By 2021 Gothenburg will be a destination that sets an international example by constantly challenging every aspect of sustainability.
“The world around us is changing rapidly and competition with other cities and regions has increased considerably in recent years. The City of Gothenburg must raise its ambition level and have the courage to invest more proactively to defend and consolidate its position in the visitor industry.

This requires visionary efforts that reach beyond the current structure. Our ambition over the next year should be to establish a goal for the long-term development of the visitor industry and a strategy that will enable the City and the municipal organisation to support this. This may in turn affect the assignments and organisation of the various companies and committees.”

Extract from the objectives and guidelines document for Kommunintressent, 2015.
WE CAN ONLY DO THIS TOGETHER

We are now gathering our resources for the long-term sustainable development of Gothenburg and the destination. We are ready to push development to the next level, and we have a clear idea of how this should be done. This is what the business plan is all about. The aim is to lay a solid foundation for our collective efforts to make Gothenburg into an even more attractive city to live in, work in and visit.

To achieve these objectives in the face of tough competition we need to be able to update offerings, processes and our organisation. Together with employees, public and private stakeholders we will offer visitor experiences that are sustainable, attractive and unique.

Björn Sandmark, CEO Gothenburg City Theatre. Camilla Nyman, acting CEO Göteborg & Co Kommuintressent AB, CEO Göteborg & Co Träffpunkt AB. Lotta Nibeli, CEO, Got Event AB. Andreas Andersen, CEO, Liseberg AB.
INNOVATION, COLLABORATION AND SUSTAINABILITY

The visitor industry in Gothenburg has seen real growth every year since 1991. This is a fantastic result and unique in Europe. We are now continuing the process of developing the visitor industry in Gothenburg, with new challenges, renewed energy and new strategies.

Politicians and the visitor industry have collaborated widely and contributed to the task of developing a new business plan – a process that has united and motivated stakeholders. It is now time to present this business plan. It is intended to remind us where we are heading and why, and it should spur us on to take new initiatives. We are gathering our forces and aiming high to achieve our goal of strengthening and developing the visitor industry in Gothenburg. And we are doing so through a strong commitment to sustainability. This will naturally give us a competitive advantage, but most of all we see it as our clear duty to ensure that future generations can enjoy our fantastic city and countryside.

It is more important than ever that the city of tourism, meetings and events continues to collaborate and make the destination even stronger by exploiting synergies.

GROWTH DOES NOT HAPPEN BY ITSELF
Growth and development require strategic focus, hard work, innovative solutions, proactive investments and constructive cooperation. Together, we can drive development forward and create a city that stands out from the many destinations that are competing to become the attractive tourist destinations of the future.

CAMILLA NYMAN
Acting CEO, Göteborg & Co
Kommunintressent AB, CEO, Göteborg & Co Träffpunkt AB

COLLABORATION IS MORE IMPORTANT THAN EVER
Competition in the visitor industry is razor-sharp. We must be ready to rethink and quickly change our focus when required.

We need to find new forms of cooperation, networking and long-term partnerships between public and private stakeholders at local, regional, national and international level.
WHY INVEST IN THE VISITOR INDUSTRY?

The visitor industry creates jobs, valuable economic revenue and helps to build the image of Gothenburg – especially beyond Sweden’s borders. The visitor industry is one of the fastest growing industries in the world, and accounts for a significant proportion of the Swedish economy and employment. Globally, the sector accounts for one in 11 jobs on the planet, a figure that could rise to one in 10 jobs by 2020 according to the World Travel & Tourism Council.

In Sweden, the visitor industry has a higher export value than iron, steel and the car industry combined! Total spending on tourism has grown sharply for a number of years, and tourism exports, in other words the amount that foreign visitors spend in Sweden, have risen even faster – more than twice as much as domestic tourism and more than the export value of Volvo Trucks and Volvo Cars combined. In addition, tourism creates many new jobs for vulnerable groups in the employment market. In 2013, the average number of people employed in tourism was 173,000, an increase of 32 per cent since 2000. Over the same period overall employment in Sweden rose by nine per cent.

“**In Sweden, the visitor industry has a higher export value than iron, steel and the car industry combined!”**
DESTINATION GOTHENBURG

Gothenburg has developed a strong and successful visitor industry, but there is great potential for further development of the city and the region as a destination. The objective is that destination Gothenburg should regain its leading position in Europe and serve as a model for innovative and sustainable solutions in the visitor industry.

