TOURISM STRATEGY
2016 – 2019
VISIT GREENLAND
DEAR READER

Tourism involves both the business community and the Greenlandic population on many levels, and is, as such, a significant contributor to the Greenlandic economy. Therefore, this strategy is directed widely at all who work directly or indirectly with tourism, from the operators who meet the tourists directly to municipalities and administrations dealing with the framework conditions for tourism, as well as educational institutions that help to create and disseminate knowledge about the profession.

The Visit Greenland tourism strategy 2016-2019 is an update to the 2012-2015 strategy based on the new national-level tourism strategy in order to respond to the changes that we have observed in the tourism industry globally and domestically over the past three years. Thus, the starting point of the strategy is a status of tourism today, planned framework improvements and documented trends in Greenland, as well as in the international market.

The strategy gives an overview of the priorities and adjustments necessary in order for Visit Greenland to continually and effectively promote development and growth in the tourism industry over the next three years.

Anders Stenbakken
Visit Greenland
A POSITIVE DEVELOPMENT CAN BE SEEN AND NEW DATA ARE AVAILABLE
After several years with a general decline, a positive development can be seen as new data are available.

The second half of 2015 saw an increase of 23.8% more tourists (excluding residents of Greenland) arriving in Greenland by airplane compared with the second half of 2014.

The third quarter of 2015 is the first point from which we can compare the flight passenger statistics with the same quarter the year before, as the flight passenger registration began in July 2014.

The mix of flight passengers according to country of residence is some of the most important data when determining the demand in different markets, and as we now have data that shows the development from period to period, it is even more valuable.

2015 marks the first year it has been possible to calculate exactly how many tourists have visited Greenland in a full calendar year.

The diagram to the left:
2015 saw a total of **22,390 cruise tourists**, of which 6,148 are also listed in the flight passenger numbers because they exchanged by airplane in Kangerlussuaq.

51,287 tourists were registered in the flight passenger numbers as leaving Greenland by airplane. When subtracting the 6,148 cruise tourists that were exchanged by airplane in Kangerlussuaq, we end up with 45,486 land-based tourists.

A total of **67,876 tourists visited Greenland in 2015** – 45,486 as land-based tourists and 22,390 as cruise tourists.

Source: stat.gl
The second half of 2015 was characterized by a strong growth of 49.4% in international tourists (excluding residents of Greenland and Denmark). At the same time, there were 8.8% fewer flight passengers who resided in Greenland than in the same period of 2014. The number of flight passengers residing in Denmark was largely unchanged.

Every second flight passenger in the second half of 2015 was a resident of a different country than Greenland and Denmark. In the same period of 2014, it was only every third passenger.

The Danish market is still the largest by far, even though its growth has stagnated.

There is an 11.3% increase in the total flight passengers in the second half of 2015 compared with the second half of 2014. There is a 23.8% increase in the number of tourists (excluding residents of Greenland) in the second half of 2015 compared with the second half of 2014.

There is a 49.4% increase in the number of international tourists (excluding residents of Greenland and Denmark) in the second half of 2015 compared with the second half of 2014.

To gain a deeper insight in to what Other Europe covers, Visit Greenland and Mittarfeqarfiit (the Greenland Airport Authority) have added Austria, Switzerland, Holland and Poland in 2016. Furthermore, the following Asian and South Pacific countries have been added: Hong Kong, Singapore, Malaysia, Indonesia, South Korea and Australia. Thus, 26 countries in total will be registered from 2016 and beyond.
At this point, it is possible to see the exact mix of nationalities among the tourists of Greenland in the entire year of 2015 due to the flight passenger registration by country of residence. Registration occurs at all 6 international airports in Greenland upon passengers’ departure from Greenland.

As registration did not begin until the third quarter of 2014, it is not possible to compare the annual 2015 data with annual 2014 data.

2015 MARKED A NEW RECORD YEAR
Up until 2015, 2008 was the year with the most flight passengers, with a total of 76,068. In 2014, the total number of flight passengers was 69,580. Now, 2015 marked itself as a new record year with a total of 80,862 flight passengers – an increase of 11.3% compared with 2014.

If developments in the various nationality markets seen in 2014 and 2015 are characteristic of developments in the coming years, the Greenlandic, and probably also the Danish, shares of the total number of flight passengers is likely to decrease, while virtually all other countries will increase in both share and volume.
There was growth in cruise tourism in 2015 for the first time since 2010.

The growth in the number of cruise passengers in Greenland in 2015 versus 2014 is 10.8%. This breaks the negative tendency that has otherwise characterized the cruise tourism industry since 2010, which was a decline of 33% from 2010 to 2014.

On 1 June 2015, the Government of Greenland changed the passenger tax to a port call-based fee, based on gross tonnage per port call per day. The change in taxation has significantly reduced the costs to sail in Greenland, especially for the large ships with many passengers and few port calls. Smaller ships carrying fewer passengers with many port calls have a smaller financial benefit of the change.

As the planning horizon for the large cruise lines often is at least two years, it is unlikely that the growth in 2015 is due to the recent changes in the cruise taxation. Instead, it must be attributed to a renewed interest and demand for cruise port calls in Greenland. It is, however, to be expected that the change in taxation will contribute to further growth in the number of cruise passengers in Greenland in the coming years.

2015 was the first year that country of residence was registered among cruise passengers. The top 10 countries were Germany (46.5%), USA (13.4%), UK (7.4%), Canada (7.2%), France (4.4%), Denmark (3.5%), Switzerland (3.2%), Australia (2.7%), Austria (2.4%) and China (1.7%).
As mentioned previously, 22,390 cruise passengers came to Greenland in 2015. When looking at how many passengers visited which ports, the combined figure is naturally bigger, as in most cases, passengers visit several ports during a single cruise in Greenland.

The dotted lines group individual cities into the following municipalities: Qaasuitsup, Qeqqata, Sermersooq West, Kujalleq, and Sermersooq East.

The diagram above gives an overview of cruise tourism in Greenland, but only from one perspective – how many passengers visited each port.

A recent survey conducted by G.P. Wild on cruise passengers in Greenland gives an economic impact perspective. Results showed that, on average, each passenger spent € 49.37 (approximately DKK 368) on excursions, etc. per port call, the equivalent of a total of DKK 25 million spent in Greenland in 2015.

Based on the information available to Visit Greenland, Greenland was visited by approximately 30 different ships in 2015.

