination studies that show the importance of leadership and visionary entrepreneurs as triggers for innovation and successful rejuvenation of touristic areas (Faulkner, 2002; Russell and Faulkner, 2004; Weiermair *et al.*, 2007). Considering these aspects, the paper will link theoretical insights from the resort life cycle model, and its alternative approaches, with the restructuring theories of industries and services, in the context of the Northern Swedish coast. In this respect, Agarwal (2002) argues that there are limited studies in the tourism resorts literature which are based on examining the relationships between these two conceptual frameworks. Moreover, Hall *et al.* (2009, p.170) concluded that research on coastal tourism in Nordic countries is 'extremely limited', one reason being the preconceived profile of nature-based tourism as dominant form of tourism for these countries.

Aim and research questions

The aim of the current paper is to investigate two coastal touristic destinations in Umeå municipality, using the framework and concepts of Tourism Area Life Cycle model (TALC) and the alternative approaches. This also entails the intention to come up with rejuvenation strategies for further development. This will be done by focusing on the current situation of the islands of Holmön and Norrbyskär and identifying potential problems. Using simultaneously a comparative case study of the selected resorts/destinations from municipalities of Umeå, Skellefteå and Piteå (which are considered to be representative for Northern Swedish coast in terms of touristic relevance), will allow to propose strategies for rejuvenating the seaside zone.

More specifically, the paper intends answering the following research questions:

- In which phase of development (within TALC model) can the islands of Norrbyskär and Holmön be characterized?
- What is the current situation and main challenges these places are dealing with?
- Which strategies can be followed for rejuvenating the destinations?
- What is the role of entrepreneurs in the development and rejuvenation process?

This paper is explorative in its nature and intends to contribute to the understanding of coastal tourism phenomena in the northern coast of Sweden. Being part of the Swedish Lapland, the region is mainly known abroad for its winter tourism. The structure of this paper is focusing on following aspects: a theoretical insight into TALC model's particularities and applicability for coastal destinations; a theoretical insight into rejuvenation framework and strategies for coastal tourism; an empirical multiple case-study using qualitative data and interviews with the main stakeholders from the selected destinations along Swedish northern coast.

Theoretical points of departure

The coastal tourism in cold water countries

From an academic perspective, the interest toward the coastal zone management (CZT) started in the 1970s, mainly due to the growth of the urban population along the coastal zone, with negative impacts on the coastal ecosystem. According to Prideaux (2009), the coastal zone is an arena where various economic and social activities occur, this leading to conflicts of interests between sectors such as tourism, urbanization, mariculture, agriculture, infrastructure, conservation, etc. Thus, in the broader literature was a shift from a focus on traditional coastal tourism activities, which were beach and water centric, to a more holistic view of considering the coastal zone as 'the interconnected ecological, economic, human and physical systems' (Prideaux, 2009, p.171). In this context, the 'destinations' approach gain a

new perspective of studying the tourism in coastal settings and in elaborating planning strategies for sustainable development.

According to Hall *et al.* (2009, p.154), 'the concept of coastal tourism departs from a geographical zone, the coast, and hence it refers to a number of different activities that can be pursued there'. It involves the development of various facilities, services, accommodations, infrastructure and places for practicing of recreational activities.

Even if coastal tourism is linked to and generate many other forms of tourism, e.g. *marine tourism*, which includes activities in the open sea like cruising and ferry tourism (Hall, 2005; Hall *et al.*, 2009) the *second home tourism*, with higher development near shorelines (Marjavaara, 2008), the *ecotourism*, especially encountered in remote environments along the Nordic coastline (Hall *et al.*, 2009), the *Sea, Sand and Sun tourism* (also known as 3S tourism), with emphasis on the space of coastal zone used in an organized way (Agarwal and Shaw, 2007), it will be the latter one that shall constitute the focus of the present paper.

Although in Nordic Countries the climatic conditions do not help the development of coastal areas and 3S tourism in the same way as they do in other more exotic destinations, still 'selling sun, sand and sea' form a major component of tourism, as Hall *et al.* (2009, p.153) support. The water is an attractive resource for leisure and tourism.

Sea-bathing and the beach became a fashionable lifestyle all over the world since the 1920s and according to Löfgren (1999, p.240) it was at the roots for emerging of 'a new kind of summer resorts'. In Sweden, the most popular forms to accommodate tourists at the beginning of 20th century were boarding houses and camping places, later on youth-hostels emerged (Hall *et al.*, 2009). An important role in developing and spreading of coastal tourism had the second home owners and private cottages, since most of them are located at the seaside, where 'the lure of the sea' is a determinant feature, as emphasized by Marjavaara (2008). The notion of resorts, however, gained more and more importance especially for attracting mass tourism, or general public, who do not have the luxury of owning private cottages next to the sea, but want to spend in an invigorating ways their holidays.

The resorts have existed since ancient times and they were places meant to fulfil certain 'needs' of aristocratic people, like healing or recreation. They existed until they were able to meet such needs, afterwards they declined or disappeared. It is only recently that such resorts became settlements in their own right with their population being tied up with economic and social activities within the resort, thus the question of their life cycle survival being of vital importance (Travis, 2011). There are many types of resorts, such as winter resorts, hill stations, holiday or summer resorts, etc. The seaside resorts were first created to take advantage of medical properties of mineral water and sea-bathing, then became mainly used for recreational purposes by the high-class elite (Travis, 2011). During 1940s - 1950s in Scandinavia, going to seaside resorts became very popular form of holiday for the mass tourism, being already widely accessible for the working class. Moreover, by that time, the

concept of holiday program was introduced which offered different kinds of joyful activities and entertainment, not only the beach and sea (Löfgren, 1999). After 1960s, however, the majority of seaside resorts in North-West Europe suffered from competition from Mediterranean countries as travel, especially air travel became much easier, and the overseas holidays became much more affordable (Claver-Cortés *et al.*, 2007).

The seaside resorts did not develop at the same speed in Sweden as they did in other parts of Europe (Mason and Brix Studsholt, 2001) and are in general not very big, characterized often by their historical roots as fishing villages (Hall *et al.*, 2009). As Hall *et al.* (2009) point out, it is not necessarily the sea-bathing that attracts visitors the most in Sweden, but they combine sea and sun activities with visiting of heritage sites, doing other sport and nature-base activities, participating at various events, e.g. organized by destinations during the midsummer weekend.

Most of seaside resorts are located in the South part of the country, and on the islands of Gotland and Öland. However, Hall *et al.* (2009) argue that examples of high-class resorts, even if fewer, can be found even further north in Sweden. Here they mention the Pite Havsbad resort, located near Piteå on the Bothnian coast, which attracts visitors from all parts of Sweden, as well as Norway and Finland. A long sandy beach, a big modern hotel, a large conference centre, camping places and an indoor spa and waterpark are the main attractions for tourists. The short summer season does not allow sea-bathing activities for a long time period during the year, thus an indoor spa and waterpark are meant to 'guarantee opportunities for bathing independent of weather' (Hall *et al.*, 2009, p.169). Similarly, out of season the hotel is mainly used for conferences, in order to withstand the seasonality. This is a suitable description of a successful seaside resort, even in cold water regions. However, the most of the coastline in Norrland is prevailed by small camping places or hostels which encounter great difficulties in attracting more tourists and extending the season. These regions are from the beginning sparsely populated, thus the potential market is not very big. Furthermore, people traveling from faraway places have difficulties in finding decent accommodation places, with good accessibility and transport communication. As a consequence, these small destinations enter into a vicious circle where they need more profit and tourists' expenditure to develop, on the other hand they hardly meet the requirement for tourists' satisfaction and cannot attract more visitors.

The Tourism area life cycle (TALC) model

The Tourism Area Life Cycle (TALC) model was introduced by the geographer Richard W. Butler in 1980 and is one of the most considerable contributions to the studies of development and evolution of destinations (Hall, 2006), focusing on different life cycle stages and on points of change within the destination's historical evolution (Butler, 2006a, 2006b). It was mainly inspired from Christaller's (1964) research and ideas on touristic destination development, and from the concept of the product life cycle in marketing (Faulkner, 2002; Sanz-Ibáñez and

Clavé, 2014). Two years after model's emergence, Wall (1982) stated that considering its analytical contributions to tourism theory, the model 'in attempting to synthesize the changes in many phenomena which are characterized by their dynamism rather than by their steady state, may be a tentative step in the development of an indigenous tourism theory' (Wall, 1982, p. 190).

Within a broader context, the TALC model assume the existence of an S-shaped curve (see Figure 1) in the development of a touristic destination with the following identifiable phases which, according to Butler (1980), are foreseeable for every destination to follow: the 'exploration', 'involvement', 'development' and 'consolidation' phase (which display patterns of growth), the 'stagnation' phase (represents a slow decline) and the 'post-stagnation' phase, where the destination can follow five distinct routes depending on actors' involvement and decision making and planning. As Agarwal (1997) further commented, in the latter phase, the carrying capacity of many resort's facilities will have been reached and/or exceeded with consequences on the environmental, social, and economic wellbeing of the destination. Thus, in this later stage two main possibilities will emerge: 'decline' (if the resort is not able to compete with other attractions on a global market and continue to sink) or 'rejuvenation' (if counter-measures are taken and successfully implemented) (Butler, 1980).

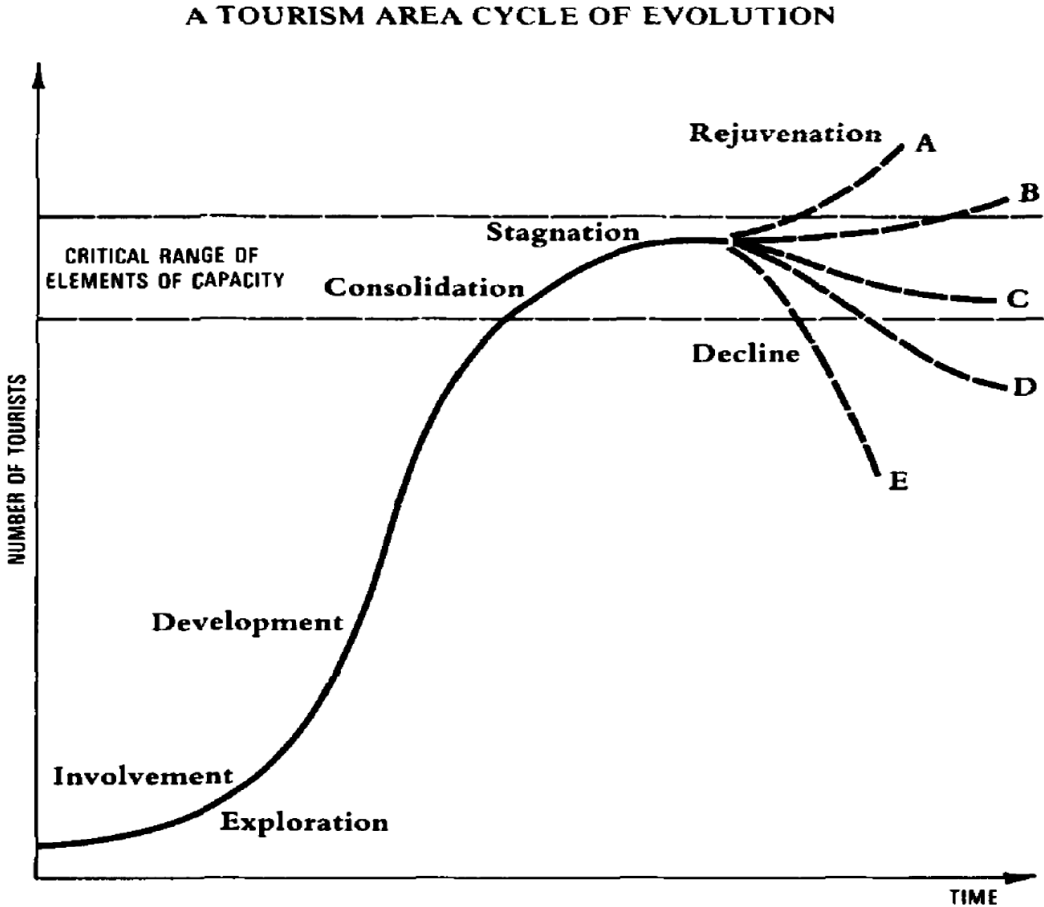


Figure 1. Butler's tourism area life cycle model
 Source: Butler, 1980, p7

In the literature studies of coastal resorts linked to Butler's model, a considerable part of research is focused on the decline of such destinations. However, as Agarwal (1997) supported earlier, the decline is not necessarily a natural phase of the lifecycle, but is a result of interaction of external forces and internal problems, and restructuring strategies must focus more on place distinctiveness and re-orientation of tourism attractions. Internal problems and dynamics refers to the decision making process by resort's planners and managers at different critical points in its evolution (Agarwal, 1997).

The exploration phase in the TALC model is characterised by random visitors, initially limited in numbers, who have been attracted to the area by natural beauty of the landscape or by its cultural features. There is no organised touristic facilities in terms of accommodation, service, infrastructure or activities, thus the contact with local residents is higher and more direct. This, by itself, can constitute an attraction for non-local travellers (Butler, 1980). Still, at this stage the destination is only at the beginning of being 'discovered' (Lundberg, 2015).

As the number of visitors increase, the local residents start to become involved in touristic activities by providing regular facilities for those visitors, making the destination to enter into *the involvement phase* (Butler, 1980). According to Butler, at this stage some locals foresee the opportunity for making more money from attracting more tourists, so the first attempts of advertising the destination will be encountered. Seasonal touristic periods are expected to emerge, with influence on social restructure of the job market in the community. Some initial investments, especially in infrastructure and accommodation take place (Butler, 1980). Erik Lundberg (2015, p.4) refers to areas at this stage as 'a place' and not yet 'a destination', for not having 'a well-defined tourist market area'.

The development phase is dominated by heavy investment and strong advertising, not only from local residents – private companies, but also, and mostly, from public authorities and external organizations. In these conditions, the local involvement is condemned to perish. At this stage the number of tourists has increased considerably and might exceed the number of local residents at high season (Butler, 1980). This is a crucial moment in destination's evolution since over-exploitation of natural resources can create problems for the environment and negative influence on residents' quality of life (Romão *et al.*, 2013).

In *the consolidation phase*, the number of tourists continue to grow, however not at the same level and the increasing trend is weaker. One critical point at this stage is the fact that a considerable part of destination's local economy will be linked to the tourism sector (Butler, 1980), thus, in case of its decline, the wealth of the entire society will be affected if alternative sectors for development are not considered. On the other hand, the touristic market is more stable and well-defined, being possible realistic planning for extending the season, developing the market area and future restructuring (Agarwal, 1997).

The stagnation phase is characterised by a range of social, environmental and economic problems, as the destination's carrying capacity has been reached or exceeded. The

destination, as a touristic area will not be 'fashionable' anymore and will depend heavily on repeat visitors (Butler, 1980). Furthermore, at this stage not only the occupancy rates at hotels/accommodation points will decrease, but also the lengths of the main season (Agarwal, 1997). The infrastructure and the built environment are experiencing profound physical degradation and changes in ownership structure are more frequent (Butler, 1980).

In *the post-stagnation* phase it depends on destination's capacity to compete with 'newer' tourist destinations (Butler, 1980) and to re-position itself on the tourism market. In the case of failure, the resort risk to lose its tourism function and to become a slum (Agarwal, 2002) thus facing *decline*. At this point Romão *et al.* (2013) identify signals of decline which can be expressed by a decrease in service quality, thus in expenditure made by tourists, as well as by decreasing in competitiveness and difficulty to ensure sustainability. If counter-measures are adopted, especially with focus on re-orientation of touristic attractions, improvement of quality and diversification, *the rejuvenation* of the whole destination is possible and desirable.