VISION:
Gothenburg should be a first choice among large cities in Europe by becoming one of Europe’s most human and most attractive metropolitan areas to live in, work in and visit.

MISSION:
To market and contribute to the development of Gothenburg as city of tourism, meetings and events.

CORE VALUES:
Human, inspiring, pluralistic.

OBJECTIVES FOR 2021:
By 2021 Gothenburg should set an international example by constantly challenging every aspect of sustainability.
Collaboration is the cornerstone of our destination activities, and over the years Gothenburg has had a very successful model for collaboration. Globalisation, new technology, new legislation and the increasingly important role of the visitor industry in society now mean that we need to develop and implement a new model.

To maximise the effect of our collective activities, a council of CEOs has been set up in the Tourism, Culture and Events cluster, and this, together with a visitor industry forum created by trade and industry, will provide the new platform for public-private collaboration.

Globalisation and improved economic well-being mean that more people are travelling, which has consequences for the environment and climate. Thanks to factors such as clear environmental goals and freedom to roam, Sweden is highly ranked as a destination. This is a good starting point and a great business opportunity. We intend to adapt and implement the city’s sustainability strategy in Gothenburg’s visitor industry and ensure that it has an impact and is implemented in all collaborative projects, agreements and procurement contracts. We will use existing projects to develop and test new ideas so that we can then develop models and the formats for use by the partners in the network.

A country that is attractive to visitors is a country that is easily accessible, and this requires effective infrastructure and efficient transport. We will improve accessibility by stepping up efforts in networks such as Go Connect to provide better air links for Gothenburg. Air travel is just one of several means of transport and we will therefore contribute to the overall development of sustainable transport to and from the city.

Accessibility is also about making it easy for potential visitors to find and recognise Gothenburg as a destination. We will enhance our digital presence so that visitors can easily find information about Gothenburg and be drawn to the city. This also applies to visitors with disabilities.
The City of Tourism, City of Meetings and City of Events represent elements of Gothenburg as a destination that are especially important to focus on. Events strengthen the brand and put our city on the map; meetings improve collaboration between the research sector, industry and society; while private tourism helps to make the city more attractive. Through innovation, a shared vision and closer cooperation between these three cities, we can create synergies and added value that will lead to further growth. The whole is greater than the sum of its parts.

The 2015–2017 business plan for the destination sets clear and measurable objectives for the City of Tourism, Meetings and Events that establish good foundations for steering priorities and activities by systematically monitoring progress towards the stated objectives.
CITY OF TOURISM

The City of Tourism represents the broad base of stakeholders and offerings in the destination. Developing the City of Tourism therefore plays an important part in the attractiveness of the destination. Sustainable, innovative development of City of Tourism products is vital for the long-term competitiveness of the destination.

MISSION:
To coordinate, develop and market the City of Tourism in order to generate business for the visitor industry and contribute to sustainable growth. To contribute to effective hosting by meeting visitors, spreading information and communicating the image of Gothenburg.

OBJECTIVES FOR 2021:
Gothenburg will be one of Europe’s most innovative and sustainable destinations, by offering a unique combination of city and countryside.
WE WILL EXTEND COLLABORATION WITHIN THE CITY AND WITH THE REGION

WHY?

Travellers value the opportunity to combine the attractions of the big city with closeness to nature and other experiences. This is an area where Gothenburg can compete strongly in the future. It requires mutual support by the city and the region. A destination does not end at a municipal boundary; it is simply the area that the visitor interprets as a destination.

WE WILL ACHIEVE THIS BY:

- implementing a cooperative agreement between Visit Sweden and the West Sweden Tourist Board.
- extending collaboration with the Gothenburg region, focusing on business development, communication and accessibility.
- extending and developing the cooperation platform that provides the basis for collaboration between the City of Tourism and private stakeholders.

WE WILL PROMOTE NEW REASONS FOR TRAVEL ALL YEAR ROUND

WHY?

In the face of stiff competition there is a great need to develop new products in the form of various types of experiences. This is especially true of products that help to extend the season. Gothenburg Christmas City is a successful example of how a new reason for travel can be developed and help to create a completely new tourist season. In the same way we are now working with Liseberg amusement park on their new Halloween initiative.