- 13 expedition ships with up to 200 pax
- 5 small ships with up to 500 pax
- 6 middle ships carrying from 500 – 1.200 pax
- 6 large ships, over 1.200 pax
OVERNIGHT STAY STATISTICS: NUMBER OF OVERNIGHT STAYS AND NUMBER OF GUESTS IN ACCOMMODATIONS

Overnight stay statistics in the first 9 months of 2015 compared with the same period of 2014 show an increase in the number of overnight stays of 0.8% for tourists, and a total increase of 5.1% for all overnight guests, including Greenland residents.

Looking at the number of guests, you can see that there has been a growth of 3.6% for tourists and a total growth of 8.2%.

Comparing the statistics of overnight stays, you can see that each tourist, in average, stayed overnight fewer days in 2014.

Initially it seems surprising that the documented growth in the number of tourists in Greenland is not reflected in an equal growth in overnight stays or number of guests in accommodations. The statistical basis is, however, only based on reports from 38 accommodations (primarily hotels) out of at least 78 accommodations in Greenland. In order to show an accurate picture, there is a critical need to provide a method of registration that includes not only reports from hotels and seamen’s homes, but also from Bed & Breakfasts, camps and other private lodging.
2015 is the first year that Greenland.com attracted more than 1 million users (1.09 million). The largest audiences came from the following countries:

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>31.5%</td>
</tr>
<tr>
<td>Denmark</td>
<td>12.6%</td>
</tr>
<tr>
<td>Germany</td>
<td>10.0%</td>
</tr>
<tr>
<td>Great Britain</td>
<td>8.6%</td>
</tr>
<tr>
<td>India</td>
<td>4.3%</td>
</tr>
<tr>
<td>Greenland</td>
<td>3.7%</td>
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<tr>
<td>Switzerland</td>
<td>1.7%</td>
</tr>
<tr>
<td>France</td>
<td>1.4%</td>
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</tbody>
</table>

Greenland.com generated 30,356 conversions – when a user clicks to a tour operator’s advertisement and website.

- 76% of users reached Greenland.com via searches on search engines (e.g. Google).
- 14% of users type Greenland.com in the Internet browser.
- 6.3% of users reached Greenland.com via links on other websites.
- 2.1% of users reached Greenland.com via social media (primarily Facebook).

Internet users in general tend to become increasingly impatient and will move on if they are not captured within seconds. To compare usage on Greenland.com this year versus last year, this tendency can be observed by the fact that slightly fewer pages are opened per visit, and slightly more users leave Greenland.com without clicking on to the website.

As a consequence, Visit Greenland has improved the user experience on the landing page of Greenland.com and has added a social media feed. The new landing page was launched on 1 March 2016.

The goal is to get users to open more pages on the site and pave the way from inspiration to purchase.
Historically, the primary air access to Greenland was via Copenhagen, Denmark.

As new air routes to Greenland opened via Reykjavík, Iceland, access was created to new markets and facilitated product development of combination trips to both Iceland and Greenland. This is why an in-depth understanding of tourism in Iceland is necessary to make strategic priorities of the new markets for tourism in Greenland.

The three largest international markets for Icelandic tourism are USA, Great Britain and Germany. In terms of year-over-year growth in 2015 versus 2014, the greatest growth is observed in the Chinese market with 83%.
The graph above shows the travel patterns of the three largest markets of Iceland—USA, Great Britain, and Germany—throughout the year in 2014.

In terms of tourism in Greenland, there is need to expand the seasonality further than the primary months of June, July and August. In Iceland, tourists from Great Britain are particularly active in the periods January-April and October-December. Thus, the Great Britain market is an obvious target when focusing on increasing visits to Greenland in the shoulder season.
NEW ROUTES AND INCREASED AIR SERVICES
For the 2016 summer season, Air Greenland has announced increased international air service in the form of a new summer air route between Keflavik and Ilulissat, as well as more departures to Narsarsuaq from Kastrup, and at a cheaper price point than previous years. The two daily Air Greenland flights between Kastrup-Kangerlussuaq on Mondays and late flight departures from Kastrup on Tuesdays and Wednesdays make same day connections possible from Europe during the summer.

Furthermore, for the 2016 summer season, Air Iceland announced a new summer air route of its own between Keflavik and Kangerlussuaq. They will fly with the flight type Bombardier Q400 which has a capacity of 76 passengers.

A PLANNED NEW GREENLANDIC AIRPORT STRUCTURE
In 2015, the first political steps were taken to renew the Greenlandic airport structure in order to create even better growth conditions for the business community in the long term. The airport projects require large investments and will stretch over several years. The profitability of these new airports in Nuuk, Ilulissat, and Qaqortoq will depend on increased tourism through them. This means that community investments must go hand in hand with a targeted marketing effort that is to be supported by Visit Greenland.

CONCESSIONS
One improvement of the growth conditions for parts of the tourism industry was the passing of the framework law on concessions in the spring of 2015. The framework law ensures that Greenlandic-based companies that have developed a special experience product in a certain area can run their businesses without risking competition from other operators offering the same product in the same area.

The concessions are especially important for recreational fishing, trophy hunting, wildlife camps and heli-skiing. They lay the necessary foundation for the development of a responsible and sustainable tourism that ensures ownership for the Greenland-based businesses.

A CHANGE IN THE CRUISE TAXATION
Prior to the summer of 2015, a barrier for growth in the cruise industry has been the very high passenger tax that has now been replaced by a port tax, as previously mentioned. For the majority of cruise lines, this will mean a significant reduction of expenses. It is expected that this initiative will further strengthen the growth in the cruise industry.

PRODUCT DEVELOPMENT
In the experience part of the tourism industry, product adjustments and developments made through a partnership between Greenlandic operators and international travel agents are becoming common. Increasingly, more international travel agencies are adding Greenland to their portfolios.
INCREASED VISIBILITY
For the first time in the history of Greenland.com, the site registered more than 1 million visitors (2015). This is a significant development since the website’s inaugural year of 2011, when there were 425,000 visitors. The growth is headed by the international market.

GREENLAND ON TOP 10 AND TOP 20
Greenland, being a relatively overlooked destination in the past, has in the autumn of 2015 been added to the Lonely Planet Top 10 “Best in Travel 2016” list and the National Geographic Traveler’s Top 20 “Best Trips 2016” list.

These are two of the world’s most influential travel media, and being mentioned on these lists can give Greenland an extra boost in terms of tourism demand in 2016. Already, the mentions have led to placements on other top 10 and top 20 lists.