The restructuring process and rejuvenation strategies

According to Agarwal (2002), the resort decline cannot always be associated with a natural phase in its lifecycle, but is rather a result of 'interactions between internal and external forces' (p.25), and the restructuring component desire for a more in-depth approach and a greater appreciation. Similarly, Travis (2011) argues that the concern of researchers using the TALC model became rapidly focused on 'active renewal' of resorts and finding ways of expanding the life cycle, rather than on process of decline. The renewing strategies are not only focused on maintaining tourism, but on keeping a healthy economic environment for those settlements.

According to Faulkner (2002, p.476) one barrier in the rejuvenation process is 'the inertia of entrenched management/planning practices and structures', which are focused on successful practices from the past but are unable to adapt to changing environment. Therefore, the personal qualities of principal decision-makers, their skills, talents, or maybe the ego and comfort zone of the key actors, are all indicators of whether the destination will rejuvenate or not.

The restructuring theories were given more attention mostly after the change in economies and societal demand, respectively in *consumption* and *production*. After the 1970s, the balance between these two was not as stable as before, demanding more flexible production techniques and focus on product/service differentiation (Dicken, 1998). As a result, Agarwal (2002) argued that it determined changes in the geographical redistribution of the economies, restructuring of the labour market, and swift of capital between economic sectors. If planners and decision makers cannot respond to these societal changes, then decline of the economies can occur.

The scope of restructuring studies is to provide with rejuvenating forms and strategies for product and labour reorganization, spatial relocation and product transformation (for more detailed discussion on restructuring strategies see Agarwal, 2002).

Within the tourism industry, only in the last two decades have the restructuring theories been applied for some service sectors, mainly as result of globalization and increased competition. From the rejuvenating strategies (summarised by Agarwal, 2002) for the labour market within tourism sector it is notable to mention the *labour flexibility, subcontracting, and functional flexibility strategies* that need to be adopted in order to minimise the seasonal impacts of touristic activities. In order to enhance the demand through product rejuvenation, it is worth mentioning the focus on *diversification, repositioning and a maximised service/product quality*.

The *product rejuvenation process* needs a special attention, since within the same geographical and cultural context (in this case North of Sweden) destinations tend to be similar to each other and to offer the same attractions. This view is supported by Faulkner (2010) who stresses the importance of focusing on competitiveness at the core of establishing strategies, both for individual organisations and the destination as a whole. One way that destinations can respond is by following *product reorganization strategies* - a change toward more investment, centralization, and technological improvements (Claver-Cortés *et al.*, 2007) (followed for example by Pite Havsbad). This is however more difficult to implement in touristic areas which do not have the qualities to attract mass tourism, since it demands a big amount of money to be allocated and as Dean Carlson (2014) claimed, the big investments is not always the solution for small and remote destinations. Another way is by implementing *product transformation strategies* – change in service quality, diversification, repositioning and adaptation to touristic demand (Claver-Cortés *et al.*, 2007), which is a more feasible and reachable way for Swedish coastal areas in this case.

The rejuvenation phase explained by Butler in his original model (1980) associates the destination's 'prosperity' to the number of visitors it attracts. The trend in tourist numbers, depicted in the y-axis of the TALC (see Figure 1), is seen as one of the most important indicator of destination's growth. Referring to this aspect, Haywood (2006) argues that it is necessary to determine the capacity limit for development and the number of users in the destination at a particular point. For some destination areas, performance and progress mean actually to restrict the number of tourists. For example, reducing the number of tourists in protected forest areas of Africa and transforming the destination's activity from hunting tourism to photo safari represent a process of rejuvenation and not a decline (Weizenegger, 2006). In the Swedish context, for destinations that promote their nature reserves or nature-base tourism, the growth of visitors' number will not be a desirable strategy to follow for their development, but rather the increase in service quality at rest points, emphasis on uniqueness of the place and the diversified experiences that it can offer.

The limitation of TALC model for practical application

Despite its significant influence and widely use in destinations' analysis, the TALC model has been highly criticised among researchers and a variety of alternative and complementary theories have been proposed (Russell and Faulkner, 2004; McLennan *et al.*, 2012; Ma and Hassink, 2014; Sanz-Ibáñez and Clavé, 2014).

A major limitation consists in the difficulty of defining the '**destination area**' in terms of physical borders but also in terms of type of destination, knowing that different types of destinations perform differently through the evolutionary phases, and within one physical area one can encounter several types of destinations or touristic products (Haywood, 1986; Prats *et al.*, 2008). Thus, the boundaries of the territory are difficult to define. Related to this aspect and to the applicability of TALC model to different destination types, Haywood (2006) questions also *the role of tourism* in the destination. Establishing an area as a 'touristic destination' should always be in relation to the *size* of the community and how important the tourism sector *is* for that community, i.e. as a part of the overall local economic structure. For example, small coastal villages, even with no touristic importance from a national or even regional level and capable of attracting only a limited number of tourists, can have their residents' economy and wellbeing dependent on touristic activities during the short season. These features were considered of crucial importance when choosing the study cases for this paper.

Another aspect of criticism refers to **the evolutionary curve and identification of stages** in the TALC model. Faulkner and Russell (1997) criticised the aim of portraying a linear model to represent a very complex process which does not necessarily follow a linear evolution. Even if at the macro-scale the development of destinations does seem to follow the S-curve, the reality is more complex when zooming in on different stages of evolution. Not all destinations' evolution has the same shape of cycle; also, there can be more multilevel cycles within one cycle. How can the points of change be identified? Haywood (2006) states that unpredictable and radical change is very rare. In reality, destinations are gradually changed by different small events that occur, as well as by the individuals' decisions in response to these events. If one can identify these turning points in real time, the evolution curve can be oriented in the desired direction, forming a rather oscillating shape and multi-layered patterns of development. In the present cases, the identified stages of evolution are bases on personal assumption as result of analysis of limited data available, which might differ from others' opinions.

Another major methodological challenge that can be identified in conducting evolutionary destination analysis refers to the **temporal discontinuity** of data (Agarwal, 1997; Sanz-Ibáñez and Clavé, 2014). The model use longitudinal data since studies refer to the evolution through time, yet seldom can the information be covered from a single source. The necessity to utilise a diverse range of data sources to cover a long-term historical evolution period, as well as

identifying diverse touristic products within the destination areas at several points in time, makes the empirical studies problematic.

Furthermore, Agarwal (1997) remarks the **spatial scale of data available**, and challenge its **reliability**. Usually statistical data in tourism, she states, especially in the past, have been focused on a regional or county level. If one has to research for example a seaside resort's evolution, few quantitative data will be available, and even less qualitative. Moreover, the quality of available information recorded in local archives or resort owners' official documents is to be questioned.

Last but not least, one significant limitation of the TALC model consists in its **difficulty to be implemented and applied in planning and forecasting**. As Sanz-Ibáñez and Clavé (2014) note, the model is rather descriptive and its weakness as explanatory tool in interpreting the evolutionary and relational performance of the destination needs a deeper analysis into the economic geography framework. For a practitioner, analysing the destination's paths and determining at what stage of evolution it might have reached, do not give practical solutions for potential issues that they could encounter. The model cannot predict a future that is by its nature unforeseeable.

Alternative approaches

The points of criticism discussed above, however, represented challenges for tourism researchers in coming with alternative approaches and complementary theories in attempts to overcome the simplicity of the model and to make it more operational and useful (Haywood, 1986). This need was dictated by the complexity of contemporary reality and globalisation, and by the heterogeneity of different actors involved in the development process.

The Tourism Local Innovation System approach

One response to TALC model's limitations and critics was made by evolutionary theorists and scholars who expressed the need to consider a more holistic '**innovation system approach**' in explaining destinations' evolution and development (Grabher, 2009). Their studies intend to recognise the complexity of social phenomena and interaction between actors (Sanz-Ibáñez and Clavé, 2014), with great focus on the structure and quality of network ties (Prats *et al.*, 2008), the impacts of exogenous and endogenous factors, unpredictable outcomes or chaos state (McLennan *et al.*, 2012), and the importance of innovation and technology (Hjalager, 2010).

Analysing destinations from this perspective, researchers consider *relationships among a variety of actors*, not only those directly related to tourism activity. It can be firms belonging to the same activity or just external agents, suppliers, customers as well as the local community, policy making actors and local or regional institutions, universities and research centres. As Prats *et al.* (2008) pointed out, they all share the advantage of proximity and

interconnectedness by agglomerating in territorial clusters or districts, which allows them to take advantage of scale economy, to exchange knowledge and to become more competitive. However, this heterogeneity of actors and factors that impact destinations' development are very difficult to identify and put together in the same framework. Here, the question that arise is *how to measure the relations between actors?* The flow of knowledge and the collective learning are mainly related to the psycho-social type of stakeholders, managers and community members, their political views and cultural habitats. It is very difficult to determine to what extent the relationships among them impact the destination development.

Furthermore, a tourism system approach considers not only the relationships between actors but refers also to the *quality of ties* among them (Prats *et al.*, 2008). The authors consider trust between agents involved as a key factor for innovation and development with benefits for all, yet, *how can trust be measured and analysed?*

In a similar context, McLennan *et al.* (2012) argues that tourism is not a separated sector within a destination; it is influenced and influences the broader economic, social and environmental systems. Thus, the impact of endogenous and exogenous forces is to be considered. The ability of the destination to adapt and change to these external pressures determines their further evolution (Russell and Faulkner, 2004). The same external influences and challenges may represent death for some destinations and opportunities of growth for others. Even in extreme situations, the *capability to adapt* and the *entrepreneurial spirit* of destination developers can make a difference.

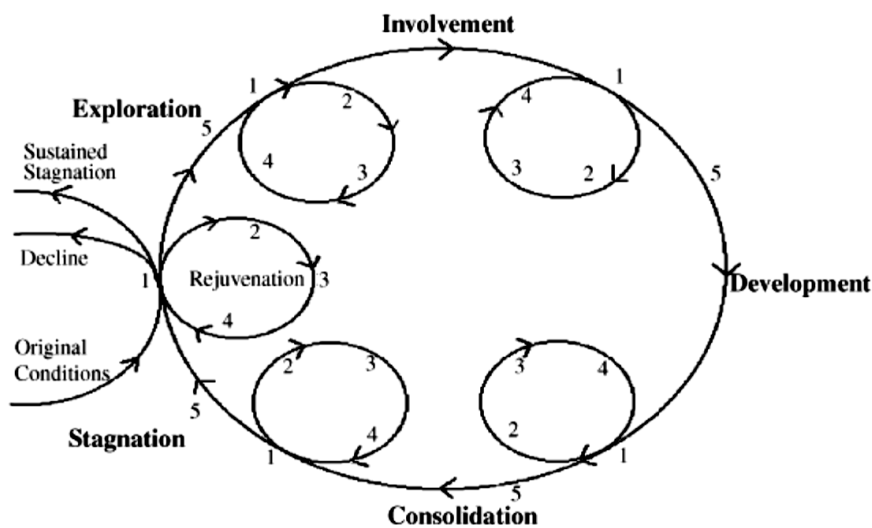
The chaos theory

The role of the 'human agency' with focus on *role of entrepreneurs*, was given a great importance in the **Chaos theory** approach, as a 'trigger' for destination's development. The Chaos and Complexity Theory was initially proposed by Faulkner and Russell in 1997 as an alternative framework. It emphasizes the importance of entrepreneurs and planners as decision makers. Entrepreneurs are seen as actors of chaos while planners as regulators (Faulkner and Russell, 1997). The chaos theory presumes that stability is not a normal state: usually destinations develop under chaotic and uncertain circumstances, resulting in emergence of unpredictable outcomes that can cause a chain of reactions and will bring a phase shift in the evolution of the destination.

Compared to the Butler's stagnation phase, where the maturity of the destination is seen as a critical point in its evolution - when destinations can follow different directions, either rejuvenation or decline - the chaos theory present a less pessimistic model, where a critical point or an '*edge-of-chaos state*' can be viewed as an opportunity to achieve productive change, which will push the destination into the next more innovative cycle (Russell and Faulkner, 2004). The authors claim that the destination pass through a slight '*edge-of-chaos*' state at each phase of the evolution, not only at the stagnation phase. This makes the graphical

representation of the evolution process to be rather cyclical and not linear, as presented in Figure 2.

Notably, Russell (2006) argues that when the destination is at the ‘edge-of-chaos’ it represents the most favourable conditions for entrepreneurial activities. The chaos theory recognises the importance of entrepreneurs as main agents of change through their creativity, receptivity and being opportunity catchers. In his lifecycle model, Butler (1980) also mentions the importance of entrepreneurial activity in the involvement phase, although he neglects to show their role as major shapers of the development at every phase in the destination life cycle.



1. Triggering circumstances, disequilibrium; 2. Deregulated chaos; 3. Positive feedback, self healing-enablers;
4. Transition to a new phase that reflects the old; 5. Regulated chaos renewed tenuous conditional equilibrium

Figure 2. Synthesis: Tourism Area Lifecycle and Chaos Theory
Source: Russel and Faulkner, 2004

The path –dependence theory

Another alternative theory supplementing the TALC model is the **Path-dependence theory**. It emerged as an attempt to explain the rise and decline of tourism areas, as these points, according to Ma and Hassink (2014), represent a major weakness of the TALC model. The path-dependence theory is focused on the *historical evolution* of the destination and supports that ‘history matters’ in shaping development pathways. Furthermore, Ma and Hassink (2014) stress the need for *initial conditions* and *historical traces to exist* in order to stimulate the emergence of tourism areas, which will lead to path dependence and become *locked-in* within the characteristics of products/destinations through a self-reinforcing process. The main idea of path dependency is to show how actors’ decisions are influenced by previous decisions from the past, even if they might not be relevant anymore in the present context. Lundberg (2015) argues that these decisions can even be “irrational or counterproductive (e.g. a historical decision to invest in tourism development)” (p.5), when focusing on developing other sectors

might be better solution. Similarly, a lock-in state represent when a destination continue to offer the same form of activities, without considering and/or being able to adapt to changing environment.

Altogether, built upon the TALC model the alternative approaches make the whole analysis of the destination more complete by considering respectively the historical evolution, human agency, endogenous and exogenous factors, and the local network system in shaping destination's development. Even so, some researchers were being critical. The main points of criticism were, for example, on the incapability of the alternative approaches to recognise the adaptive nature of the tourism systems (Faulkner and Russell, 1997; Russell and Faulkner, 2004), or on the impossibility to 'measure' some external forces, like globalisation's effects, multinational companies', alliances' and collaborations' impacts (Hjalager, 2010).

Nevertheless, the TALC model has been an influential theory in the field since it first emerged and can, together with alternative approaches, be used as an effective tool for analysing touristic destinations. Thus it was considered an appropriate method for answering the intended research questions of this paper. It is worth mentioning here Faulkner's (2002) 'whole of destination' approach in conceptualising strategies for future development, which proposes 'the integration of tourism with other sectors of the economy along with an understanding of the interrelationships and synergies between socio-cultural and environmental dimensions' (Faulkner, 2002, p.478).

Methodology

The empirical research design chosen for exploring the coastal tourism in the municipality of Umeå was a multiple case study research, which means that more destinations were analysed for comparative purposes in order to see 'inter-case' similarities and differences (Brotherton, 2008). Botterill and Platenkamp (2012) define a case study method as:

"The study of a few cases, sometimes one, constructed out of naturally occurring social situations and investigated in considerable depth."