WE WILL ACHIEVE THIS BY:

- constantly testing and developing new ideas that are linked to outdoor experiences, events and meetings, for example.
- finding new partnerships to extend the visitor season.

WE WILL DEVELOP SYNERGIES BETWEEN THE CITY OF EVENTS, CITY OF MEETINGS & CITY OF EVENTS

WHY?

Many meetings and events can be used as reasons for travel from the private travel perspective. For its part, the City of Tourism can encourage meetings and events by developing services and special offers. The overall effect of these synergies will be to enhance the attractiveness of the destination.

WE WILL ACHIEVE THIS BY:

- jointly drawing up strategies to create synergies and added value.
- developing and marketing reasons for travel to selected target groups.
- using targeted marketing to encourage meeting delegates and event tourists to extend their stay in Gothenburg and come back again.
- using events and meetings more widely as a showcase for marketing.
- welcoming event tourists and meeting delegates with first-class service.

WE WILL CONTINUE TO DEVELOP DIGITAL SERVICES

WHY?

People look for information in new ways today and have a much more direct role in marketing. We therefore need to continue developing our digital products and services to become more accessible, build relationships, inspire emotions and get the target group to act on them.

WE WILL ACHIEVE THIS BY:

- creating business strategies and online service packages for the private travel market.
- developing and implementing future visitor services by linking the virtual world with the real world for example.
CITY OF MEETINGS

Through its congresses, conferences, business trips and events, the meetings industry generates growth and raises the profile of research, innovation and companies in the city. This makes Gothenburg a more attractive place to study, work in and invest in. The level of competition and choice of products is growing rapidly in the meetings industry, so we need to take a fresh approach to every aspect of recruiting meetings to the city.

MISSION:
To market and sell Gothenburg as a destination, primarily to international scientific gatherings, political meetings and large corporate meetings.

OBJECTIVES FOR 2021:
Gothenburg will be a leading global destination for sustainable meetings.
WE WILL EXPAND THE SCOPE OF SUSTAINABILITY

WHY?

Gothenburg is Scandinavia’s leading destination for “green” meetings. Sustainability is a competitive advantage, and to secure a position as a global leader we need to focus on developing the social and economic dimensions of sustainability.

WE WILL ACHIEVE THIS BY:

- developing an open and integrated city for meetings. Among other things, this means creating concepts for public events in parallel with meetings that will give the public the chance to learn about new research. Satellite meetings in the various districts could make the entire city a meeting venue.
- focusing on meetings that promote sustainable growth, set a high scientific standard and contribute to the overall goals of social development and greater competitiveness for trade and industry.

WE WILL ATTRACT THE RIGHT MEETINGS

WHY?

To build on the City of Meetings concept we need to focus on priority areas for the city when attracting meetings to the city.

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WE WILL ENCOURAGE OUR MEETING AMBASSADORS

WHY?

The skills and reputation of our meeting ambassadors mean they have a vital role in attracting scientific meetings. We therefore need to extend and develop our ambassador programme.

WE WILL ACHIEVE THIS BY:

- drawing up a joint strategy with the managers of the city’s centres of education. The aim is to improve opportunities for individual researchers to get involved in attracting meetings to the city.
- actively recruiting meeting ambassadors. The younger generation of scientists are less willing to get involved on the boards of international organisations.
- officially recognising and acknowledging the commitment and efforts of meeting ambassadors.

WE WILL IMPROVE COLLABORATION IN THE CITY

WHY?

The public sector, industry and academia in Gothenburg cooperate very well with each other and this has made the city very successful at hosting meetings. By continuing to develop this area we can become even better.

WE WILL ACHIEVE THIS BY:

- improving forums where the public sector, industry and academia can meet and agree on joint action that benefits the meetings industry.
- collaborating with the West Sweden Tourist Board and Västra Götaland Regional Development Committee on initiatives in the meetings industry – through the Meetings Industry Council [Mötesindustrirådet] for example.
- examining the forms of pre-finance, loss guarantees and support we can offer organisations that hold meetings in Gothenburg. This is something that is requested increasingly often.
- developing new, creative concepts that make Gothenburg even more attractive as a meetings organiser.

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CITY OF EVENTS

Gothenburg is a prominent events city and has been a natural choice for organisers of sports, culture and music events for many years. These events are important for Gothenburg’s popularity as a destination and for our long-term brand-building efforts. They revitalise cultural and sporting events and enrich the lives of residents and social communities.