As a significant growth in tourism in Greenland is well-documented, and as a number of improvements have been made in terms of accessibility and framework, this strategy 2016-2019 relates to a growth scenario.
The previous pages paint a clear picture of a growing Greenlandic tourism industry with 23.8% more tourists in the second half of 2015 than the second half of 2014. In addition, both Air Greenland and Air Iceland will increase their air services, further strengthening the accessibility to Greenland from 2016 and on.

Two important points of the framework conditions have been improved for the tourism industry - the adoption of the framework law on concessions and the reorganization of the cruise tax. 2015 was also the year a political decision was made on a new airport structure, which will ultimately strengthen accessibility to Greenland even more.

All in all, this provides a realistic basis for expectations of growth, and it is this scenario that is the starting point for this tourism strategy. The question is, are we ready?

If the number of flight passenger tourists grows by 5% annually, the number of flight tourists will already have doubled from approximately 45,000 in 2015 to nearly 90,000 in 2030. The growth, however, may be even bigger because of the improved framework conditions and the increased accessibility.

**Growth Scenario for the number of Tourists Arriving in Greenland by Airplane with a 5% Annual Growth**
It is difficult to think that anyone would disagree that this growth in tourism should benefit Greenland and its population, but this will not happen automatically. It is up to Greenland tourism stakeholders to set a fair and realistic framework as to how to ensure this.

This strategy is aiming to define the framework of a responsible development in tourism that focuses both on securing the involvement of the local population and improving the investment and partnership framework for international stakeholders. There is no contradiction in having this dual objective, rather the contrary. A responsible tourism development is based on the needs of both parties being met.
The role of Visit Greenland in the development of Greenlandic tourism is outlined in the company statutes:

“The purpose of the company is to serve as the national tourism resource center of Greenland, to work to brand and promote Greenland as a tourist destination and to work to promote and develop the tourism industry and tourism activities in Greenland.

The purpose of the company is also to further and develop the experience and crafts industry.”

In order to concretize the purpose of Visit Greenland, five key areas of action that strategically frame the work areas of Visit Greenland have been defined:

- Market Development
- Visibility
- Season Expansion
- Accessibility and Framework Conditions
- Statistics and Documentation

All Visit Greenland projects and efforts are within the framework of these five key areas of action.
In the eyes of the surrounding world, Greenland is the definition of an adventure destination, and the Greenlandic Pioneering Nation brand is built on values based on the core elements of global adventure tourism. Product-wise, the focus is on support as well as the development of responsible and culturally- and economically-sustainable experience products.

FOR VISIT GREENLAND, THE TERM ADVENTURE TOURISM MEANS THAT A DESTINATION:

- Creates experiences that focus on active participation and bringing the guests close to nature and the local culture.
- Offers an experience universe with many levels of engagement and activity from unassisted sightseeing to guided tours and demanding expeditions.
- Focuses on a form of tourism that involves immersion at the destination and offers experiences rooted in the landscape and culture of the country.
- Creates products that enable the guests to challenge their own limits, be it culturally, intellectually or physically, thus making them feel like a pioneer.

In other words, adventure is first and foremost a mental attitude toward travel experiences and, as such, it is a subjective term depending on how each traveler likes to shape his or her own experiences.

Visit Greenland has observed a need to strengthen the focus of Greenlandic tourism on responsibility and sustainability. This in order for adventure activities, that are often sensitive to the effects of nature, environment and culture, to be able to develop in the future without straining the country’s resources.

TO VISIT GREENLAND, RESPONSIBLE TOURISM DEVELOPMENT:

- Contributes positively to the preservation of natural and cultural heritage.
- Minimizes negative environmental and social consequences.
- Offers experiences that create meaningful connections with the local population and thereby a greater understanding of the local cultural, social and environmental elements.
- Creates commercial areas of cooperation between local tourism operators and international travel agencies that are aimed at the tourism segments relevant for Greenland.
While adventure and responsibility are the core concepts that direct our development efforts, the framework for the individual guest and the businesses are the two practical focal points.

THE TOURIST
The basic knowledge on the different motives and preferences of the tourists that the segmentation work in the previous strategy period mapped out is the basis of how Visit Greenland approaches marketing and market development.

The conclusion of the segmentation work is that the tourists choose Greenland as a holiday destination for a variety of reasons that are based on the interests of the travelers.

A better understanding of the types of Greenland experiences the different tourist segments demand is the precondition to targeted sales and marketing activities, as well as to product adjustments and developments.

Experience products must of course be adapted to tourism segment demand and meet their expectations. Happy tourists are not just customers through their social networks; they also represent an effective shortcut to valuable and free marketing of Greenland as an adventure destination.

The right presentation of the experience products to the right customer segments is crucial. You may have a great tourist product, but if it is marketed to the wrong customers or agents, it may not sell at all. With our segmentation tools, we are today better equipped to target our work and use the right channels.

FRAMEWORK CONDITIONS
How to concretely create better growth conditions for the Greenlandic tourism industry now, regardless of when funding will be in place for building new or expanding existing airports, is the fundamental challenge we face today in the development of the tourism industry.

It is obvious that the development of Greenland as a tourist destination is limited by availability of airports and ports, aircraft capacity, and taxation and fares. These are barriers to tourism development in the country, and the solutions must be found in extensive infrastructural investments.

This, however, must not divert our attention from the fact that there is a long list of initiatives that must be carried out to improve growth conditions here and now, and that will also contribute to an increased interest in larger infrastructure investments.
VISION
Based on responsible adventure tourism as a core philosophy, the strengthened focus on the experience of the guest and the development of the framework conditions, Visit Greenland has formulated a 10-year vision for tourism in Greenland:

*By 2025, the tourism industry of Greenland is one of the leading industries of the country, and Greenland is an internationally known and sought after adventure and cruise destination. The Greenlandic tourism industry is known for its innovative profile, unique Arctic experiences and a tourism development focused on sustainability, responsibility and a local foundation.*

MISSION
Visit Greenland implements a prioritized and targeted international marketing of Greenland to adventure and cruise segments in cooperation with partners within and outside of Greenland.

At the same time, the company is working continuously to improve the framework conditions for the tourism industry. Working closely with industry stakeholders within and outside of Greenland, we are working with market development including the development of how to receive tourists and new experience products.

As a part of the marketing strategy and improving visibility, we continue to adjust and further develop the brand “Pioneering Nation” in order to build an internationally recognizable and positive Greenlandic image that strengthens the marketing of Greenlandic experience products and Greenland itself.