This method has primarily been chosen due to the fact that the applicability of the TALC model can only be tested when applied to a particular destination. The big part of research in tourism literature using the TALC model has utilised the case study method. Furthermore, Botterill and Platenkamp (2012) states that is was human geographers, with emphasis on 'places of tourism', who first introduced the 'study' of a particular touristic destination using models of management and planning, which are now widely used in the literature.

Referring to their relatively small scale at which they are conducted, Brotherton (2008) argues that case studies are considered limited empirically and that cannot be representative to a

larger scale. This might be true and constitute a limitation of the present paper, especially considering the limited time and budget for conducting the research. However, the intention is not to generalize the findings to the entire Swedish context, rather to study a particular phenomenon – the coastal tourism and the rejuvenation of destinations -, within a particular geographical context – the Northern Swedish coast. Nevertheless, Brotherton (2008) agrees that this method is valuable when wanting to explore a topic in depth and the qualitative data collected helps in developing insights and theories.

A difficulty in establishing which cases to analyse was in defining the type of destinations and their boundaries. I chose to focus on resorts/destinations big in size (when it comes to facilities offered, number of visitors attracted) and relevant for touristic activities, with social, economic and historical importance for the whole municipality. These touristic places were identified by searching through web-pages specialized in marketing and promotion of touristic activities in the counties of Västerbotten and Norrbotten. The coast of Umeå municipality has no big resorts; nevertheless, places which are interesting for tourism, as recommended by Visit Umeå Destination Management Organization (DMO), are the islands Holmön and Norrbyskär. The DMO representatives were helpful and reliable advisers in my first steps of gathering background information. Thus, the Umeå coast was explored by focusing on this two spots. Along Umeå's coast one can find a range of beaches yet unexploited, 10 of them being in municipality's strategic plan list for development (Umeå Kommun, 2013). In the municipality of Piteå, the most visited place for summer tourism is Pite Havsbad, located 10 km from Piteå city centre. It attracts not only locals but also people from other nearby municipalities, as well as international visitors. In the municipality of Skellefteå the biggest resort is Byske Havsbad located 30 km north from Skellefteå, quite big in size but less diversified than Pite Havsbad. It is known mainly as a camping place, being among first to gain a five star status.

The case of Umeå's coastal destinations is considered a 'revelatory' case, as Brotherton (2008) characterize it, since it is new and these places were not previously analysed from a touristic perspective. The resorts Pite Havsbad and Byske Havsbad was considered an 'ideal' case for those municipalities (Brotherton, 2008), being regarded as leading touristic attractions, and are best suitable for making comparisons in relation to the research of coastal tourism in Northern Sweden.

A disadvantage in using multiple case studies is that the research project becomes very complex and the process of collecting and analysing the data is quite laborious (Brotherton, 2008). However it allows for more comparisons, and the patterns and trends within and between destinations can be better identified.

The data used were both primary and secondary data. According to Kitchin and Tate (2000), when conducting a case study it is better to generate primary data, since this will be more 'context dependent' to the study. Thus, the main source for data collection in my research

was conducting interviews with key stakeholders and actors in tourism field in the selected destinations. Interviews, being the most used technique in qualitative researches, provide plentiful information regarding people's feelings, opinions, attitudes, and experiences over a particular topic (Kitchin and Tate, 2000). The secondary data, that is data used from secondary sources (Smith, 1995), contained statistical data on tourists' number and guest-nights, on revenues from tourism industry, accommodation capacity, occupancy rate etc., collected from Statistics Sweden webpage (Statistiska Centralbyrån, 2015) and statistics provided by municipal authorities, as well as analysis of the official documents, such as Municipal Strategies for developing the coast (Umeå Kommun, 2013), and previous studies on Swedish coast and documentary information from the literature. The secondary data was mainly used to supplement the primary data generation (Kitchin and Tate, 2000) and to put the study into a broader context.

Furthermore, knowing that for a good case study the access to data is vital and difficult to find, Botterill and Platenkamp (2012) recommend to use other sources in collecting the data, such as documentary analysis and archival records, observational research, etc. Documentary analysis was implemented by researching what studies have been done on coastal tourism in Sweden, historical documents, studying the official web-pages and marketing and planning brochures of municipal authorities. Considering limitations of time and access, since these destinations are mainly opened for summer season, the observational method was not a feasible source for this research.

Sampling

Due to the fact that the designed methodology for this paper was to collect qualitative data, the sampling used for interviewing the respondents was based on non-probability purposive sampling. According to Brotherton (2008), this is an appropriate way of choosing the respondents when an in-depth case study is desired from informants that have specialized knowledge, rather than general information from the whole community. Furthermore, considering that the study area is limited and the intended research questions under examination are specialized, only few people could be identified as 'key informants', holding the information required for providing specific details.

The subjects were firstly identified via internet, by using the information on different webpages, based on some important characteristics that I considered they should hold, like for example: to be an important touristic actors/stakeholder in the destination in general, to be involved in promoting, development and planning of the destination, to work for the selected resorts, to have an important position there, etc. Then the 'expert choice' method was applied, as described by Brotherton (2008), where the respondents were asked to recommend other potential key informants who have the desired characteristics.

Initially, the identified potential informers were in number of 17. They were persons working at:

- Tourist information Bureau in Umeå, Skellefteå and Piteå
- The DMO companies Visit Umeå, Visit Skellefteå and Visit Piteå respectively
- Umeå Municipality
- Stakeholders / private companies on Holmön and Norrbyskär island
- Managers and/or responsible persons at Byske Havsbad and Pite Havsbad

Collection and analysis of the empirical data

The next step was to send e-mails to all the identified potential respondents, informing them about my thesis outline and asking them to participate in an interview. When an email address was not available I contacted them by telephone. They were also asked to recommend other important stakeholders (at the destination) whom I could talk to. Six additional potential informers were recommended and were contacted by email or telephone. From the 18 replies got back, some claimed that they did not have time to participate in an interview or were recommending other potential persons or places to study. Here it is worth mentioning that, considering the nature of the respondents: being busy managers and having important positions with other priorities to attend, affordable time from their part was a considerable issue, which was to be expected (Brotherton, 2008). Such being the case, interviewing requests have raised both ethical considerations, adding more pressure to respondents' 'busy life', as well as practical limitations for the research, considering that I was able to interview only a few people at the end, thus the results might be considered limited.

Ultimately, I interviewed 10 people and they were representatives from both private (managers or entrepreneurs) and public sector (tourist offices and responsible for promoting the destinations). The types of stakeholders identified and how the respondents of interviews were assigned is shown in the table below.

Type of stakeholders and the interviewed respondents

<i>Type of stakeholders</i>	<i>Assignment of respondents</i>
CEO or owners at private companies or organizations: <ul style="list-style-type: none"> • Resort/campsite • Hostels • Shops • Restaurants • Museums 	Respondent 1 Respondent 2 Respondent 3 Respondent 4 Respondent 5 Respondent 6
Representatives from public sector: <ul style="list-style-type: none"> • Tourist offices • DMO Visit Umeå 	Respondent 7 Respondent 8 Respondent 9 Respondent 10

The interviews were conducted both via telephone and face-to-face. Telephone interviews were conducted when the respondents were not available in Umeå. While face-to-face meetings were more easy and the preferred form of interviewing, with the ability to gain trust, to interact with the respondent and to guide them through the questions (Brotherton, 2008), the telephone interview was a viable option for the present study, inasmuch as traveling was considered too difficult and expensive (Kitchin and Tate, 2000). All the interviews lasted between 30 to 45 minutes and they were audio recorded and ultimately transcribed as a full text.

I used a semi-structured interview with open-ended questions. The interview guide was established by themes to help guiding the conversation toward the desired issues to be covered (see Appendix A). General open-ended questions were addressed and follow-up questions were designed and asked only if the main topic of interest was not fully covered by the primer answer, or if it needed further explanation (Brotherton, 2008).

One advantage of using semi-structured, open-ended questionnaires is that it allows for a great deal of flexibility in terms of what is being asked (Brotherton, 2008), thus the questions have been adjusted depending on the background of the respondents, even if the broad questions covering the wanted themes remained the same for all interviewees. However this strategy decreased the comparability of the responses since not all interviewees responded to exactly the same questions, thus introduced a form of bias (Kitchin and Tate, 2000). Nevertheless, I chose to follow this strategy and have more flexibility in asking questions since, in my case, the scope of interviews was more exploratory in nature and I was uncertain of the nature and possible responses that could be given. Similarly, as Brotherton (2008) stated, the flexibility allows for in-depth thoughts and responses to be captured, which is vital in generating qualitative data.

During the data analysis process, in order to facilitate the interpretation of the results, as suggested by Kitchin and Tate (2000), the respondents of interviews were classified into: respondents who were indirectly interacting with tourists, involved mainly in marketing and planning; and respondents who were directly and actively interacting with tourists, by offering facilities and services. Within the group, they were being asked similar questions, thus the responses were more comparable (Appendix A). The next step was structuring the text data into sub-themes in order to identify pattern and see how it relates to the theoretical framework of TALC model and its alternative approaches. The technique used was *content analysis* (Brotherton, 2008) and the unit of analysis or sub-themes was considered the amenities in the destination at present time, the historical evolution, the network system and cooperation, the attractions, the problems and challenges, and finally the strategies of the municipality and/or stakeholders located at the destination. For examples, related to important historical points in the evolution of the destination (like the foundation of the museum, of different festivals, of a new ferry capacity, etc.) I tried to identify how the destination reacted in terms of investment in facilities, or how the tourism flow was like. Also,

related to the problems and challenges they have had, what were the strategies adopted, the collaboration within the destination and with external actors. The interviews were analysed with help of and connecting them to earlier research and the theoretical framework. By doing this, it was possible to place the research into the broader context of other studies and gain a deeper understanding of the pattern and issues that is found in the current case study (Kitchin & Tate, 2000).

Limitations in collecting the data

The *unit of analysis* represents a considerable limitation when it comes to analysing the 'development' of the destination as a whole. While the destination development to which the TALC model refers, is reflected by the welfare of the community and its stakeholders, the unit of analysis of its evolution is mainly focused on the number of tourists and their expenditure (Butler, 1980; Faulkner, 2002). In reality, there are a range of other factors that can characterise the development of destination and its driving forces through the stages, which are very difficult to identify and even more to measure (Agarwal, 1997). This idea is also supported by Strapp (1988), who criticises the methodology of measuring the flow of tourists, based on their number, and suggests that one have to take into account also the length of their stay. He states that on later stages the length of stay decline until the destination becomes a 'rest stop' for tourists or a 'transit point'. While analysing through the TALC model the destination will still appear to be visited by a large number of tourists, the quality or purpose of their stay should be questioned.

Additional measures of growth have been proposed and analysed by many researchers in their studies. Ma and Hassink (2014) and Ioannides (1992) show the role of government support and international tour-operator agencies in conditioning the growth. The location and management decisions (Cooper and Jackson, 1989; Russell and Faulkner, 2004), imperfect competition and external dynamics (Debbage, 1990; Papatheodorou, 2006) are other factors that can explain the development of the destination and determine their wellbeing. This however needs a very detailed and longitudinal analysis in order to determine the prosperity of the destination from a touristic perspective. Both lack of time and sources did not allow me to focus on examining the role of other external actors, like tour operators, governmental support, nor the restrictions that can arise from national or regional organizations, like transport infrastructure companies, building restrictions, etc.

Considering all this critics, it was difficult to establish which data should be collected in order to be relevant for the present study. In this context, the statements of the respondents, their personal attitude toward the destination, and their perception of the success or challenges shall receive a greater contribution in the results. Moreover, for this study, the flow of tourists will be considered an important indicator of tourism activity.

Another limitation is reflected in *the data generated by the interviews*. As the respondents could talk freely about the topics of interests, it was expected that they would answer with

trustfulness and the accuracy and validity of data would be high. However, this is not always the case, as Brotherton (2008) highlights it, since people often 'may over- or understate certain issues', and do not give always 'trustful' answers. Moreover, especially considering the fact that the respondents were aware of having the focus of the research upon the destination they live in and/or place they work for, their answers might have been given in a more positive context since they want to promote their region.

Furthermore, the data generated by qualitative interviews is based on 'words', and words are interpreted by people, whose interpretation might vary, especially when it comes to speak in a language different from their mother tongue. In these cases Brotherton (2008) argues that the reliability of the data should be questioned. This constraint was valid both for the respondents, when trying to understand the questions and to answer, and for the interviewer in interpreting the answers. In conducting the interviews in English I encountered communicational difficulties, since English is a second language for me as well as for the respondents, and at the same time not all the respondents were able to express their thought as clear as desired sometimes even struggling to find the right words. I am also aware of the potential misinterpretation of the information when translated into a different language and projected from a different cultural point of view. This is considered a limitation in the process of data collection and analysis.

Ethical considerations

An important aspect in conducting research, during the whole process, is considering the ethical principles concerning the collection of data during the interviews, as well as the integrity and transparency of the information (Brotherton, 2008). Iphofen (2009) warns on a lack of universally agreed codes of ethical practices promoting the roles and responsibilities of researchers, even more within the tourism research academy, considering the extent to which tourism research is conducted across the world. Thus, acting with high and moral professional standards, without indiscreetly interfering in people's life, and without causing any harm to both respondents and the researcher, is considered to be of good and ethical practice (Botterill and Platenkamp, 2012). Kitchin and Tate (2000) also provide a general guidelines to conduct a research practice in an ethical way, with emphasis on professionalism and avoiding negative impacts to individual participants, in terms of affronts to their dignity, privacy, causing physical and mental stress. These aspects and considerations were fully respected in this study.

The participants have been informed about the purpose and intended use of my research. They have been ensured on the confidentiality of our conversation. Furthermore, considering that the interviews were recorded, it was considered necessary to emphasize that the data will not be used for any other purpose and, after finishing the project, will be stored. However, the name of the destination and/or of the resort they work for cannot be hidden since this represent the focus of the present research, and the respondents were informed about it.

Regarding this, they were advised that they can interrupt their informal consent if they want at any time. More specifically, every interview started with the following statement, where participants' involvement was based on the principles of voluntariness and informal consent:

“Before starting our conversation I would like to introduce you to the purpose and use of this interview for my research project, and the way it will be conducted. The intention is to investigate the coastal tourism development in Västerbotten and Norrbotten, by focusing on destinations which have a touristic relevance for the whole municipality, both historically and in terms of attracting tourists. Many key actors will be interviewed. Your region/resort is one of the selected destinations, and the information that you might provide can be beneficial for understanding the touristic phenomenon within these borders.

I want to inform you that our conversation will be recorded for being better analysed later on, yet please note that the confidentiality of the data will be kept in the strictest way and it will not be used for any other purpose. Similarly, any name or job position and tasks will be used, however the name of the destination and/or of the resort you work for will be clearly stated since it represents the subject and focus of the present research. If you wish not to further participate in the interview you can terminate our conversation by any reason.

If the stated conditions are ok for you, I appreciate the time given to this interview.”

Author's words

Moreover, considering the small scale of investigation, the paper might come up with conclusions and results which are more subjective, especially considering my foreign background and neither being familiar previously with these places, nor their culture. Also, not being able to conduct interviews with all the actors involved, the findings cannot be representative for the whole region, and a broader investigation might show different results. The author wants to mention however that the outcomes are not attributed to any individual person and did not intend to bring any damage to destination/resort's image, rather to show general tendencies and a broad view over different aspects of coastal tourism in the selected areas. In this respect, my international background can actually be considered an advantage since the results will be interpreted from an 'outsider' point of view.

In conducting the interviews, I avoided to discuss sensitive topics, or issues that might put respondents in an uncomfortable position to answer. The fact of conducting the interviews in English, which is a foreign language for participants, was considered a disadvantage and a potential factor of stress. Thus, complicated language was avoided. I also kept the questions clear and simple, without formulating leading questions, in order to avoid unintended bias (Smith, 1995).