MISSION:

The City of Events will attract, develop and host selected events, to make Gothenburg more competitive and build expertise in this area. This work will also help to realise ideas and development projects that benefit the city and organisers.

OBJECTIVES FOR 2021:

Gothenburg will be northern Europe’s leading city for sustainable events.
WE WILL ATTRACT WORLD-CLASS EVENTS

Why?
World-class events with a high international profile turn international attention on our destination, generating growth and encouraging investment by trade and industry. Just as importantly, world-class events generate pride among the people of Gothenburg.

We will achieve this by:
- drawing up an events strategy for the entire city.
- raising awareness among decision-makers and residents about the importance of events for growth and employment.
- offering organisers world-class service, as well as innovative, sustainable concepts for venues, accommodation, transport, etc.
- setting requirements for sustainability in negotiations and agreements with associations and organisers.
- improving our networking activities and actively monitoring the media.

WE WILL DEVELOP THE CITY AS AN ARENA

Why?
Events in the city space are intended to enrich peoples lives but also to promote diversity and integration. For many years Gothenburg has successfully used the whole city as an arena, which is an important competitive advantage. Effective cooperation in the city and a tolerant approach to the use of the city space will enable us to promote the image of Gothenburg as a vibrant and attractive city with a rich urban life and a wide range of activities.

We will achieve this by:
- increasing understanding of the role and importance of events in the city space and how they can contribute to the social dimension of sustainability.
- improving collaboration between stakeholders in the city.
- working for smooth cooperation with the city authorities and administrations.

WE WILL CONtribute TO A BROAD MIX OF EVENTS

Why?
A good mix of events includes an attractive selection for people of all ages, genders and cultural backgrounds. Diverse sports, culture and entertainment provide the essential foundation for events in cities such as Gothenburg. Without this foundation it would not be possible to build up to world-class events. These world-class events in turn stimulate development of the foundation.

We will achieve this by:
- identifying those events that are especially important for the growth of Gothenburg as a City of Events.
- planning, implementing and evaluating events as tools for consolidating and improving the city’s events expertise, among other things.
- helping to improve services for existing events.
- creating or participating in networks that are designed to encourage collaboration between stakeholders from different areas.

WE WILL CONtribute TO THE DEVELOPMENT OF ANNUAL EVENTS

Why?
Gothenburg hosts many large and small annually recurring events. From the destination perspective these are valuable tools for development and sustainable growth — not least from the social perspective. They also enable us to acquire further expertise, which can greatly benefit other events.

We will achieve this by:
- identifying those events that are strategic to the city.
- improving collaboration to exploit their full potential and creating peripheral activities.
- clearly communicating the importance of big, annual events for the sustainable development of the City of Events.
- using these events as a showcase in the marketing of Gothenburg, locally, nationally and internationally.

WE WILL HELP TO DEVELOP THE EVENTS THOROUGHFARE

Why?
The compact layout of Gothenburg, with its Got Events arenas, exhibition and congress facilities, hotels and Sweden’s biggest tourist attraction – Liseberg amusement park – all within walking distance of the city centre, gives it a very strong competitive edge. Few cities in the world can offer this. The events thoroughfare is a unique asset that offers organisers high visibility in the city, as well as economic and environmental benefits.

We will achieve this by:
- making the thoroughfare more attractive by clearly linking attractions such as the Universeum Science Centre, Liseberg amusement park and the Museum of World Culture to the thoroughfare.
- taking an active part in efforts to promote development of the thoroughfare.
TRADE & INDUSTRY GROUP

The Trade & Industry Group will help to develop Gothenburg into one of the most welcoming and attractive metropolitan regions in Europe to live in, work in and visit.

MISSION:
As part of Göteborg & Co, the Trade & Industry Group will be a platform for collaboration between trade & industry, organisations, municipalities, universities and colleges, in their efforts to make Gothenburg even more competitive and attractive.

KEYWORDS
Collaboration, Shared Commitment, Proactive.

PRIORITY AREAS
Trade & Industry, Knowledge Environment, Events & Culture.

OBJECTIVES FOR 2021
The Trade & Industry Group will help to develop Gothenburg into one of the most welcoming and attractive metropolitan regions in Europe to live in, work in and visit.