STRATEGIC AMBITION
The ambition of Visit Greenland is to:

- Work with the company job portfolio in clearly defined, measurable projects based on collaborations with stakeholders regionally, nationally and internationally thus creating synergy, co-ownership and co-financing.
- Ensure that the company’s market development priorities of primary markets and target groups/segments are always based on valid data and documentation.
- Focus on expanding the high season to optimize the use of existing infrastructure thus increasing the profitability of the business.
- Support and develop responsible and commercially viable quality products.
- That the collaboration between international sales channels and Greenlandic operators are continually strengthened.
- Ensure that the marketing of Greenland as a multi-faceted attractive adventure destination happens within the branding framework of Pioneering Nation.
Visit Greenland is a very small tourist counsel with a large mission. To best handle this challenge and ensure progress with concrete results, the company has chosen a project-based approach to the tourism development efforts.

Due to their time limits and specific goals, the projects work as individual stepping stones to move us rapidly towards the overall strategic objectives. Therefore projects can not be outside the strategic track. This also means that the project work consists of selection and rejection based on the priorities in relation to strategic relevance.

It is impossible to get results by doing everything at once. Instead, one must prioritize the projects by necessity. It is all about ensuring that we do things in the right order, carrying out projects that are the prerequisite for future projects. This work method is naturally slower than doing everything at once, but it is a robust approach that delivers concrete results. By maintaining priorities and building on the results from one project to another, a strong and logical coherence can be established in tourism development.

THE CORE PRINCIPLES OF THE PROJECT WORK ARE:

• That the project adds a measureable value in the Greenlandic tourism development.
• That the project has a defined timeline and concrete and defined goals.
• That the project has the interest of the tourism industry and supporting entities.
• That all partners in the project contribute financially or by cost-reducing services and/or working hours.
• That the project idea does not have to stem from Visit Greenland. In fact, they often come from the tourism industry itself.
• That Visit Greenland enters into project collaboration where it is either the project leader or supporting project partner.
• That if the project is unable to attract partners, it is not realized, unless the project is crucial to the continued tourism development, such as the segmentation of tourists in Greenland.
• That the project is an efficient and concrete way to collaborate with stakeholders outside of Greenland, as well with as other business sectors in Greenland.
MARKET DEVELOPMENT

Focused dialogue with international tour operators based on an in-depth knowledge of external markets is the key to a stronger market development effort. This is how we can identify relevant partners for Greenlandic tourist businesses, whether they focus on land-based experiences or cruise products.

In the period of the strategy, the same approach will be applied to map and to meet the market needs and challenges among the Greenlandic tourism operators. At the same time, Visit Greenland will develop and strengthen skills development for the industry, including contributing to the development of Greenland’s tourism education in cooperation with relevant institutions.

FOCUSED MARKETING

While the tourism development efforts of Visit Greenland adopted a project-based approach, the market development efforts of the company went from costly ad campaigns to focused collaborations with concrete international travel agencies (Business-to-Business).

In particular, the development and implementation of the tools to map and to segment the tourists in Greenland has created a platform that allows us to focus our work with operators outside of Greenland and ensures that we put them in contact with relevant local operators.

THE WORK IS DIVIDED INTO FOUR PARTS:

1. A screening and prioritizing of international agents and travel agencies based on their client groups/segments and their existing or potential interest in Greenland as a destination. The same goes for media based on their target audiences.
2. One-on-one meetings between Visit Greenland and relevant international businesses in the primary markets with a goal to gain a nuanced understanding of their customer profiles and travel concepts, their interest in Greenland and their needs for marketing support, Greenlandic collaborators and experience products.
3. On the basis of these meetings, the international businesses are once again prioritized by their value as collaborative partners for Greenland-based businesses.
4. The most relevant international businesses are invited to join FAM Trips and regional workshops in Greenland, where they get to meet local operators and experience the products firsthand.

It is a key task for Visit Greenland to contribute to creating the opportunity for commercial collaborations and partnerships between Greenlandic operators that provide the products and the international agents and agencies that have the customers.

In order to carry out the relatively expensive FAM Trips and regional workshops, it is a prerequisite that these events are planned and financed in close cooperation with local municipalities and business counsels.
Even if we should be able to carry out large coordinated marketing efforts, Greenland is still a small destination on the international scale. That is why we must ensure that we use our resources to the best possible effect. That is why it is also necessary to prioritize the markets where customers and travel agencies are currently showing the biggest interest in Greenland as a travel destination. Since July 2014, all outbound flight passengers have been registered according to country of residence. Along with hotel overnight stay statistics, these data provide a solid foundation when defining the primary markets of Greenland.

DENMARK
Denmark remains the largest single tourism market for Greenland with 32% of all flight passengers residing in Denmark. However, there has been stagnation in the Danish market in recent years. Greenland’s efforts in Denmark primarily consist of providing travel agents and agencies with marketing materials and data that support their own sales efforts. The goal is to maintain the Danish market share in an overall growth scenario.

The growth target for the Danish market is 1% annually in the strategy period 2016-2019

COLLABORATION WITH ICELAND
Iceland is not a primary tourism market in itself; instead, it is an important partner as a hub for tourists travelling to Greenland via Keflavik Airport and Reykjavík Airport, and for those taking Iceland-Greenland combination trips. Greenland’s efforts in Iceland are therefore centered around supporting the air routes between Iceland and Greenland, as well as establishing close collaboration with Icelandic operators and stakeholders on marketing materials, market research, market-specific campaigns, FAM Trips and press visits. In order to underpin joint tourism projects and market research in selected markets, Iceland, Greenland and Faroe Islands work closely together via NATA (North Atlantic Tourism Association).

NORTH AMERICA
USA and Canada combined are a larger market than Germany, and they have shown a remarkable growth of 124% from the second half of 2014 to the second half of 2015. As the travel market in North America is huge, Greenland’s efforts in USA and Canada are focused around mapping potential operators, managing relationships with existing operators that have Greenland in their destination portfolios, making follow-up visits, linking North American agencies with local operators, prioritizing North American journalists on press tours, placing stories about Greenland as a tourist destination in American media, participating in relevant trade shows, workshops and joint events with the Greenlandic representation as well as providing marketing materials and the option to advertise on Greenland.com.

The growth target for the North American market is 15% annually in the strategy period 2016-2019.
GERMANY
The second largest single tourism market in Greenland is Germany, and it has seen a growth of 22% from the second half of 2014 to the second half of 2015. In 2012, a market survey showed that Germans have a vast knowledge of Greenland. Greenland’s efforts in Germany are concentrated on mapping promising travel agencies or expanding their involvement in Greenland, making offers for FAM Trips in Greenland, prioritizing German journalists on press tours, participating in relevant trade shows as well as providing marketing materials and the option to advertise on Greenland.com.