The study area

The study area was focused on Umeå's coastline, more particularly the islands of Holmön and Norrbyskär were empirically studied, which are old communities important as touristic destinations for the municipality, yet struggling to withstand the short summer season and to attract more visitors (Resp.7). The campsite Byske from Skellefteå municipality and the resort Pite Havsbad from Piteå municipality were as well included in the study mainly to allow comparisons between destinations with different level of development which lie within the same geographical context (Figure 3).

Umeå municipality's coast: Umeå municipality is located along the western coast of Gulf of Bothnia, in Västerbotten County. The city of Umeå is the largest one in the Norrland region and functions as a hub for tourists coming to explore the North of Sweden. It is mainly known for its culture and events, as well as a business and conference centre (Resp. 10). During the last years the tourism sector in Umeå municipality experience a growth, both in term of economic revenue and guest nights (see Appendix B). Accommodation is - in terms of sales - the largest industry with about 286 million SEK. The hotels generate 268.5 million SEK in accommodation revenue. The big share however is generated mainly by the city of Umeå. Umeå's shoreline do not possess any resort for organised mass tourism, its touristic activities on the coast being mainly conducted by small businesses and few entrepreneurs who are trying to explore the untouched nature. The shoreline is flat and winding, having pebble beaches spread over 350 km long and about 2500 islands forming the archipelago (Umeå Kommun, 2013). The two most important touristic regions within the archipelago are the Holmöarna islands (the main being Holmön and Stora Fjäderägg) and the group of islands called Norrbyskär. On these two destinations the main focus of the present research was done. Their historical evolution and the current situation will be presented below in the result section.

The Byske Havsbad lies 30 km north from Skellefteå, near the village Byske. It emerged as a camping place along a sandy beach which is even today resort's main attraction. It is open all-year-round but is mainly visited during the summer, being not very developed for winter tourism. It is however one of the biggest in North of Sweden and among the first 5-stars camping place in Norrland (Resp.8). There are 89 cottages and about 500 lots available for camping, a coffee-place, a restaurant, a swimming pool and for the past years Byske is providing also conference facilities (Camping.se, 2015).

The resort Pite Havsbad is located 10 kilometres from the city of Piteå, near the sea, and it is the most important touristic attraction in the municipality. Due to its known resort Piteå stands, for the summer, for more than half of all visitors that come to Swedish Lapland (Resp.9). Pite Havsbad offers different types accommodation: it has a big modern hotel with 394 room, in summer 222 cottages, and more than 800 camping places are opened (Camping.se, 2015). It disposes as well of 40 conference rooms with one large hall room, two

restaurants, an aqua land (both inside and outside), a long beach by the sea and several activities all year round. This diversity made the resort to be one of the most successful in North of Sweden. It is not only a summer resort, during the long winters the resort is capable of hosting large-scale events and fulfils the need for high capacity meeting facilities (Resp.6).

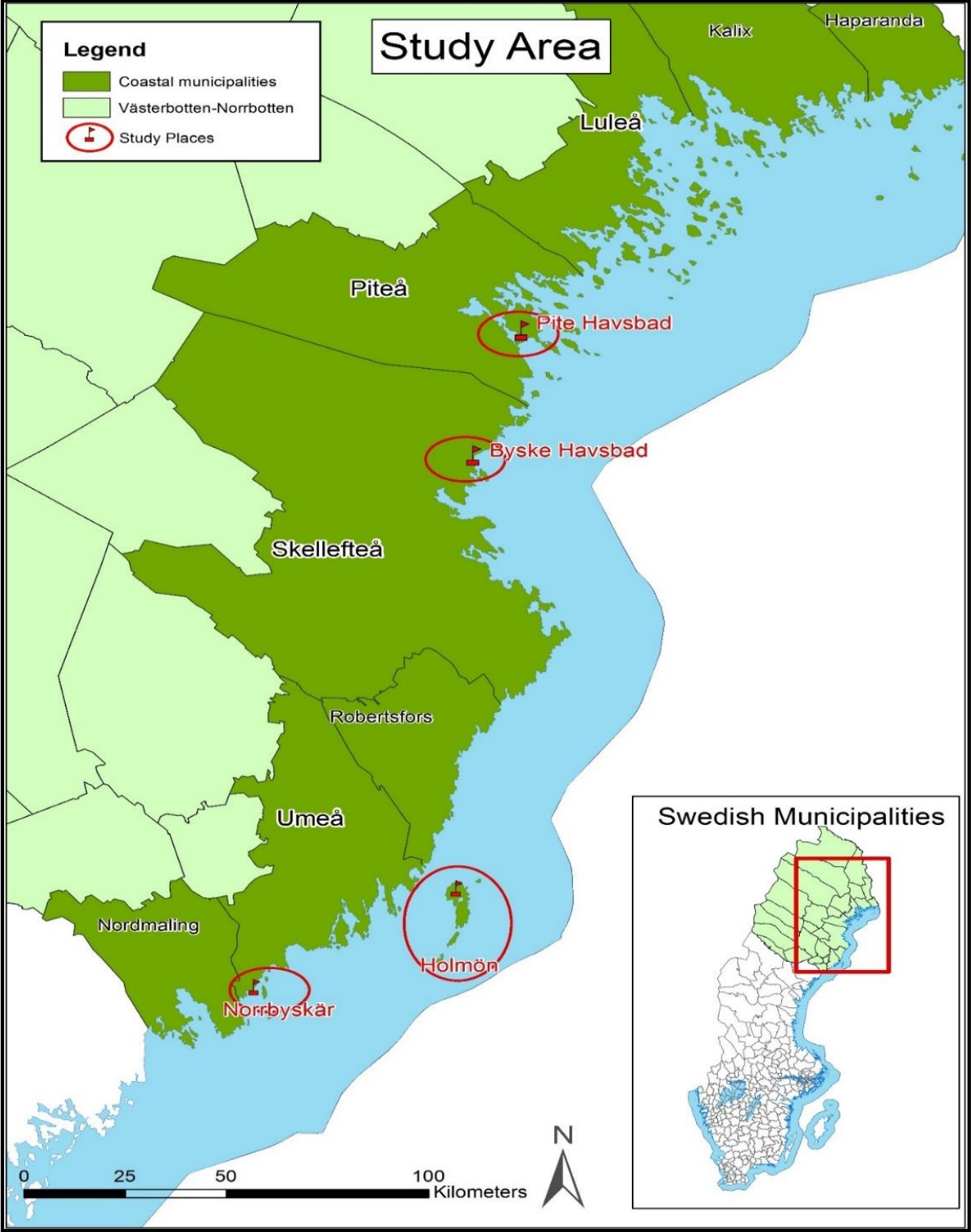


Figure 3. The study area

Results

The coast's attractiveness makes many inhabitants of Umeå municipality traveling down to the seaside where it is possible to stay close to nature while within a reasonable distance from Umeå city. The majority of visitors come to their holiday homes, private cottages which they use for accommodation, or come to visit friends and relatives. The main activities are sea-bathing, fishing, bird watching, boating or just enjoying the sea in the summer, and skating, snowmobiling, and cross-country skiing during the winter (Umeå Kommun, 2013). Since 1977 Umeå municipality established a plan named the 'Kust Plan' for strategically developing the coast, yet after more than 35 years the coastline does not have any quality hotel or summer resort, and provide limited facilities and activities.

The islands in Umeå archipelago have great cultural and natural value and most of the area is protected as nature and marine reserve. Pebbles, rocks and bird islands gives special character to the area. Holmön, together with Stora Fjäderägg and Norrbyskär are among the biggest, known and populated islands. They bear traces of old fishing villages and industrial places, which were the main activities when these communities emerged, and have a great cultural heritage not yet exploited.

The Holmön story – evolution and present situation

The island of Holmön is the biggest island from the group known as Holmöarna. It is located just 10 km off the coast north of Umeå and has a surface of about 24 square kilometres. It is an old fishing community discovered by three fishermen who established there around 1300s (Holmöns utvecklingsforum, 2000). However the first recorded information on permanent residents date from 1543 (Enetjärn and Molander, 2011). The main occupations for islanders have always been agriculture and fishing, but seal hunting and village trading were also important. The island had its highest number of residents in 1920s when 450 people populated the area (Holmöns utvecklingsforum, 2000). Similar to other coastal communities, from mid-20th century the islanders started to out-migrate, due to the decline of fishing industry and agriculture (Lundberg, 2015). Now there are only about 60 people who live permanently on the island. The island became more accessible after 1930s when the first organised ferry connection was established between Holmön and Osnäs. Visitors usually arrive at the ferry dock in Byviken, the only village on the island.

Tourists began coming to the island since nineteenth century (like in other parts of North of Sweden, e.g. Piteå's coast), however in small numbers and very sporadic. The only places to accommodate people at that time were the Priest house, or Prästgården, which is almost 200 years old, and also renting rooms in farmers' houses. They were mainly attracted by the nature of Holmöarna and by experiencing sea bathing in the outer archipelago (Resp.1). In 1980 these group of islands was included under protection as Nature Reserve, being today the largest

marine nature reserve in Sweden. Although the *exploration phase* identified (as presented by the TALC model) started long time ago (late 19th century), the island was not very accessible to general public, mainly due to poor ferry-communication and lack of accommodations. The visitors were in big part nobles and high class residents coming from the city of Umeå, renting houses from the farmers and staying for the whole summer (Resp.1). Later on in 1960s-1970s, a boom in building summer cottages started in all Sweden, mainly due to an increase in overall income and the right to three weeks vacationing enabled by the law (Järkeborn and Johnsson, 2001), and in Holmön residents from nearby areas found it a suitable place for holiday housing.

The *involvement phase* started quite late compared to other regions in North of Sweden, in the mid-90s. Butler (1980) characterises this phase by some form of initial investments especially in terms of infrastructure and accommodation and by local residents' involvement in touristic activities. The new ferry bought in 1983 was already bigger to allow the access of more and more people and the inauguration of the Song Festival in 1994 attracted enough people to make the island's residents to think about tourism. The changes and pressure from the demand side had an impact on accommodation facilities. The first youth hostel was built around 1995 and today there are 3 youth hostels on Holmön and one on Stora Fjäderägg. The total bed capacity is up to 95 beds and there are also small cottages available to rent. Just a few facilities are to be found on the island: one restaurant, a summer terrace which is not open every year, and a museum - the Boat Museum, which act as a tourist office for people coming to visit the islands. However, most of the accommodation facilities are open only during the summer season (only one youth-hostel is open during the winter). The season usually starts mid-May until late September (Resp1). The main grocery shop was improved and enlarged, and moved closer to the harbour five years ago, being the only source for tourists for buying food, medicine, and other necessary things; as well as alcohol drinks, bank transactions, gas station and post office. The shop is the only place open during the winter time, so for the few winter tourists is the only local stakeholder to be consulted, thus functioning as a '*tourist office off-season, so to speak*' (Resp.3).

Even today, the different festival events that take place late-July and August are the main attraction for visitors were the number of visitors coming, both external tourists and second-home owners, increases considerably reaching 2-3 thousands during the festival weekends, with an average of 10.000 visitors per year (Resp.1). Compared to the number of permanent residents of 60 people this flow of people is considered extremely high, even if their length of stay is usually short: one-two days. On Stora Fjäderägg the Bird Observatory founded in 1984 attract visitors with a special interest: bird watchers. The youth-hostel there is hosted in an old Lighthouse and last year had an increase in visitors of about 150%, they had respectively 514 guests compared to around 200 coming in the previous years (Resp2). There are also many boat tourists coming, among them international visitors like Germans and Finish people, who stay for few days, often for the weekend, and live in their boats.

All in all, Holmön is a young destination from a touristic perspective, their locals only recently being attracted by working with tourism and developing it, having a very positive and open attitude toward it; thus the destination is still in the involvement phase.

The Norrbyskär story – evolution and present situation

Norrbyskär, on the other hand, has a longer experience in attracting visitors, mainly due to its interesting story of emergence. It is an island just 15 minutes boat trip outside of Norrbyn and circa 40 kilometres south of Umeå (Visit Norrbyskär, 2011).

Norrbyskär was an unpopulated group of islands for long time. It was only late 19th century that Frans Kempe, social engineer and head of the company Mo och Domsjö AB, who bought the islands and constructed what would have become the biggest steam-powered sawmill in Europe at that time (Norrbyskärs Museum, 2014). He did not construct only the sawmill but also the whole community: ‘an ideal society out in the sea’, as was called, with very high and completely new living and working standards. Between 1892 and 1890 the workers’ houses were built, all workers being entitled to free accommodation. Following the line of constructions all necessary services emerged: a school, a church, shops, a restaurant and pub, local businesses like shoemakers and tailors. The hotel on the dock was built in 1924 and hosted tradesmen from Stockholm and industrial companies, as well as other visitors. During the 1920s was the peak for the development of the sawmill, when there were 1400 permanent residents living on the islands: workers together with their families (Ahnlund, 1978).

The good years followed by bad years and the sawmill industry started to decline after the 1930s. Cutbacks and efficiency measures led to a final closure in 1952 of the mill. It was nothing to do there anymore and the last inhabitants moved out from the island in the 1960s. The workers’ houses were sold to private people as summer cottages. The school buildings with the church hall were donated in 1968 by Mo och Domsjö AB to the church, and is now used as a youth hostel and summer-camp. It is rented mainly to parishes, schools, associations and individuals, and has a capacity of about 70 beds.

Some of the old workers’ houses have been used since 1953 by KFUM (the Swedish YMCA) as summer camp for children and provides conference facilities and a range of activities like sailing, canoeing, wall climbing and adventure, however without offering accommodation (Resp.4). The former director’s house is now used as a hotel and restaurant and is run by a private person. It mainly works with groups and attracts visitors for conferences and events, providing accommodation with 50 beds (Resp.5). Another important actor is the Norrbyskär museum, which has a tourist office and provide guidance for tourists.

Umeå municipality bought the islands in 1977 from Mo och Domsjö AB but does not own any facility on the island and is not involved in its development (Enetjärn and Molander, 2011). The communication with the mainland is good during the summer, with the ferry going quite

often, however for the winter season the island is completely isolated. Since October till 30 of April there is no ferry traffic connecting the island, and no year-round residents remained.

Norrbyuskär did not follow the 'natural' phases of evolution discussed by Butler. It was a community created for other purposes and after its industrial decline the unused facilities were transformed into a summer village. Regarding tourism, it did not have an exploration and involvement phase, since no residents remained after the sawmill *époque*. It experienced a short period of *development* (mainly in renovating the old houses and facilities) and *consolidation phase* in 1970s and 1980s, and since then the island created its profile as a touristic destination only: tourism sector being the main economic sector encountered. Late 80s - beginning 90s was known as the 'golden era' for Norrbyuskär, which attracted both day-trip visitors and groups for conferences and events (Resp.5). However, for the last 20 years the number of visitors declined from 40.000 in 1995 to less than 20.000 in 2014 (Norrbyuskärsfärjan AB statistics). Now the main attraction on the island is the Norrbyuskär Museum, which is unique providing a replica of the sawmill community as it was in 1920s (Resp.5) whose visitors' number also declined for the last 15 years (Resp.4).

All in all, Norrbyuskär islands have been used only as a touristic destination for many years. There are four main actors working with tourists in a commercial way, and the majority of houses belong to second home owners. It has relatively high number of visitors and tradition in summer-camp, conferences and organizing events. It has a great cultural and historical value, however experiencing a *slow decline* during the past years.