*The growth target for the German market is 15% annually in the strategy period 2016-2019.*

FRANCE AND GREAT BRITAIN
France and Great Britain are defined as primary tourism markets in Greenland, as both have exhibited solid growth (22% and 42%, respectively, from the second half of 2014 to the second half of 2015) and as both are developing great market share potential in Iceland. In the strategy period, Greenland’s efforts in France and Great Britain will primarily focus on mapping potential and existing purveyors of Greenland as well as establishing longer collaborations with them on FAM Trips, press efforts, knowledge-building on the possibilities in Greenland along with supporting sales efforts via marketing materials, tools and the option to advertise on Greenland.com.

In the strategy period 2016-2019, the growth target for the French market is 15% annually and for the Great Britain market it is 10% annually.

ASIA
Though the numbers from individual Asian tourism markets are still relatively small, Greenland has experienced large growth from especially Taiwan and China in the last couple of years. These markets are considered very promising for Greenland, especially due to their development in Iceland as well. Greenland’s tourism efforts in Asia are based on three types of collaborations. First, a partnership with Scandinavian and Icelandic stakeholders, like tourist boards and airlines, to increase visibility of our region’s overall experiences and accessibility. Second, a collaboration with stakeholders directly in the Asian markets to map existing and potential purveyors of Greenland trips, to identify relevant media, and to plan FAM Trips and agent workshops. Third and finally, a collaboration with the Government of Greenland to promote tourism as one viable element in the broad spectrum of several industries in Greenland.

*The growth target for the Asian market is 15% annually in the strategy period 2016-2019.*
CRUISE INDUSTRY

After a number of years with a decline in cruise passenger numbers, 2015 exhibited a welcome growth of 11%. The new and improved framework conditions have created a need for proactive information aimed at existing cruise lines and have opened the opportunity to contract new cruise lines. Greenland’s efforts directed at the larger trans-Atlantic cruise lines are primarily focused on maintaining and creating contacts, supporting route planning, providing information on navigation rules and other framework conditions, and participating in cruise trade shows in USA and Europe. For the smaller expedition cruise lines, collaboration will focus on content development, marketing, product development and training, and it will include visits and participation in workshops, etc.

*The growth target for the cruise industry is 3.5% annually (in terms of number of cruise passengers in Greenland) in the strategy period 2016-2019.*
The proactive work in the international tourism markets is an efficient way to increase awareness of the Greenlandic experience products abroad as well as to facilitate commercial collaborations between local operators and international agents.

Visit Greenland must continually maintain and increase the detailed knowledge of the products and development efforts of the operators and communicate industry-relevant knowledge to the tourist operators of the country.

The challenge today is that there can be a discrepancy between what the markets demand and what we currently offer, as well as our ability to make demand-driven adjustments. This could mean that the business potential identified through out proactive work in the markets and on FAM Trips and workshops cannot be realized.

This discrepancy can increase the risk that larger international tour operators choose a Greenland strategy based on restraint rather than product development, investments and the opening of new markets. It is in the interest of the tourism industry to build a stronger bridge between the domestic businesses and external stakeholders.

From 2016-2019, this can be done by utilizing experiences and tools from the international business-to-business environment on how to structure and qualify the dialogue with domestic operators. The goal is to map the local tourism strengths and weaknesses in Greenland, and target communication of new market knowledge to suit the needs and development plans of the individual tourism businesses.

Within NATA (North Atlantic Tourism Association), Visit Greenland will focus on recurring network events where adventure operators from Iceland, Greenland and Faroe Islands can meet, share knowledge and experiences, and discuss and develop how to approach tourism together to increase the quality and safety of the entire region.

In the near future, a visitor center is expected to be established in Ilulissat in connection with the Ilulissat Icefjord – the UNESCO World Heritage Site – and it is the ambition to spread visitor centers across the country. Visit Greenland will support this development by marketing the initiatives of the Government of Greenland and the municipalities, as they work to establish future visitor centers.
The successful establishment of Greenland as an internationally-known and recognized adventure destination is closely linked with how high a profile Greenland has in the international tourism market.

Visit Greenland is continually working on strengthening the production and communication of high-quality visual and written content that can be used in both internal and external platforms, especially Greenland.com as it continues to be the most important national-level online tourism portal for Greenland.

GREENLAND.COM

The national-level tourism portal, Greenland.com, is central in the efforts to increase visibility of Greenland internationally. From 2010 to 2015, Greenland.com has increased traffic from 425,000 to 1,090,000 annual users. The goal is to have 2 million users on Greenland.com every year from 2019.

Today, Greenland.com has three language versions – English, German and Danish. In the future, more languages will be added, but in a reduced version of the portal. The latest version of Greenland.com is mobile-friendly to meet the trend of a growing use of mobile devices for Internet browsing.

In recognition of the fact that the majority of local Greenlandic operators do not advertise their products on Greenland.com, Visit Greenland developed free profiles for all Greenland-based operators in 2014. The purpose was to increase visibility for their products and to increase the user-friendliness of the portal.

Until 2015, Visit Greenland had an independent cruise site at Cruisegreenland.com directed toward cruise lines and operators. In 2016, this content was integrated into the corporate page of Greenland.com, and a new section, specifically aimed toward potential cruise passengers, is under construction via close collaboration with expedition cruise operators. The need for this change has been highlighted by the segmentation work which discovered that cruise tourists choosing expedition cruises match the profile of land-based tourists in Greenland in terms of motivation, interests and needs. Therefore, the objective of the project is to paint a more complete picture of the Greenlandic experience universe and generate more attention on cruise experiences in Greenland.

Another Greenland.com sub-site is music.greenland.com, through which Visit Greenland has diffused all music-related content since mid November 2014. Bloggers have contributed with articles about contemporary pop and rock music. The efforts to push the site have only been by means of organic traffic and not by allocating SEO/SEM-funds, for instance, given that music itself is not a unique driver for attracting more travelers to Greenland. However, it is a colorful and vibrant part of Greenland’s modern-day culture, and thus deserves special recognition.
The same thing goes for films produced in Greenland by Greenlanders (or films about Greenland produced by Greenlanders) as showcased by the independent association of film.gl. In order to kick start more visibility for Greenland as a location for big film, TV, and documentary productions, Visit Greenland intends to host and integrate film.gl ongreenland.com as a sub-site in order to develop it further and to showcase the many and various nature sceneries we have in our country. The sub-site is expected to be live before the end of Q2 of 2016.

The idea is to assist the film production community in Greenland in marketing our destination internationally - on a realistic and small scale in terms of our input, but potentially with a big effect in case we manage to land large scale film productions in Greenland in the years to come. We also plan to help manage to reap the potential PR outcomes following these productions.

CORPORATE.GREENLAND.COM
This site is the business-to-business oriented part of the national-level tourism portal, and it has three language versions – Greenlandic, English and Danish.

This site contains all the information and promotion tools provided by Visit Greenland including the Media.gl film and photo databases, the Big Arctic Five toolkits in 7 different languages, MICE materials, ad packages, PR and press information, as well as the monthly B2B newsletter archive.

For cruise lines and local operators, the national port call list can be found on Corporate.greenland.com, and from 2016, cruise lines can find links to relevant authorities and legislation here.

Corporate.greenland.com will be continually updated in order for it to contain relevant tools and information for the local Greenlandic tourism industry and for our international collaborators.

NEWSLETTERS
Greenland.com consists of articles reflecting the focus of Visit Greenland to create vibrant stories about Greenland as an adventure destination.

This way, a direct connection between Greenland.com and the monthly Visit Greenland newsletters is forged. The newsletters are integrated in a way that all new articles are automatically featured on the website as new stories from and about Greenland.

Visit Greenland produces 10 annual consumer-directed newsletters and approximately 6 annual business-directed newsletters. In 2014, the consumer-directed newsletters were sent to approximately 80,000 recipients in three different languages – English, German and Danish. This is a satisfactory result in the eyes of Visit Greenland.
Consequently, from the first quarter of 2015, a new strategy has been developed in order to reach an increasing number of consumers with articles and photo series.

Visit Greenland systematically and directly contacts international agents and travel agencies selling or considering selling trips to Greenland with the offer to receive free content bundles – packages of articles and photos with full editorial freedom to use the content in their own newsletters and marketing materials.

This means that travel agencies with a widespread network of customers potentially interested in Greenland get free access to updated, relevant and inspiring materials from and about Greenland.

As of 1 January 2016, 63 travel agencies had received this content bundle material. The goal is to double this number of recipients to 125 by the end of 2019.

**PRODUCTION OF VISUAL MATERIALS**
The development of the Pioneering Nation brand in 2010 created a valuable framework for the external communication of Greenland.

The visual materials (photos and films) produced by Visit Greenland and made accessible via the Media.gl database are meant to raise the profile of Greenland and to service local Greenland-based operators, international agents and the wider Greenlandic business sector with free, high-quality promotion materials.

As of 1 January 2016, the Visit Greenland photo database comprised 3,000 photos. On average, 450 new photos are added to the database every year.

The foundation of Visit Greenland’s visual work is the production of photos aimed at answering the profiling and marketing needs of both local collaborators and Visit Greenland.

During the strategy period 2016-2019, Visit Greenland will continue to create:

- Branding stories.
- Experience stories.
- Conceptual stories on Greenland today.
- Background-photos of places and landscapes etc.

Visit Greenland will also continue to limit the purchase of selected photos from international photographers.

Furthermore, video content with PR and branding value will continue to be produced, such as the latest series of promotion films on Music.greenland.com.
In relation to the production of new images for the Media.gl database, Visit Greenland will attempt to strengthen its efforts when it comes to collaborations with local operators and destination stakeholders. In order for this intention to be realized, there is a need for an active municipal effort when it comes to the allocation and prioritization of resources for the production of material to support regional brands.

All images will be strategically linked to stories that support not only the branding platform but also the story universe of local and external collaborators, as well. In this way, we obtain a direct usability of the images on a number of levels from product descriptions to national branding.

When we collaborate with a domestic supplier, a regional destination, or a local or international business like Arctic Winter Games, Great Greenland or Icelandic Mountain Guides, we build the images together based on the needs and resource contributions of all partners involved.

This method of pooling time and resources in the visual content production process creates synergies from which images are created that none of the partners would have been able to make themselves without significant extra costs.

SOCIAL MEDIA
Social media play a significant and increasingly important role in a potential tourist’s choice of destination because information and recommendations shared on peer-to-peer platforms are generally seen as more credible than traditional ads and or campaigns.

For Visit Greenland, the effort on social media in the strategy period 2016-2019 is a completely integrated part of the visibility and marketing efforts, both internally and externally.

Externally, Visit Greenland uses social media as a tool to spread information, establish a dialogue, create user engagement and generate traffic on Greenland.com.

Internally, social media allow Visit Greenland to monitor and catch trends in the market early on. An analysis of these trends becomes a concrete benchmark for what sort of content should be pushed to which segments and through which channels.

Due to their size, reach and growth, the primary social media are Facebook, Twitter and Instagram.

Visit Greenland’s efforts on social media are supposed to improve the customer service, marketing and analysis for tourism in Greenland. We have the goals to:

• Monitor the latest trends and competing strategies
• Gain a better understanding of and insight into user actions and priorities
• Boost sales of experience products via information showcasing Greenland as an attractive and realistic travel destination
• Increase the amount of readers of Visit Greenland-produced content in newsletters and Greenland.com via links on social media
• Improve the quality and reach of content on Visit Greenland’s own platforms as well as external platforms about Greenland
• Engage, educate and activate travel fora to become brand ambassadors for Greenland, locally and internationally.

The first steps toward these goals are to identify and prioritize the most important target groups on social media and then to develop targeted information and dialogue forums for them.

Visit Greenland’s social media posts are supposed to inspire and reach users that are interested in our destination by communicating short written and visual content with links to read more in-depth articles on Greenland.com.

Visit Greenland use the monitoring tool Hootsuite to identify which content is more relevant in relation to the interests of the target groups. Hootsuite offers an overall view of which Greenland-related content the users share. This insight makes it possible for Visit Greenland to post information that relates directly to these interests. In order to maximize the effects of these social media efforts, this work is synchronized with the newsletter articles that serve both the overall purpose of creating traffic on Greenland.com and the specific purpose of driving traffic toward travel offers on the website.

Overall interactions with target groups on social media are meant to forge an emotional connection with Greenland for them, thus strengthening their desire and motivation to travel to Greenland as well as creating a sense of loyalty towards the destination.

Campaigns on social media are also a valuable method to involve the local population in the branding and identity building, for example through campaigns where locals share photos of ‘their Greenland’ or engage in dialogue forums.

Lastly, it is Visit Greenland’s job to inform Greenlandic tourism stakeholders about the latest trends on social media and how they might improve the visibility of their own business and increase their own sales through social media channels.