The tourism market and the local network system

The importance of coastal tourism for the community and respondents attitude

When it comes to their personal attitude toward tourism in general all respondents claimed that it is an important economic sector for the municipality/community they live in, and regarding the coastal tourism the general attitude is that it has a big potential to offer, not yet exploited in the way it should be.

For Holmön the tourism is becoming more and more important only during the recent years (Resp.1) and has still a long way for developing. *'I am really convinced that we are **not at all close** to reach our maximum potential when it comes to tourism here'* (Resp. 3). Still being at the initial phase of evolution (the involvement stage), the locals have a positive and optimistic attitude toward it, and want to develop more. These 'symptoms' are explained also by Butler (1980) who argues that this is expected to change when the number of visitors will increase. Today, some businesses became dependent only on tourism, e.g. the shop on Holmön is making *'over half of the year's sell during July'*, thus generating the biggest part of the profit, and it *'can survive the whole year'* because of it (Resp.3), otherwise in winter there are only 50 people living there and is not much to do. The restaurants, the hostels (who are the main

businesses generating seasonal jobs) and the museum are open only for summer. The highest need in workers is during the festivals.

For Norrbyskär developing tourism is not so important for the community (since there are not permanent residents there, only second-home owners) but it could be of great importance for Umeå's tourist office and DMO organization, since it is one of the main and historically important attraction on the coast and is used for promoting the destination Umeå as a whole. The organization is making considerable efforts in marketing these places and sending visitors, in attempts to create a diversified image of activities and places that exist in the municipality. *'I think is good for us to have the diversity'* (Resp.10). On the other hand, the stakeholders operating in Norrbyskär are complaining about a lack of involvement from the municipal authorities' part (especially regarding facilitating the infrastructure and providing with development funds). Regarding tourism development, one respondent declared: *'[Tourism] It is very important of course but I think that, as it is now and has been during the last 15 years, Umeå kommun [municipality] they are not interested to help Norrbyskär, to help the tourists part to grow'* (Resp. 5). As a result, even if it is an important touristic destination for the whole municipality, the few businesses operating there do not have much support (except for marketing) and are struggling to push the development on their own.

The camping site Byske Havsbad is owned by the municipality of Skellefteå, thus the involvement and the effort in promoting it, attracting guests, investing and improving the facilities is prevalent. The whole municipality is working on *diversification* of attractions offered as well as taking care of the existing places along the coast, and the start-up of small businesses is encouraged. They have had a lot of start-up companies emerging last year (2014), like for example offering boat-trips between the islands. They are usually very small, 1 to 2 persons companies, and might not have an economic weight or in terms of employment, but they are very important for diversifying the products and the destination. This in turn bring economic benefit for the whole business: hotels and restaurants. It *'is important for the guests to have a reason to travel'* (Resp.8). Even so, Byske Havsbad is the only place which offers good standards of accommodation along Skellefteå's coast and they believe that being a municipality which lies along the sea, coastal tourism is not exploited well. *'We haven't really took good care of the advantage of having the coast so close'* (Resp.8).

Byske Havsbad emerged in the 1950s and it started by municipal initiative (Resp.8). Now it can be considered to have reached the *development phase*, according to Butler's model, with a clear profile and stable market with much more potential to invest and to improve. They are still in need for good accommodation facilities for tourists but do not have. The Byske's villas at the beach have the most advanced conditions in the area for summer. New activities always emerge and there are discussions for other to come, thus more business are getting involved. A positive thing in the case of Skellefteå is that the camp sites belong to the municipality, thus the tourism office is in charge having the main responsibility of bring guests, and they are also

strongly promoting the destination abroad. They are aiming to bring more tourists, especially foreigners.

For Pite Havsbad it was always private companies/entrepreneurs who developed the destination and their role was very important, both from the very beginning when the first entrepreneur Elof Söderberg started with a kiosk and renting cabins in 1944, and after 1997 when Hilding Holmqvist, owner of Pite Havsbad Group, bought the resort and continued to make investments and improve it. The resort is thought to be in the *consolidation phase* (within TALC model) with the number of visitors much more stable, where employment is more secure and not so seasonal, also realistic planning being possible (Butler, 1980).

Consequently, for Piteå's coastal tourism, the attitude of the respondents is very positive and they are satisfied with its current development, since Pite Havsbad is one of the most popular and well-known destinations in North of Sweden, having a strong brand (Resp.6, Resp.9). The coastal resort has a long history, with involvement from both private entrepreneurs and the municipality when it was needed, and one respondent believe that the municipality was more interested in developing this place mainly because '*in a small town like Piteå, there were not so many things to invest in*' (Resp. 7). The tourism industry for Piteå municipality is the highest prioritized area (Resp.9).

On the contrary, for a long period Umeå municipality was focusing on developing other industries, like knowledge, the university, the hospital, so tourism was not so important for the municipality. Only lately, during the last 5 - 10 years, they started to think about it, when they understood that people are actually interested in visiting this city, the nature and the surroundings (Resp.7). The city of Umeå has good and enough investment when it comes to tourism industry in general (Appendix B), but not for leisure tourism. They are focusing on their culture: events, sports, shopping, but not on activities outside Umeå (Resp.10). Only lately the tour operators started to provide such packages. So the general opinion of the respondents was that the municipal authorities in Umeå was/are not actively involved in developing the coast like in other municipalities (e.g. Skellefteå and Piteå), that's why the coastal tourism here remained behind.

Nevertheless, the most used words by the respondents referring to tourism in coastal destinations (except Piteå's respondents) were: '*more possibilities*', '*more opportunities*', '*potential to increase more*'. It is a growing sector which managed to attract more attention during the past few years and its development and importance given shall augment in the future.

The tourism segments

The destinations along Umeå's coast rely on day-trippers or weekenders from nearby localities and from Norrland's municipalities. Especially for Holmön, being farther from the coast, the boat tourists are also very important. Using their personal boats these places are easily

reached by visitors from other parts of the coast like from south of Sweden or Finland. However international visitors are very rare and most of them come in groups (Resp.4). If in the case of Pite Havsbad and Byske Havsbad tourists from Norway form an important market segment, especially in terms of expenditure (Resp.8, Resp.9), along Umeå's coast they are not often encountered. The main nationalities are Germans and Finish (Resp.1, Resp.7) but considering that they stay in their boats no important economic benefit is generated.

The importance of international visitors needs more attention. Today's tourism in these studied municipalities is kind of 'inbound' and local. Even if this short distance mobility of people is important for remote areas' economy, the true gain comes from attracting 'outbound' tourism, which is domestic and international visitors. They can bring much more money into the municipality, which will in turn lead to more development. *'The Norwegians are an important market, because they are quite near and they are attracted by the sea here.'* (Resp.8).

The second home tourism represent approximately a third of all overnight stays in Sweden (Marjavaara, 2008), so it is not surprising to find that the main form of accommodation for visitors of Holmön, Norrbyskär and generally along Umeå's coastline is private cottages. The owners often host their friends and relatives there.

Another type of visitors, encountered especially on Norrbyskär, is groups coming either for visiting the museum without overnight stay, either groups coming for different kind of events (weddings, birthdays etc.), conferences and company meetings that stay one-two nights on the island (Resp.5). There are also groups of children coming for an organized summer camp and the families coming to visit them form an important market (Resp.4).

As a result, the commercial accommodation never developed high quality facilities and is characterized by youth-hostel conditions with low occupancy rate. One reason for low occupancy rate can be the quality of service offered (since these youth-hostels are viewed by European tour operators as *'too simple'* (Resp.7). Another reason refers to the fact that a lot of visitors have access to second homes and have their own place to stay. Even if second-home owners is an important form of tourism in the area, it has limited economic and social benefit for the community, since it cannot generate jobs and they usually have low expenditure. Contrary, the second home owners can be resistant when it comes to further development.

For the past years, Holmön is attracting a new segment group, especially off-season: the exchange university students. *'Most of the people coming off-season as international tourists are exchange [students] tourists. I do not really know why; [they] probably are a little bit more curious and eager to see what's going on'* (Resp.3). This segment form a good potential market that must be explored more, and can be a solution for withstanding seasonality considering that they come mainly during the cold season.

The main attractions

Umeå's destinations are mainly known for their culture and historical relevance. Now people come primarily to visit 'The islands', their unique museums and nature, to enjoy an easy and calm life by the sea with '*...sunny days, bathing, going and picking berries, take it easy,..., visiting each other, their relatives and friends, visiting the festivals, the museum, and the restaurant, take a beer*' (Resp.1).

The beach itself, with sun- and sea-bathing, is not considered the main attraction. In Holmön for example, the main types of beaches are '*rural and remote beaches*', which means they are difficult to access, not supported by public transport and are often adjacent to the village (Williams, 2009, p.54). In Norrbyskär there is no good sandy beach accessible for families with small children (Resp.4) and there are not so many organized places for bathing, so the beaches are not very populated (Resp.5).

For Byske and Pite Havsbad however the beach is very important since the resorts emerged and developed on the beach. Even there, it is not the sun- and sea-bathing that is the main activity, since the weather is very changeable, but rather these resorts have developed a range of activities not necessarily related to the sea.

The problems and challenges for the destinations

When it comes to challenges that Holmön and Norrbyskär have to face, the respondents have different points of view of what is limiting the development. The main causes mentioned by respondents from Umeå municipality are:

The communication and accessibility, which is a big issue considering the nature of destinations as islands. This was identified as the major problem by four respondents. For Holmön, every time that they upgraded the ferry, the number of tourists increased (Resp.1). This year (2015) a new ferry will replace the old one, with a greater capacity of 150 passengers and 4 cars, which is expecting to make it possible for more people to visit the island. However it is not only the ferry communication considered being the problem, but also, and even more, the poor bus connection to facilitate the travel between the harbours and the main city (Resp.3). Not even the train stations are properly connected with the harbour, and people need to go by car or taking a taxi to the harbour (Resp.4). Another thing that was mentioned is the difficulty to book a ferry trip for group visitors when is needed beside the planned schedule (Resp.5), with the risk to lose important potential market.

The need of more entrepreneurs, people willing to invest and work with tourism, people with entrepreneurial vision who believe in it (Resp.7). '*All depends on the people on the island. We need more entrepreneurs, people who want to try, have new ideas, who will build more small houses for people who want to stay more... now they are mainly day visitors*' (Resp.1). However working with tourism is not yet considered a profitable business (Resp.2, Resp.5),

mainly due to the short summer season, relatively low number of visitors, and to the fact that it is very difficult to develop winter activities without a good accessibility. So people consider it being risky to invest more until these problems are solved.

The good promotion – ‘The big problem for us is that no one knows us...We need to promote more because we need more guests’ (Resp.2). Especially in the case of Stora Fjäderägg, the guests who come to visit the Lighthouse Hostel and Bird Observatory are from Stockholm or the South of Sweden (being members of the Swedish Tourism Association called STF (Svenska Turist Foreningen) and fewer people come from Umeå (only about 20% of the visitors according to Resp.2).

The short summer season (Resp.7). This is generally valid for Swedish northern coast where the tourism is highly seasonal. For Holmön and Norrbyskär particularly, the fact that they are islands lying in the open sea makes the situation even more complicated since they rely on ferry transport which does not operate when there is ice. In Norrbyskär during 1st October until 30th of April there is no ferry at all. The season starts in the beginning of May (or even June for Holmön) and ends in September, although in autumn the island of Holmön attracts another kind of visitors: elk hunters and fishing amateurs.

No involvement from Umeå municipality (Resp.5). The municipality does not play an active role in destination development, yet it is in a way an important actor (a planner) and barrier, especially when it comes to facilitate transport and infrastructure, and support with governmental funds for development. For example, as long as the municipality does not facilitate the ferry connection in winter for Norrbyskär, no strategies for winter tourism can be developed in order to withstand the seasonal effects of short summer period. They cannot offer packages for Christmas holiday, even if there is a great demand for this (Resp.5). Access to EU funds and money capital to private persons and entrepreneurs was also mentioned as an issue for developing tourism in remote areas. The respondents believe that the priority for the government and county’s authorities is to support sparsely populated areas, but they do not use the money at the same level to develop the coast. It is not considered so important (Resp.4).

The unpredictable job market – having the right number of personnel. It is difficult to estimate how many permanent employees one should have since *‘there are big differences between how many people come to the island different days’*, due to changeable weather (Resp.5). For this reason the respondents believe that it is not profitable always to work with random visitors, but rather the destination prefer to work with groups which are more stable and predictable.

No particular barriers and restrictions were identified from public authorities nor from legal perspective when it comes to development of the coast for mass tourism. Norrbyskär face sort of limitations from the environmental authorities, since during the past few years it has been known that some parts of the island have elevated levels of dioxin in the ground

remained from the sawmill era, and remediation work is done currently. These limitations however do not affect the existing facilities and touristic areas. Also, there were no concerns about climate change among respondents. Some considered it to be an issue for winter tourism and companies which provide winter activities. The coast is not even considered affected.

The cooperation and local network system

Although the cooperation with municipal authorities of Umeå was found a little problematic, the collaboration between actors within the destinations is quite strong. The respondents – stakeholders working in the destination are satisfied with the network they have and the quality of ties identified among them are quite strong. They all work together to make things happened. They are meeting on monthly basis and discuss potential problems and solutions.

*‘I really think that the only way to make something work in a sustainable way, which can continue for years, is **to put down a system together, and work together**, in the community, for the community. And I really think that a lot of things going on in Holmön is organized that way.’ (Resp.3)*

*‘We talk with each other, and we help each other if it is necessary and we meet every end of month also during the winter to discuss **how** to develop Norrbyskär **together**.’ (Resp.5)*

The cooperation with the DMO/tourist office is mainly for promoting the islands, thus it is believed that more can be done in this regard, e.g. for making meeting places and developing strategies, for working on bringing more groups, etc. There is no significant collaboration identified with the university and research centres in working towards destination development. However the important actor for a good collaboration is still considered to be the municipality. The cooperation at the moment is poor although they think ‘... **that is very very important**. If we can’t have a good cooperation with Umeå kommun [municipality] is not possible to develop neither Holmön nor Norrbyskär’ (Resp.4).

Strategic development for the future

Knowing the destination's lifecycle and the stage of development reached is useful in foreseeing its trend of evolution and the next step needed to be taken. As described by the chaos theory (Faulkner and Russell, 1997) the destination can experience decline at every stage of its lifecycle and the chaos or critical state is an opportunity for the destination to achieve productive change. The lifecycle trajectory is rather cyclical (Figure 2). The scope is to understand the problems within touristic areas that can be potential barriers in its development and to come up with solutions and strategies in order to increase place competitiveness (Figure 4).

In the case of Umeå's coastal destinations, both external threats and internal dynamics limit their development. External threats refers to the *competition* with other places, both regionally within county's level and at a national and global scale; here competition meaning also to attract *governmental funds and support* for developing coastal areas, as well as other EU funding projects such as the LEADER program (European Regional Development Funds). Internal problems refers to the *communication* with the islands, both ferry lines and bus connection with the main city; to the *lack of investment* and accommodation with *qualitative* standards.

Referring to the **external threats**, Holmön and Norrbyskär are characterized more as summer villages with limited facilities and they compete with other more developed and/or organized summer sites, like Byske or Pite Havsbad. Also the competition from areas in the south of Sweden or overseas destinations is not easily defeated. Furthermore, when it comes to attracting funds for regional development within the county borders, in the case of Umeå's shoreline one should consider the competition from winter resorts like Hemavan and Tärnaby, as the county administration of Västerbotten consider these places with higher priority when it comes to financial support (Resp.4), being more remote and sparsely populated.