PRESS TOURS
Promoting the Greenland experience in international media is a valuable way to raise the profile of Greenland to potential visitors. It is, however, a method in which Greenland cannot fully control the message that is communicated, such as is the case, of course, through our own channels. In an effort to ensure media are as satisfied as possible with their Greenland experiences, and thus create as positive and valuable content as possible, Visit Greenland ensures congruency between their focuses (for example gastronomy,
adventure travel, special interest kayaking) and the itinerary of their press tour.

On average, Visit Greenland receives two requests to come to Greenland from international media each week. Obviously, it is impossible to honor all requests, so Visit Greenland has formulated 10 criteria to evaluate and prioritize the media requests. The criteria are based on audience relevance, media type and the degree of co-financing.

In order to optimize the press efforts, Visit Greenland and Air Greenland have increased collaboration in 2016 in order to increase the visibility of Greenland and to strengthen the marketing effect. The collaborative efforts now include cooperation on monthly newsletters, FAM Trips and market analysis of the primary markets.

Air Iceland and Visit Greenland have also renewed collaboration in 2016 with a flight ticket deal of 20 sponsored tickets annually for Visit Greenland to use at its discretion for FAM Trips and/or press tours.

Overall, the collaborations with the two airlines allow the press efforts to be coordinated in order to effectively support market development and to secure a better utilization of the resources as they are pooled together.
SEASON EXPANSION

Season expansion is about strategic efforts with a regional focus supporting the development of infrastructure, products, marketing, branding and business-to-business collaborations that aim to increase the number of tourists in the shoulder seasons. Visit Greenland utilizes a multi-faceted strategy on season expansion from 2016-2019 involving the interests of the municipal stakeholders and taking into account in which months the different destinations need development most.

Even though the visibility of Greenland as a travel destination has improved, and even though the number of users on Greenland.com has doubled, the number of tourists in Greenland is still not high enough. The potential is there, but the current summer season is too short. The operators continually compete for the tourists, and they only have a few months of the year in which to do business. This means that even though tourism is a service-rich industry, local job creation is still too slow.

At the same time that Greenland does not have the overall desired volume of tourists throughout a year, several destinations experience capacity bottleneck problems with too many tourists for the local supply in the high season, in terms of availability of accommodations. Often times, cancelled group tours are a result. On the other hand, there is huge transportation and accommodations capacity available during the shoulder and low seasons.

Thus, utilizing the surplus transportation and accommodations capacity remains a high priority in the 2016-2019 strategy period. In order words, more tourists must be inspired to visit Greenland outside of the high summer season from mid June to early September. Better use of the existing capacities is not a simple task, however, it does not require large investments and it can be addressed here and now.

A prerequisite for creating solid growth results in the shoulder and low seasons is that this effort is made in close collaboration with both the domestic and international Greenland tourism industry, as well as with the relevant public entities, preferably through concrete projects with well-defined goals and joint financing.

A one-size-fits-all approach to season expansion in Greenland is not possible because the efforts must vary significantly from region to region, such as:

- In East Greenland, September must be included in the main season and the volume must be increased in winter/spring.
- In South Greenland, there is need to attract more tourists in the summer season as well as prolong the summer season.
- In Nuuk, summer is the low season, and there is need to attract more tourists in July and August.
- In Destination Arctic Circle, season expansion in Kangerlussuaq is focused on attracting more tourists in the winter months as well as increasing volume in May.
In Sisimiut, where winter is the high season, there is need to attract more tourists in June, July, and August.

- In North Greenland, season expansion is focused on winter/spring and on extending the summer season.

The different experience products of the regions, as well as their individual development potentials, mean that the season expansion approaches must be adjusted to fit each region’s individual needs. For this reason it is especially important that the regional municipalities create clear strategies on tourism development and season expansion as a part of the planning tools for their region, as well as for the national efforts.

Concretely, season expansion work means that Visit Greenland will:

- Strengthen marketing through increased visibility of photos, films and articles that showcase the experiences to be had in the shoulder and low seasons.
- Carry out press tours and FAM Trips focusing on the regional needs to expand the season.
- Facilitate travel agencies and operators in their own efforts to strengthen sales of their shoulder season products.
- Help along product adjustments and developments that boost the reasons-to-go in the shoulder season.
- Strengthen the collaboration with local municipalities centered on regional tourism strategies and joint efforts.

A SPECIAL FOCUS: THE DOGSLED EXPERIENCE

The dogsled experience, arguably the most iconic winter product in Greenland, is under massive pressure, and it is no longer able to meet the capacity demands of the tourists. This is due to a steady decline in both the number of sled dogs (caused by the large expenses connected with keeping dogs) and the number of traditional hunters using sled dogs in their work.

If the Greenlandic tradition of dog sledding is to be preserved, this negative trend must be turned around. This requires a coordinated effort on both a regional and national level, and Visit Greenland intends to take active part in this work. Better framework conditions for the dog sled culture are crucial in regards to both the physical framework and making keeping dogs more lucrative. As it is, dog sledding is already an expensive product for tourists, so raising the price of dog sledding tours is a risky move. Rather, efforts should be made to reduce taxation and increase the tax deduction opportunities for both hunters and hobby mushers. Expanding the season and improving framework conditions for the dog sled culture are two interdependent focus points in the three dog sled destinations of North Greenland, Destination Arctic Circle, and East Greenland.
Continued improvements to the framework of the tourism industry are a prerequisite to creating and maintaining regional and national growth. Thus, the accessibility efforts of Visit Greenland have been adjusted to fit the individual needs for focused infrastructural projects of the regions.

In addition, the framework law on tourism concessions is a milestone in securing the development conditions and investment opportunities of the industry. From 2016-2019, the efforts to support concession efforts will continue especially within the activities of trophy hunting, heli-skiing, sport fishing and using wildlife camps.

ACCESSIBILITY AND INFRASTRUCTURE
Airports define the Greenlandic infrastructure and the accessibility of Greenland. Therefore, Visit Greenland gives professional tourism-related input in the dialogue about the development of existing airports and the construction of new airports in the country.

At the same time, Visit Greenland focuses on market development efforts and creating visibility in order to support a better usage of the existing infrastructure and to contribute to the basis of infrastructural development adjusted to fit regional needs.

This will happen especially by identifying new reason-to-go to various destinations, and by creating new collaborations between Greenlandic and international operators. Thus, existing air routes and the planning of new ones can be supported by a wider market and the capacity utilization in the shoulder season can be strengthened in a way that will then stimulate the investment readiness of the airlines.

The accessibility work is adjusted to the concrete need for focused projects supporting infrastructural efforts of the regions. Visit Greenland is a part of such project collaborations with both public and private stakeholders across the different business sectors.