From the strategies that can be followed, listed by Agarwal (2002), in order to increase competitiveness a greater weight can be given to **product transformation**, and it includes:

Repositioning - refers to rethinking the destination's image and consolidating its role within the market (Claver-Cortés *et al.*, 2007). Holmön and Norrbyskär should reinforce their image as coastal destinations and should try to attract tourists with special interests such as interest in islands' heritage and culture. The replica of the sawmill community, the Boat Museum and Light Houses are amenities to take advantage. The aim is to attract tourists with higher spending capacity and not just random visitors. Hall *et al.* (2009) share this point of view and emphasize that the observation of local wildlife and marine ecosystem, especially on remote islands, is an important centre of interest for Nordic countries coastal tourism. A lot of people combine organized leisure activities with just being in untouched nature, looking at the sea, watching the birds and seals (Resp1). This form of ecotourism rises, however, a number of

problems for the environment, with risks of destroying its own *raison d'être*. It needs to be considered with carefulness if further touristic development is intended.

Product diversification. This refers to exploiting several recourses like natural, cultural, historical, built environment etc., which were not commercialized before, in order to attract different segments of tourists, preferably with higher expenditure (Claver-Cortés *et al.*, 2007) and to avoid decline. Agarwal gives examples of business and conference tourism, water-sports tourism and heritage tourism (Agarwal, 2002) that can be combined. However this strategy is more valid for bigger resorts which offer the same attractions for years, (for example Byske Havsbad is still mainly a campsite and the focus is mainly on the beach and camp-area).

Identity enhancement. Järkeborn and Johnsson (2001) claims that during the past years the coast has become more uniform, offering just sun, sand, and sea, while many cultural and historical elements have disappeared, despite visitors' increasing demands. A more authentic identity of Swedish seaside tourism can be identified in smaller destinations along the coast. Holmön and Norrbyuskär for example have a strong identity as fishing village and industrial site respectively, with cultural (the Boat Museum, the Norrbyuskär historical museum) and natural attractions (the nature and marine reserve, the Bird Observatory on Stora Fjäderägg). The need for diversity emerged as a result of lacking sandy beaches, thus the traditional sun and sea-bathing cannot be very popular activities (Resp.1, Resp.4). Here one can argue that not having the common elements of seaside destinations encountered in more exotic places (warm weather, long sandy beaches, more sunny days) can be viewed as an opportunity for offering a different kind of coastal product and emphasise the 'Swedish coastal identity'. It rises a need to look at the coast in a new way.

Product and service quality enhancement – refers to the improvement in quality of service offered. In order for these areas to be promoted by European tour operators they need to reach a certain level of quality standards for product and service (Resp.7). The main form of commercial accommodation in Holmön and Norrbyuskär is hostel type with bed & breakfast, and camping places. In many cases, the basic facilities, such as toilets, shower with warm water, and places to eat, are difficult to encounter. One should not underestimate their importance.

In terms of **internal problems** (limited investment, low occupancy rate for accommodation, bad communication and accessibility, seasonal employment) the restructuring forms that can be employed refer to **product and labour reorganization**. They include strategies such as:

Flexibility of service and production. Mason and Brix Studsholt (2001) are warning of a change in the demands, needs and expectations of tourists. They argue that people are no longer attracted mainly by the healthy attributes of the sea, rather the facilities at the destinations, entertainment activities provided, and culture and heritage of the areas are more important. These expectations however are constantly changing. Thus the capability of small businesses

to *adapt* is always challenging, but is more likely to be done at a small scale than if it would be a big resort. The flexibility refers to the food providers (for restaurants and shops), transport routes (the ferry schedule, additional bus or rent-a-car companies), providers of entertainment activities etc., and the start-up of small companies is encouraged.

Labour flexibility, including also *functional flexibility* where workers can switch between different departments and do a variety of tasks. Attracting volunteers and students for summer internship can be a feasible solution. This rises, however, the problem of quality of service offered since unpaid workers are not motivated to do their best.

Investment and technical change. Upgrading constantly the existing facilities (ferry boats, accommodation) and introduction of new ones can lengthen their lifecycle.

Collaboration and cooperation between the public and private sector. It is a need for a higher degree of local state involvement in tourism and commitment toward rejuvenation of these destinations.

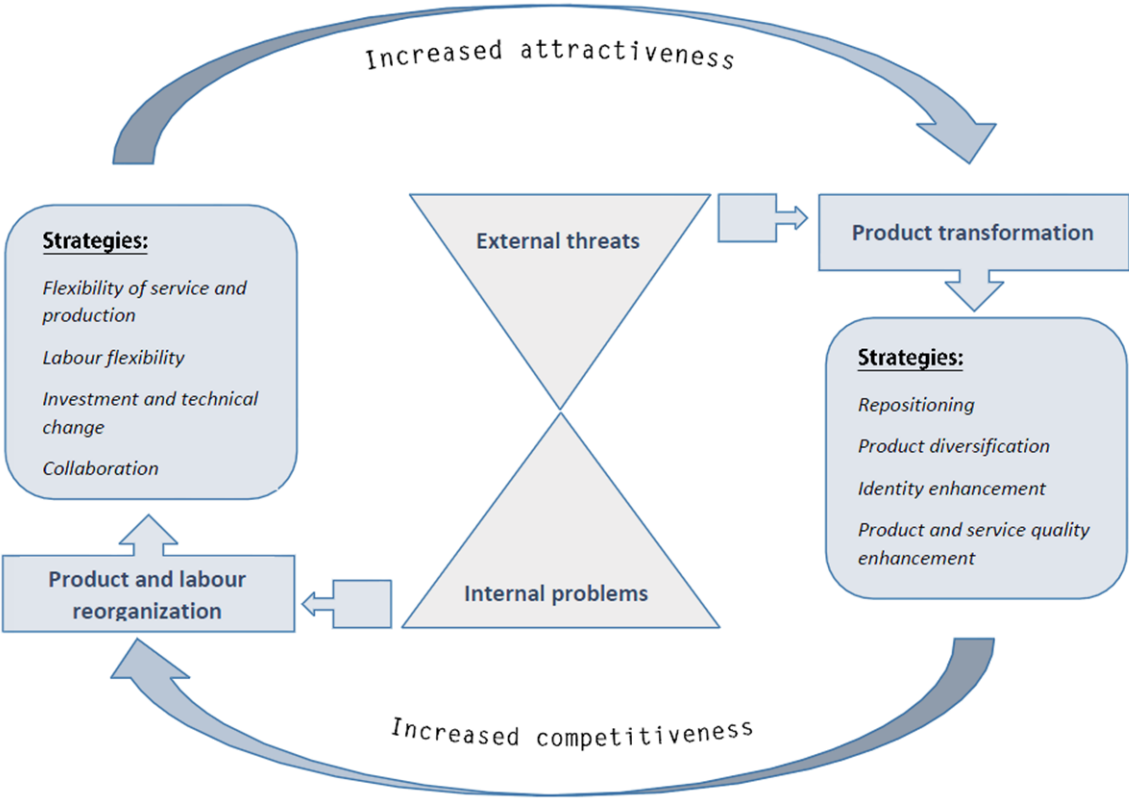


Figure 4. Rejuvenating forms and suggested strategies

These are suggested strategies that any destination in the same geographical context (North of Sweden) can consider. Depending on the main problems that touristic areas might face, a part or all of the strategic lines can be implemented. Figure 4 summarizes and reinforces these points.

Concluding discussion

As mentioned in the methodology, the qualitative data has been collected and analysed deductively, meaning that the questions and the whole focus of the research was conceptualized in order to test the conceptual framework discussed in the theoretical background. The aim was to analyse the current situation of coastal destinations in Umeå municipality, particularly of Holmön and Norrbyskär, to identify potential problems and suggest strategies to be followed for further sustainable development. Several research questions were investigated in depth.

Q1. In order to respond to the question '*In which phase of development can the islands of Norrbyskär and Holmön be characterized?*' the findings show that the coastal destinations within Umeå municipality are at different stages of development, referring to Butler's model, and it is a result of their historical evolution and 'path-dependency'. Even if at a macro scale every destination seems to follow an S-curve of evolution, which was demonstrated by many studies, at a micro scale the model alone is not sufficient to explain the triggers of evolution. The complementary approaches all add a new angle of perceiving the development. Holmön is a relatively young touristic destination still being in the involvement phase, with the community and its locals only recently becoming more involved in touristic activities and seeing the opportunity of growing this sector for overall benefit. Tourism is becoming an important sector for local residents but currently is insufficiently developed to situate the destination into the development phase. However being still in the initial phases of development, it is not certain that Holmön will follow the S-curve of growth. Therefore in this case is too early to say that the TALC model can be successfully applied. I could identify though triggers that most probably will push the development, and these triggers are mainly explained by the '*tourism local innovation system*' approach (Prats et al., 2008; Hjalager, 2010; McLennan *et al.*, 2012). The theory puts great emphasis on the importance of creating networks, cooperating, bringing knowledge and technological innovation, which is a path more likely to succeed. Only working together toward a common goal can make things happen. This situation is present among Holmön stakeholders, the ties between actors are quite strong thus it is believed that the destination will continue to grow and attract more tourists, and will most probably follow Butler's stages of evolution.

Norrbyskär is historically an important touristic destination, and has been for many years, reaching the consolidation phase, but experiencing currently a decline without even developing at its maximum potential and reaching maturity. It did/does not follow the evolutionary curve of Butler's model but can rather be explained by the *chaos theory* (see Figure 2) that sees touristic places as systems inherently complex and unstable (Russell and Faulkner, 1999). The destination experience currently an '*edge-of-chaos*', and small changes that decision-makers will take at this point have the potential to generate in major realignments of the whole system. Russell and Faulkner (1999) argue that rapid change can occur when *chaos-makers'* activity (entrepreneurs, private companies) will prevail over the

planners' (municipality), which is the case now in Norrbyskär. However the goal is to ensure that the change will take a positive direction, thus collaboration between the two main parts is required.

The *path-dependency* and *lock-in* attitude is identified in both destinations and generally along municipality's shoreline, and is reflected in the way that Swedish people perceive the summer coastal destinations: as an 'ideal' place for having a second home. The importance of creating places for second-homes is present even in municipality's plans for coastal development (Umeå Kommun Kustplan, 2013). Even if second-home tourism is important, it has a limited impact on destinations development, mainly in terms of employing people and generating significant economic benefits.

To sum up, alternative approaches make it possible to look at destinations' development from new angles and put the complexity of the reality into a wider, more holistic, picture. Even so I would argue that none of these theories can stand alone and be representative for the studied touristic areas. Rather it is needed to consider a combination of all discussed conceptual frameworks in order to have a full understanding. Thus, I would conclude that the TALC model cannot always explain the emergence (see Norrbyskär) and evolution (see Holmön) of destinations at a micro scale. It however gains power in identifying patterns and tendencies when combined with other approaches. The need to rethink and improve the practical applications of the model is demonstrated by this study.

Q2. What is the current situation and main challenges these places are dealing with?

There is a general belief that the coast in North of Sweden is a cold and unattractive place for summer seaside resorts, however the results show that both from entrepreneurs' perspective and tourism offices, the coast has much potential and its attractiveness is not yet exploited. Umeå's shoreline can compete with other destinations from the South of Sweden even if the season is shorter. The successful evolution of coastal campsites and resorts even farther North (like Byske and Pite Havsbad) is a good example. As one respondent mentioned, developing a summer resort in Umeå would mean creating '*an even more successful place*', since the potential market is greater and there is a demand for it (Resp.7). At the same time Umeå can offer not only sea, beaches and camping, but also a cultural and natural heritage.

Being remote places these small destinations face a lot of challenges and they can rise different conflicts. The main problem identified is the communication and accessibility, which is an important barrier in opening the access to wider public. Other challenges refer to a need for more investors and entrepreneurs; a better promotion; more help and involvement from the municipality part, mainly in facilitating infrastructure and supporting with funds; the seasonality and short summer season, as well as having a changeable weather with the difficulty to connect the visitor numbers with the needed employees. At the same time, the coastal destinations have a large number of second home owners, typical image for the Swedish coast, thus identifying the real number of tourists is difficult. For Norrbyskär, since

there are no permanent residents, a possible conflict can be identified between summer-home owners and business companies operating there and wanting the development. This is an important issue that many areas faces and it needs to be tackled and investigated more in depth.

The way that authorities at county and municipal level choose to use the EU funds and support destinations is not in favour of the coast. Umeå is known for its university and hospital, sectors that employ a lot of people and they are certainly important for the municipality, thus the decision makers and developers are satisfied with how the city develop. Tourism was not considered an important sector until recently. Furthermore, from the DMO company perspective, developing the coastal tourism was not identified as a priority since they had other target groups: like developing the city centre, the shopping tourism, event and cultural tourism. As a result, the locals and local companies along the coast are very much on their own and trying to do their best to push the development.

Q3. Which strategies can be followed for rejuvenating the destinations?

Within the tourism literature, the rejuvenating strategies are mainly focused on maturing destinations which face decline after reaching their maximum potential and exceeding the carrying capacity. The present paper shows that a destination can face decline even if not fully developed (e.g. Norrbyskär), or risk not to follow the evolutionary stages of growth, as Butler describes them (e.g. Holmön), as consequences of external threats and internal problems.

As a response to external threats the purpose is to increase competitiveness and this can be done by *transformation* and *repositioning* of destinations' image as touristic places. It refers to finding and promoting the *uniqueness* of the islands, to *enhance the product and service quality*, to exploit a *diversified range of resources* (especially cultural, historical, and natural) and to attract visitors who would have special interests and a higher expenditure capacity.

It is worth noting here that coastal tourism in Umeå municipality is not characterized by the classical 3S tourism (sun, sand and sea). The beach alone does not play so much role, it is rather 'the lure of the sea', as Marjavaara (2008) puts it, that attracts people. As mentioned before, the few sandy beaches encountered are characterized as remote and rural (Williams, 2009). This is considered by itself a source of attractiveness on one hand, since a study conducted in Wales UK showed that people may prefer rural and remote beaches, with basic facilities or no facilities at all (Ibid.). On the other hand, these types of beaches do not support the development of mass tourism since people at the end of the day want to have decent and hygienic conditions for their stay. Consequently, for Holmön and Norrbyskär it is suggested that the focus should be on developing other attractions and activities and not on the beach. The strategies of *product diversification* and *identity enhancement* create opportunities for emphasizing the '*Swedish identity*' of those islands in order to differentiate from other seaside destinations and be unique. The 3S tourism has a greater potential to be developed along the shoreline and not into the archipelago. In 2013 Umeå municipality had proposed 10 sandy

beach spots along the coast which have potential for development as bathing places for a wider public access (Figure 5). Sandy beaches are of great importance for attracting sun and bath tourism and creating outdoor recreation facilities, while being so few (only less than half a percent of beaches along Umeå's coast consists of sandy beach; pebble beaches and vegetation-covered soft beaches are much more common) rises the need for careful and strategic planning of points of development.

At the same time the focus on nature-based tourism should be treated carefully in the case of Holmön, as the biggest part is nature reserve. The tourists can be a destructive force, so very quick development is not desirable. It could be argued that 'developing the tourism' and expecting a quick growth is not a good strategy for this destination since it will come in conflict with other interests at different levels. Again, increasing the quality of the existing facilities can allow visitors with special interests and higher expenditure to have a longer stay.

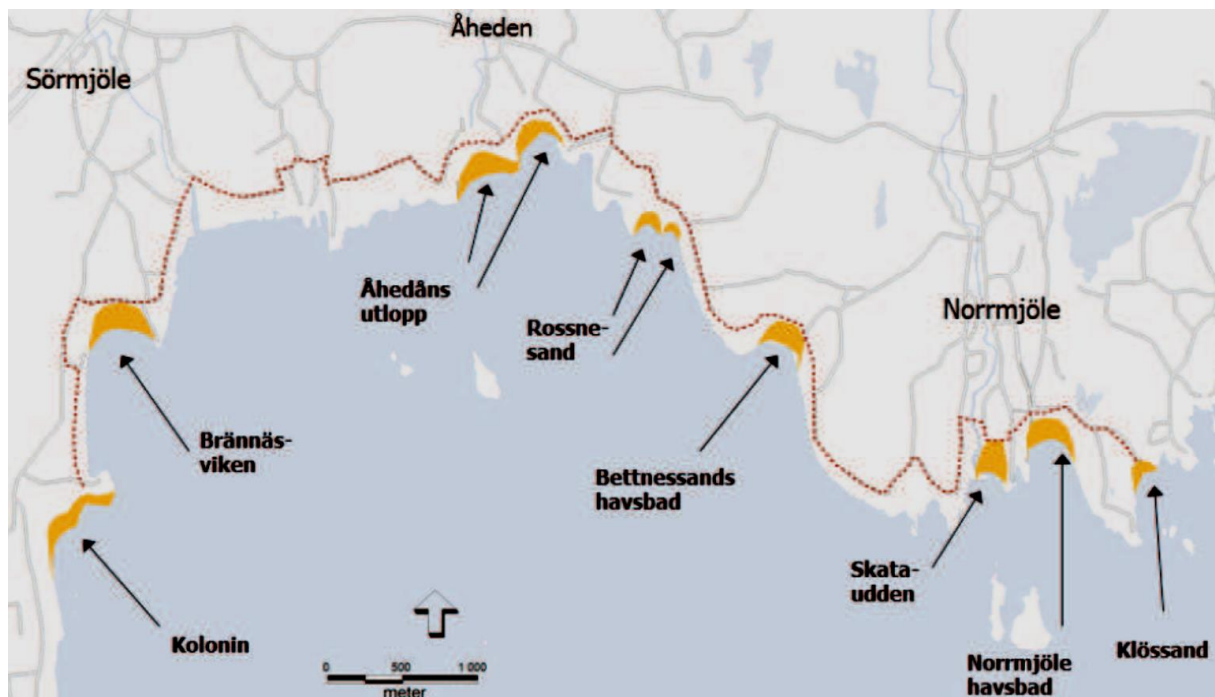


Figure 5. Umeå's 10 beaches with high potential for development proposed by Umeå municipality. Source. Umeå Kommun Kustplan (2013)

Solving the internal problems and conflicts that Norrbyskär and Holmön are dealing with can increase the attractiveness of the places. The strategic form suggested is *product and labour reorganization*, meaning to adapt to tourists' demand by a *flexibility in service, labour and production offered* (e.g. temporary ferry lines for groups, summer bus lines for visitors, flexible working force, etc.), to focus on *innovation and technical improvements* of the existing facilities, to increase the *collaboration and cooperation* not only between the actors in the community but mainly with external agents (like municipal authorities, regional developers, tourist office and DMO organization, research centres and university, etc). At present the cooperation with DMO is mainly for marketing purpose; they have them in brochures and websites, and it is also a good way to show that Umeå's tourism is more diversified, but there

is no real cooperation in terms of creating network places where they can meet and discuss, to develop plans and strategies together. Neither there is cooperation with research centres, even if the DMO could take advantage of a very good university in the city and a powerful department for human geography and tourism. Only for the last two years they started to cooperate on the 'event tourism' side.

A market segment to be exploited more are the students from the university, especially international exchange students who are more curious in discovering the surroundings and are willing to travel. They are already an important group among winter visitors for Holmön, as mentioned by respondent 3, and present a good potential market especially for winter tourism, in order to withstand with seasonality. In summer there are tourists coming anyway. The students from Umeå are not very familiar with Umeå's surroundings, they travel far north or west in places more advertised, even if the same winter experience they can have here. Thus, the place must be promoted more and made known to this segment of people, with the necessary condition that the communication to and from the island is being improved. The ferry to Holmön is free which is good for students, and the prices at the hostels are low, but only one hostel during the winter is open for overnight stay.

For both destinations it is important to attract more domestic and international visitors as this means import of financial capital into the municipality. The city of Umeå has many visitors coming from abroad or other parts of Sweden, mainly for business or culture, and the regional planners could take advantage.

Q4. What is the role of entrepreneurs in the development and rejuvenation process?

Although Umeå's coastline has a combination of both high cultural and natural values, today however, the tourism and hospitality industry is characterized by few businesses run by a few entrepreneurs. The *role of entrepreneurs* as triggers of the development is emphasized in many literature studies, having a greater weight in the chaos theory (Russell and Faulkner, 1999, 2004; Agarwal, 2002). The theory can be tested in the case of Pite Havsbad where the findings show that entrepreneurs have been very important for the development of the resort as it is today, this from the very beginning when the first entrepreneur Elof Söderberg started until today with the procurement of the resort by Hilding Holmqvist. For Umeå's coastal destinations however, big companies or influential entrepreneurs are not considered to be the solution. For small communities that have so many practical problems the most important thing is to cooperate together, to have a good local network system. The classical meaning of big investments, great entrepreneurship, does not characterize Umeå's coast, neither is it considered to be a viable solution for other destinations from the North of Sweden. At least not to the extent where cooperation and networks can bring.

It can be argued, though, that the emergence and success of the sawmill community in Norrbyskär was triggered by an entrepreneur, Frans Kempe, therefore the initial role of entrepreneurs was important. Even so, the sawmill community declined and disappeared due

to external pressure. Thus the successful entrepreneurship is not a guarantee that a destination will succeed and last for a long time. I could identify the network system and collaboration being more important for the destinations in this geographical and socio-economic context.

The different stakeholders in the destinations do collaborate a lot and have quite strong ties between them: being small communities makes it easier for them to discuss with each other and to reach an agreement. However the cooperation between the DMO/tourist office and the small areas along the coast need to be deeper and more productive.

Policy implications

Even if the purpose of this study was to look at the destinations of Norrbyskär and Holmön from touristic perspective, the findings emphasize issues and tensions, as well as opportunities within destinations that regional development policy makers could consider. Developing tourism goes hand in hand with improving socio-economic conditions of remote areas, and can be a solution for mitigating demographic outmigration. It is suggested to look more closely at the challenges and possibilities associated with developing tourism, as this development will bring with it positive linkages with other sectors in the economy.

The goal of regional policy makers when it comes to the development of remote areas is mainly focused on attracting permanent residents and reducing the outmigration (Holmöns utvecklingsforum, 2000). This can be done only when an attractive living environment and better opportunities for jobs have been created. Developing facilities for tourism sector, e.g. improving the infrastructure and accessibility, creating an attractive recreational outdoor environment, encouraging and supporting start-up companies (such as shops, restaurants, cafeterias, service-businesses etc.) can create conditions so that people will choose to remain and live on the islands. In order to reduce outmigration it is suggested to empower more people to work in tourism, by allowing them access to entrepreneurial opportunities and giving them a sense of ownership in the sector. Tourism development can benefit not just tourists but as well the local community and the wider society.

Norrbyskär, due to its location and history, can be regarded as an ideal place to be developed and transformed into a resort with many facilities and activities, more hotels, restaurants, businesses and of course winter activities. This however is difficult to be achieve without municipality's help and/or involvement. The amount of money needed is too high to be supported by private persons. A feasible solution is to combine the public and private entrepreneurship, and to create conditions for small companies to be involved in tourism activities and facilitate their growth. It is interesting that from business-representatives' perspective, the help and involvement of the municipality is considered insufficient

Both Norrbyskär and Holmön had a plan for development beginning in 2000 within the LEADER program (European Regional Development Funds), which had a lot of nice things for regional development, tourism being an important part, but few of them were implemented. The planners did not follow up after and it remained just strategies on the paper. On Norrbyskär the dioxin discovered into the soil, which date from the sawmill era, stopped the development for the last years, but it is hard to say if otherwise the municipality's plan would have been implemented, since in the case of Holmön the most of the goals remained unaccomplished. A stronger cooperation between policy-makers and local actors is needed.

Collaterally, Norrland's coast is part of the Bothnian Arc Project – a Swedish-Finnish cross boundary cooperation. The project aims to invest EU money and develop the northern coast of the Bay of Bothnia in the fields of business life, culture, tourism, research and education. In the field of tourism a challenging aim of the project is to promote the coastal region as an all-year-round destination 'complementary to Lapland' (Nilsson and Ankre, 2006, p.146), to extend the tourism season during wintertime, and develop infrastructure and related services. Umeå's coast, together with other resorts on the coast like Byske Havsbad and Pite Havsbad beneficiates consequently from the efforts of creating a common vision and making the Bothnian coast known to the rest of Europe. The results of this effort shall be seen in the future.

Further research

For further research, it will be interesting to analyse the attitude of second-home owners and local residents towards tourism and their role in tourism development. At a smaller scale, it is presumed that in the case of Norrbyskär the second home owners can be a barrier and pull-back the development, since they want to have the island as a 'summer-idyll' destination for themselves, not being very crowded. The same could be identified among older residents of Holmön who are locked in their nostalgic attitude toward the island's history. The NIMBY principle (Not In My Back Yard!) might be easily identified, which is a natural and expected reaction of local people towards any change that will threaten their property. The study of Erik Lundberg (2015) is among few done on Swedish coastal destinations who analyse the relationship between the level of development of a destination and their residents' attitude. Therefore, more research in the field can be done.

Another gap in the field refers to the effects of governance and partnership on tourism development, and the implication of policy-makers within the specific context of coastal tourism. As it is now, not much information is available on whether Holmön and Norrbyskär are following any particular strategy for further sustainable development.

List of references

- Agarwal, S. (1997) 'The resort cycle and seaside tourism: an assessment of its applicability and validity', *Tourism Management*, 18(2), pp. 65–73.
- Agarwal, S. (2002) 'Restructuring seaside tourism: The Resort Lifecycle', *Annals of Tourism Research*, 29(1), pp. 25–55.
- Agarwal, S. and Shaw, G. (2007) *Managing coastal tourism resorts : a global perspective*. Clevedon: Channel View.
- Ahnlund, M. (1978) 'Norrbyskär: om tillkomsten av ett norrländskt sågverkssamhälle på 1890-talet: the birth of a north Swedish sawmill community in the 1890s'. *Norrländska städer och kulturmiljöer*.
- Botterill, D. and Platenkamp, V. (2012) *Key concepts in tourism research*. London: SAGE
- Bramwell, B. (2004) *Coastal mass tourism : diversification and sustainable development in southern Europe*. Clevedon ; Buffalo: Channel View Publications (Aspects of tourism; 12).
- Brotherton, B. (2008) *Researching hospitality and tourism : a student guide*. Los Angeles; London: SAGE.
- Butler, R. W. (1980) 'The Concept of a Tourist Area Cycle of Evolution: Implications for Management of Resources', *Canadian Geographer / Le Géographe canadien*, 24(1), pp. 5–12.
- Butler, R. W. (2006a) *The tourism area life cycle Vol. 1 Applications and modifications*. Clevedon Channel View.
- Butler, R. W. (2006b) *The tourism area life cycle Vol. 2 Conceptual and theoretical issues*. Clevedon Channel View.
- Camping.se (2015) *Boende på Sveriges campingplatser*. Available at: <http://www.camping.se/sv/> (Accessed: 2 May 2015)
- Carson, D. (2014) 'Around the world in 55 years: lessons from other meetings of northern scholars'. *Thriving Northern Communities*, Storuman, Sweden, 9 December.
- Christaller, W. (1964) 'Some considerations of tourism location in Europe: The peripheral regions-under-developed countries-recreation areas', *Papers of the Regional Science Association*, 12(1), pp. 95–105.
- Claver-Cortés, E., Molina-Azorín, J. F. and Pereira-Moliner, J. (2007) 'Competitiveness in mass tourism', *Annals of Tourism Research*, 34(3), pp. 727–745.
- Cooper, C. and Jackson, S. (1989) 'Destination life cycle: The Isle of Man case study', *Annals of Tourism Research*, 16(3), pp. 377–398.
- Debbage, K. G. (1990) 'Oligopoly and the resort cycle in the Bahamas', *Annals of Tourism Research*, 17(4), pp. 513–527.
- Dicken, P. (1998) *Global shift: transforming the world economy*. 3rd ed. London: Chapman.

- Enetjärn, A. and Molander, L.-L. (2011) *The Kvarken archipelago guide*. Available at: <http://www.kvarkenguide.org/indexen.html> (Accessed: 5 May 2015)
- Faulkner, B. (2002) 'Rejuvenating a Maturing Tourist Destination: The Case of the Gold Coast', *Current Issues in Tourism*, 5(6), pp. 472–520.
- Faulkner, B. and Russell, R. (1997) 'Chaos and complexity in tourism: In search of a new perspective', *Pacific Tourism Review*, 1(2), pp. 93–102.
- Gale, T. (2007) 'The Problems and Dilemmas of Northern European Post-mature Coastal Tourism Resorts', in Agarwal, S. and Shaw, G. *Managing coastal tourism resorts : a global perspective*. Clevedon: Channel View, pp. 21–39.
- Grabher, G. (2009) 'Yet Another Turn? The Evolutionary Project in Economic Geography', *Economic Geography*, 85(2), pp. 119–127.
- Hall, C. M. (2005) *Tourism: rethinking the social science of mobility*. Harlow: Pearson/Prentice Hall.
- Hall, C. M. (2006) 'Introduction', in Butler, R. W. *The tourism area life cycle Vol. 2 Conceptual and theoretical issues*. Clevedon, Channel View.
- Hall, C. M., Müller, D. K. and Saarinen, J. (2009) *Nordic tourism : issues and cases*. Buffalo: Channel View Publications (Aspects of tourism; 36).
- Haywood, K. M. (1986) 'Can the tourist-area life cycle be made operational?', *Tourism Management*, 7(3), pp. 154–167.
- Haywood, K. M. (2006) 'Evolution of Tourism Areas and the Tourism Industry', in Butler, R. W. *The tourism area life cycle Vol. 1 Applications and modifications*. Clevedon, Channel View, pp. 51–69.
- Hjalager, A. (2010) 'Regional Innovation Systems: The Case of Angling Tourism', *Tourism Geographies*, 12(2), pp. 192–216.
- Holmöns utvecklingsforum (2000) *Vi formar framtiden på Holmön : Framtidsfolket på Holmön presenterar utvecklingsplan för 2000-2010*. Holmön: Holmöns utvecklingsforum.
- Ioannides, D. (1992) 'Tourism development agents: The Cypriot resort cycle', *Annals of Tourism Research*, 19(4), pp. 711–731.
- Iphofen, R. (2009) *Ethical decision making in social research: a practical guide*. Basingstoke: Palgrave Macmillan.
- Järkeborn, H. and Johnsson, C. (2001) *History and development : documentation and development of seaside tourism in the North Sea region*. Halmstad: Landstinget Halland.
- Kitchin, R. and Tate, N. J. (2000) *Conducting research in human geography: theory, methodology and practice*. Harlow: Prentice Hall.
- Löfgren, O. (1999) *On holiday: a history of vacationing*. Berkeley, Calif: Univof California Press (California studies in critical human geography, 6).
- Lundberg, E. (2015) 'The Level of Tourism Development and Resident Attitudes: A Comparative Case Study of Coastal Destinations', *Scandinavian Journal of Hospitality and Tourism*, pp. 1–29.