FRAMEWORK LAW ON TOURISM CONCESSIONS IN GREENLAND
With the passing of the concession law in April 2015, a very important step has been taken to protect and encourage investments in the local Greenlandic tourism industry.

The framework law ensures that Greenlandic-based companies that have developed a special experience product in a certain area can run their businesses without risking competition from other operators offering the same product in the same area. Through this, there is created the necessary and reasonable security for the assets which the company has already invested in the development of the product, the incentive for larger investments, and the strong basis for new collaborations between local and external partners.

The framework law has made it possible for the local companies to guarantee external sales channels and partners of the exclusivity of the experience which means that a
better price can be paid for the product and the starting point for attracting external capital is strengthened.

Apart from the rights to time-limited exclusivity in an area, the concession owner must adhere to a number of obligations, including documentation that they conduct their tourism business in a sustainable and responsible fashion.

Visit Greenland believes that a need for the level of exclusivity that a concession offers is not relevant for the majority of Greenland experiences. However, the company does believe it is paramount for the following four experiences:

- River fishing
- Trophy hunting
- Wildlife camps
- Heli-skiing

The customers buying these products are both able and willing to pay a higher price for unique experiences, and therefore they also expect and demand an exclusive travel experience and a high level of service.

It is Visit Greenland’s impression that the introduction of concession opportunities in Greenland has paved the way for further professionalism of this kind of tourism in a way that takes into account a responsible and sustainable tourism development. Visit Greenland works to support visibility efforts and the marketing of these products in the strategy period 2016-2019.

ADDITIONAL FRAMEWORK

A large number of framework conditions affect the development of tourism in Greenland, and Visit Greenland sees its role as an active professional sounding board in relation to legislation change, as a debate initiator to put selected frameworks on the agenda, and largely as a facilitator to create a positive development during the then-current framework conditions.

Visit Greenland’s approach is one of flexibility – even though framework conditions continually should be evaluated, unfavorable frameworks must not paralyze the industry. It is important to maintain focus on successes that can be attained rather than on those that cannot.

The framework conditions with special consequences for tourism are, among other factors, the new infrastructure investments in airports and harbors, laws on taxation, workforce, preservation and foreign capital, as well as regulations to improve safety at sea and on land.
Q3 2014 | 20,151 PAX

Q3 2015 | 22,390 PAX

Q3 2014 | 22,226 PAX

Q3 2015 | 27,771 PAX

11%

25%
By merging statistics and documentation, today Visit Greenland has a very solid basis for making strategic priorities of primary markets and target groups based on market data.

In the previous strategy period, tools were developed to continually collect and disseminate available statistical information on tourism from Statistics Greenland. In addition, a registration of tourists based on their country of residence was implemented as was a nuanced analysis tool of traffic and user trends on Greenland.com.

GREENLAND.COM
Using Google Analytics, Visit Greenland monitors daily traffic and tendencies on Greenland.com. The purpose is manifold: to document results in the efforts to increase visibility and to gain a valid foundation in order to make the right strategic priorities of the marketing and market development efforts.

In the previous strategy period, the most remarkable result was the change in the representation of the various nationalities of Greenland.com users.

In 2012, Danish users were the largest nationality group on Greenland.com with a share of approximately 25%, while North American users accounted for approximately 10%. Today, this picture has changed significantly.

In 2015, North American users made up 30% of all visits to Greenland.com, Danish users became the second largest nationality at 14%, and German users were third with 10%. But with the large growth in the overall number of users on Greenland.com, this does not mean that the number of Danish and German users has decreased. The main reasons behind this change are found outside of these two countries.

PASSENGER REGISTRATION
In the past three years, Visit Greenland has collected data on tourists in Greenland, leaving the company with a solid picture of tourists’ motivations to visit Greenland as well as how the segments are spread across the regions of Greenland.

In the summer of 2014, Visit Greenland, Mittarfeqarfiit (Greenland Airport Authority), Statistics Greenland and the Department of Industry, Labour, and Trade jointly began registering the number of outbound flight passengers based on country of residence. Henceforth, this work provides an accurate picture of the number of tourists in Greenland, their countries of residence, and information about how they are distributed in the regions.

DEVELOPMENT OF A MODEL OF NATIONAL ECONOMIC SIGNIFICANCE
Within the 2016-2019 strategy period, it is the goal that an accurate calculation is made of the economic impact of tourism for the national economy of Greenland.
Tourism is an export industry, and, as such, it contributes to the national economy in the form of export revenue and job creation.

Visit Greenland sees a possibility that, in the coming years, the tourism industry will develop in such a way that it will generate more sustainable revenue than today by:

- Taking responsibility for the development of society
- Involving guests directly in the experiences
- Expanding the high season
- Collaborating with the local community
- Taking into account that the future generations will also need to use the shared resources

Already there is a growing need that the Greenland tourism industry not only reads but also develops alongside the destinations surrounding us. It is simply a necessity if the Greenlandic businesses are to be able to compete on the values that tourists interested in Greenland are looking for as part of their travel experience.

It is necessary that the tourism sector is based on professionalism and strong partnerships both domestically and internationally with relation to product development, product adjustments, market adjustments and business development.

Therefore, it becomes a core task for Visit Greenland, in cooperation with the industry inside and outside of Greenland, to optimize skills, market development and market adjustment within the value framework that the adventure industry demands.

The need to develop and refine tourism in harmony with external market needs is conditioned by simultaneously bringing attention to the local values and Greenlandic premises.

A prerequisite for creating such results is the continuation and strengthening of existing collaborations between public entities and private businesses, all the while forming new partnerships between regional and national stakeholders.

Visit Greenland believes that the biggest chance of success with destination development comes from securing close coherence between strategic priorities on both a regional and national level.
Thus, Visit Greenland will prioritize building an even closer working relationship with municipalities and other regional entities on tourism initiatives.

The following elements are included in this collaboration:

• Dialogue about regional development and business strategies
• Dialogue about the development and maintenance of regional sub brands
• Support of infrastructural efforts to create accessibility
• Practical and technical assistance to establish and implement regionally-adjusted framework conditions such as concessions
• Coordination of press tours and FAM Trips or workshops
• Projects to create visibility in collaboration with both regional stakeholders and private businesses

These types of collaboration demand a joint responsibility of both planning and implementation, and they will necessarily involve contributions from regional entities, municipalities and private companies alike, both financially and practically, in order to be successful.

In the hope of a close collaboration,

Anders Stenbakken
Visit Greenland

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