- Ma, M. and Hassink, R. (2014) 'Path dependence and tourism area development: the case of Guilin, China', *Tourism Geographies*, 16(4), pp. 580–597.
- Marjavaara, R. (2008) 'Second home tourism : the root to displacement in Sweden'. Kulturgeografiska institutionen, Umeå universitet.
- Mason, J. and Brix Studsholt, A. (2001) *Analysis of the present situation and planning strategies : documentation and development of seaside tourism in the North Sea region*. Halmstad: County Council of Halland Landstinget Halland.
- Mclennan, C.-L., Ruhanen, L., Ritchie, B. and Pham, T. (2012) 'Dynamics of Destination Development', *Journal of Hospitality & Tourism Research*, 36(2), pp. 164–190.
- Miossec, J.-M. (1977) 'Un modèle de l'espace touristique', *Espace géographique*, 6(1), pp. 41–48.
- Nilsson, P.-Å. and Ankre, R. (2006) 'The Luleå Archipelago, Sweden', in Baldacchino, G. *Extreme Tourism: Lessons from the World's Cold Water Islands*. Elsevier, pp. 145–157.
- Norrbykärs Museum (2014) *Norrbykär: Museum, sommarläger, boende och aktiviteter*. Available at: <http://www.norrbyskar.se/> (Accessed: 25 April 2015).
- Papatheodorou, A. (2006) 'TALC and the Spatial Implications of Competition', in Butler, R. W. *The tourism area life cycle Vol. 2 Conceptual and theoretical issues*. Clevedon Channel View, pp. 67–82.
- Prats, L., Guia, J. and Molina, F.-X. (2008) 'How tourism destinations evolve: the notion of Tourism Local Innovation System', *Tourism & Hospitality Research*, 8(3), pp. 178–191.
- Prideaux, B. (2009) 'Coastal Tourism', in Prideaux, B. *Resort Destinations: Evolution, Management and Development*. Routledge, pp. 171 – 199.
- Romão, J., Guerreiro, J. and Rodrigues, P. (2013) 'Regional tourism development: Culture, nature, life cycle and attractiveness', *Current Issues in Tourism*, 16(6), pp. 517–534.
- Russell, R. (2006) 'Chaos Theory and its Application to the TALC Model', in Butler, R. W. *The tourism area life cycle Vol. 2 Conceptual and theoretical issues*. Clevedon Channel View, pp. 164–179.
- Russell, R. and Faulkner, B. (1999) 'Movers and shakers: chaos makers in tourism development', *Tourism Management*, 20(4), pp. 411–423.
- Russell, R. and Faulkner, B. (2004) 'Entrepreneurship, Chaos and the Tourism Area Lifecycle', *Annals of Tourism Research*, 31(3), pp. 556–579.
- Sanz-Ibáñez, C. and Clavé, S. A. (2014) 'The evolution of destinations: towards an evolutionary and relational economic geography approach', *Tourism Geographies*, 16(4), pp. 563–579.
- Smith, S. L. J. (1995) *Tourism analysis: a handbook*. 2. ed. Harlow: Longman.
- Statistics Umeå (2014) *Ekonomiska och sysselsättningsmässiga effekter av turismen i Umeå kommun. Åren 2001-2013*. Visit Umeå
- Statistiska Centralbyrån (2015) *Statistics of Sweden (SCB) webpage*. Available at: <http://www.scb.se/sv/> (Accessed: 8 April 2015).

Strapp, J. D. (1988) 'The resort cycle and second homes', *Annals of Tourism Research*, 15(4), pp. 504–516.

Tillväxtverket (2012) *Tourism in Sweden*. Available at: <http://www.tillvaxtverket.se> (Accessed: 15 April 2015).

Travis, A. S. (2011) 'Resorts are Not Forever', in Travis, A. S. *Planning for Tourism, Leisure and Sustainability: International Case Studies*. CABI, pp. 279–286.

Umeå Kommun (2013) *Kustplan antagen 2013 - nätversion.pdf*. Available at: http://www.umea.se/download/18.2e2a679313f614d3c2b58dd/1372835695019/Kustplan_antagen_2013_n%C3%A4tversion.pdf (Accessed: 9 April 2015).

Visit Norrbyskär (2011) *Visit Norrbyskär | Västerbottens skärgård*. Available at: <http://visitnorrbyskar.se/> (Accessed: 4 May 2015).

Wall, G. (1982) 'Cycles and capacity: Incipient theory or conceptual contradiction?', *Tourism Management*, 3(3), pp. 188–192.

Weiermair, K., Peters, M. and Schuckert, M. (2007) 'Destination Development and the Tourist Life-cycle: Implications for Entrepreneurship in Alpine Tourism', *Tourism Recreation Research*, 32(1), pp. 83–93.

Weizenegger, S. (2006) 'The TALC Model and Protected Natural Areas: African Examples', in Butler, R. W. *The tourism area life cycle Vol. 2 Conceptual and theoretical issues*. Clevedon, Channel View, pp. 124–137.

Williams, A. (2009) 'Definitions and Typologies of Coastal Tourism Beach Destinations', in Jones, A. L. and Phillips, M. R. *Disappearing Destinations: Climate Change and Future Challenges for Coastal Tourism*. CABI, pp. 47–65.

Appendix A

Interview guide

*questions addressed only to representatives from tourist offices, DMO

Background:

1. I would firstly want to know what is your exact position at 'X' (company name)? Can you describe a little bit your tasks, responsibilities? For how long have you worked there?
2. Why were/are you interested in this business/tourism?

The coastal tourism phenomenon:

3. How important is tourism *in general* for the community, from the economic and sociologic perspective? Is it an important sector?
4. What are the main forms of tourism? Do people come mainly for leisure purposes, for the events, for business and conferences?
5. What is your attitude toward the *coastal tourism* in particular? What do you think about the coastal tourism?
 - do you think is developed enough/ limited / insufficient?
6. *Are there any restrictions for developing the coast? (from legal or organizational perspective)
7. *How important is X resort/destination for the development of the coast? When it comes to attract more people, generate jobs, money income...

The destination's evolution and particularities:

8. How did the resort/destination 'X' evolved through ages?
 - Did it started from municipality initiatives or private entrepreneurs?
 - How was the tourism flow like?
 - How did the ownership structure changed?
9. What was the main barriers / challenges that the destination had to overcome?
10. Which investment has been made?
 - Was is mainly from private firms/entrepreneurs, or from public funds and initiatives?
 - How important was the role of these persons in the success of the resort?

11. What kind of tourists visit the destination/resort now?
 - Day trippers – long term visitors,
 - Locals – from further away
 - International visitors, second home owners
12. What is the accessibility to the destination? How do the tourists get to and from the destination?
13. What do you think is the main attraction for them at the destination? In other words, except for bath and beach is there something else that one can do and see?
14. How do the seasonal variations affect the coastal tourism, considering that is mainly a place for summer tourism? What are the strategies to extend the season and market area?

Identifying the network system of the destination:

15. Is there any cooperation with the municipality, or the resort, respectively?
 - How strong is your cooperation with other actors: other touristic companies/agencies, transport companies, hotels, restaurants, etc.
16. Is there any cooperation with research centres, universities etc.? Do you work on common projects in terms of bringing knowledge and developing strategies?
17. How do you see the development of the coast in the future? What is needed to be done in that sense? Do you see any problems in achieving it?
18. *Do you consider the climate change will affect the coastal tourism in the future?
19. Is there something that you want to add, that you consider is important to mention?
20. *General statistical data, in terms of: how many tourists visit annually, how long do they stay, for what purpose (for leisure, business tourist, conference purpose)?

Appendix B

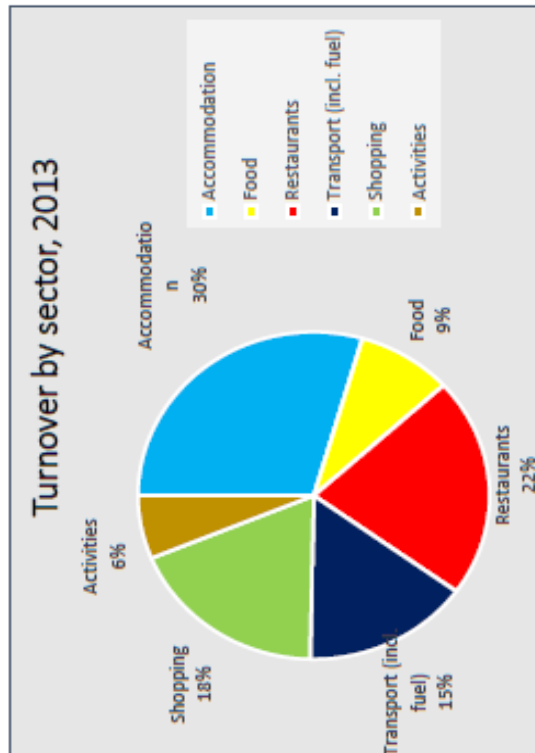
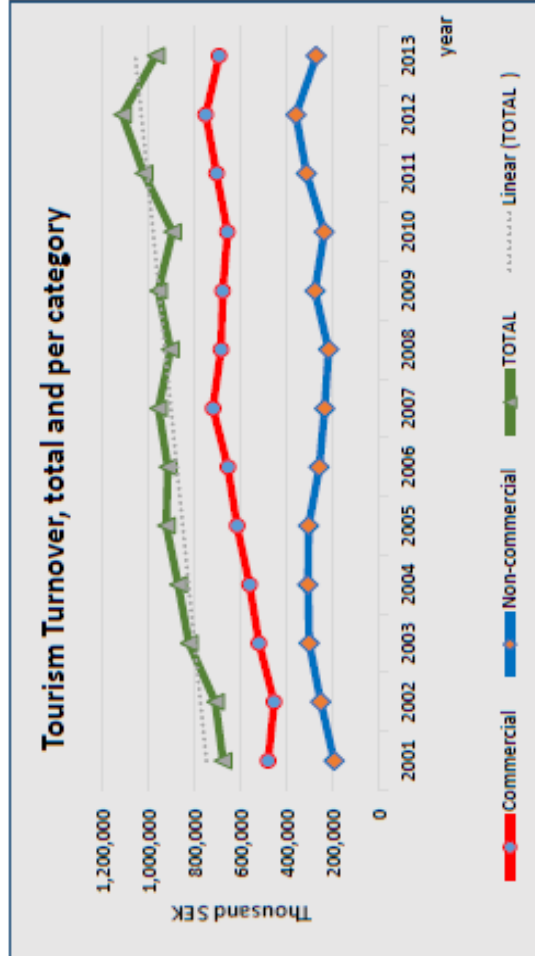
Tourism turnover, total and per category
Source: Statistics Umeå (2014)

Category (thousand SEK)*	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Commercial													
Hotel	397064	364984	406173	448634	470319	518878	552693	506228	458507	471111	463630	502103	497298
Holiday village	1119	836	992	296	305	694	656	618	730	0	0	0	9359
Camping site	23155	28761	32210	30737	30028	28896	24080	24536	28411	23694	27345	28999	15462
Hostel	3727	6472	6487	7519	14674	13821	16775	17740	15837	22694	25332	27406	22166
Group accommodation	-	-	-	-	-	129	76	197	213	218	273	333	446
Marina/guest harbours	82	325	318	348	341	381	467	564	518	497	725	636	441
Other accommodation	0	95	145	286	235	228	221	275	249	246	250	250	645
Day visit	57605	55397	75941	75074	101341	94111	126525	136949	175096	140956	188639	193318	149660
Total commercial	482752	456870	522266	562894	617243	657138	721493	687107	679561	659416	706194	753045	695477
Others													
Free camping	1450	1810	2484	1636	2010	1467	2069	2214	1852	3793	3604	3256	4510
Second homes	7489	6172	8353	11720	8148	8065	7506	7382	5481	6800	39452	34696	47594
Visit Friends & Relatives	163039	220513	266175	267095	264724	219301	194439	175984	237631	193421	236293	285714	183082
Transit travellers	23517	25913	27230	29169	32081	31952	32847	34265	34573	34331	36588	38446	38523
Total others	195495	254408	304242	309620	306963	260785	236861	219845	279537	238345	315937	362112	273709
TOTAL	678247	711278	826508	872514	924206	917923	958354	906952	959098	897761	1022131	1115157	969186

*Note that the numbers listed for "Hotel" refers to hotel guests' expenditure for the six sectors (accommodation, food, restaurants, transport (incl. fuel), shopping, and activities) and not what they spend on hotels. The same applies to other categories. With 'Commercial' means those categories where visitors pay an accommodation charge for accommodation or make a day visit. These are influenced by traditional marketing to visit the municipality.

Tourism Turnover by sector
Source: Statistics Umeå (2014)

Sector (thousand SEK)	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Accommodation	221336	213880	250941	264517	288585	319119	327496	300526	234041	241060	273464	275469	285605
Food	56883	72652	84378	79874	81521	65648	55408	57891	76753	66353	89213	97915	84808
Restaurants	146265	139361	177300	195276	189193	208700	227641	222111	236647	214879	217125	250490	210666
Transport (incl. fuel)	102087	100976	106618	111906	124752	111939	116352	108651	130001	111578	147740	149041	149114
Shopping	115154	145155	163724	174326	189626	164487	176533	163379	212469	211350	227365	263436	178377
Activities	36522	39254	43548	46614	50529	48031	54925	54394	69186	52541	67224	78807	60616



Tourists - Overnight Stays, Umeå municipality
Source: Statistics Umeå (2014)

Category (guestnights)	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Commercial													
Hotel rooms (overnight stay)	238594	237460	253703	245193	243331	250987	262561	262323	272,201	276,041	289,306	275,963	277,630
Hotel guests (overnight stay) - business	301397	303363	322143	314368	325539	344351	353561	343380	358,489	364,355	376,629	365,964	373,627
- leisure	181743	167530	193301	188893	202485	222367	225218	209462	180,189	175,984	193,335	179,896	174,466
	119654	135833	129042	125475	123054	121984	128343	133918	178,300	188,371	183,294	186,068	199,161
Camping/ Holiday village	103899	115625	125732	113850	110441	95572	80227	79395	86,088	72,901	82,831	75,532	66,855
Hostel guests (overnight stay)	12024	10970	11795	13796	19566	20941	24312	23039	22,625	27,846	30,706	28,167	31,711
Group accommod. Marina/ harbor	658	2503	2359	2323	2131	2115	2595	2821	2,160	2,160	2,590	2,800	1,845
Other stays	0	269	420	828	702	682	660	820	547	540	550	550	1,065
Total commercial	417,978	432,730	462,449	445,165	458,379	463,945	461,521	449,888	470,299	468,202	493,806	473,563	475,798
Other stays						284	166	433	390	400	500	550	695
Non-commercial													
Free camping	7630	8620	11290	7115	8040	5870	8275	8855	7,261	14,590	13,860	12,195	17,685
Second homes	53495	41150	57610	73247	49380	46088	39504	37858	37,035	41,973	264,776	307,046	393,339
Visit Friends & Relatives	836096	1050060	1267500	1187087	1203290	996822	845386	748866	958,188	997,016	1,088,910	1,236,858	839,825
Total other	897,221	1,099,830	1,336,400	1,267,449	1,260,710	1,048,780	893,165	795,579	1,002,484	1,053,579	1,367,546	1,556,099	1,250,849
TOTAL	1,315,199	1,532,560	1,798,849	1,712,614	1,719,089	1,512,725	1,354,686	1,245,467	1,477,783	1,521,781	1,861,352	2,029,662	1,726,647

From 2011 all second homes were included in calculations (including items owned by local residents) according to international tourism definition, and from year 2012 were includes overnight stays in foreign-owned holiday homes, which meant large increases. In Umeå, there are a total of 4948 holiday homes according to Statistics Sweden in 2012 including 45 foreign-owned items.