TIG STRATEGIES
- Highlight and support the development of companies in the Gothenburg region.
- Contribute to the development of Gothenburg as a strong enterprise region.
- Conduct regular studies within the group’s priority areas.
- Initiate projects and promote Gothenburg based on the results of the completed studies.
- Assist in the development of Gothenburg as an attractive city for students, researchers and for acquiring knowledge.
- Aided by Göteborg & Co, assist in attracting and hosting events in all priority areas.
- Contribute to the development of cultural projects in Gothenburg.
- Help to make the Gothenburg region attractive all year round.
COMMUNICATION

Communication will help to build the brand of Gothenburg as a destination. Gothenburg’s image as a sustainable destination will be consistently promoted through integrated communication, with the emphasis on digital media.

MISSION:
To reinforce and develop the brands of the company and destination. To be responsible for the company’s internal and external communications through all channels. To be responsible for PR and media issues.

OBJECTIVES FOR 2021:
Looking towards 2021, we will create a clear picture of the destination as open, sustainable, human and attractive.
WE WILL COMMUNICATE EFFECTIVELY, FOCUSING ON DIGITAL MEDIA

WHY?
It requires concerted efforts and collaboration to promote a new brand across a broad front. Visitors today also search for information in new ways and spend an increasing amount of time gathering information on the web before deciding to buy. Visitors are active, create their own content and are influenced by the reviews of others. In Sweden, four out of the 20 commonest uses of the Internet are related to travel.

WE WILL ACHIEVE THIS BY:
- further improving the way we communicate, using gotelborg.com as an important hub.
- creating digital meeting places where we can talk with our target groups instead of talking to them.
- populating our digital channels with interesting content that our visitors would like to share.

WE WILL EXTEND AND DEVELOP OUR PR WORK INTERNATIONALLY

WHY?
PR is a cost-effective way to strengthen the destination brand and generate interest in Gothenburg as a destination. This mostly involves providing exposure in respected media channels that are more credible than purchased space. This is mainly achieved through activities and arrangements that are aimed at the press, bloggers and prospective travellers with special interests in areas such as food and music in our priority overseas markets.

WE WILL ACHIEVE THIS BY:
- focusing attention on priority countries and media.
- working with partners to invite the mainstream media, web media and relevant bloggers to Gothenburg and help them with arrangements in the city.
- developing our digital media activities and maintaining contacts at the individual level.

WE WILL COMMUNICATE ON SUSTAINABILITY

WHY?
Sustainability will be an integral part of our communications and help to give destination Gothenburg a prominent position in visitors’ awareness.

WE WILL ACHIEVE THIS BY:
- highlighting the city’s strong sustainability profile and the objectives that the city of Gothenburg has set in this area. This will include talking about Gothenburg as a sustainable city that is open to the world, and highlighting the destination’s objectives for 2021.
- ensuring diversity in the communications of the company and the destination by portraying a true and genuine picture of the city in images, text and tone of communication.
- developing and providing tools for sustainability communication that are based on the brand.

WE WILL RAISE AWARENESS OF THE EFFECTS AND BENEFITS OF THE VISITOR INDUSTRY

WHY?
The visitor industry is growing rapidly, creating jobs and tax revenue. Improving awareness and understanding of the value of this industry among employees, companies, decision-makers, opinion-formers and residents is an important task.

WE WILL ACHIEVE THIS BY:
- creating our own channels for passing on our message and joining various networks.
- acting as a spokesperson for the industry in all contexts.

WE WILL IMPROVE AND DEVELOP THE DESTINATION’S IMAGE

WHY?
In the face of tough competition we need to clarify and improve the image of Gothenburg in visitors’ minds so that the city continues to be an attractive and viable destination.

WE WILL ACHIEVE THIS BY:
- creating stories about the soul, history and culture of Gothenburg.
- showcasing both the city and the countryside, and telling people about the new experiences and attractions that are developing in the City of Tourism.
- continuing to develop the destination’s integrated communication concept – One Voice – focusing on digital tools such as video.
GOTHENBURG 2021
Gothenburg will reach its 400th anniversary in 2021 and we are celebrating this by working together to make our city an even better place. All the way up to the anniversary year, and well beyond. Gothenburg 2021 is one of Gothenburg’s most important visionary efforts. Our work is based on a vision of gaining international recognition for Gothenburg as a bold model for sustainable growth. A city that is innovative, open and inclusive, where all residents feel a sense of purpose and participation. A great deal is already happening, and even more will happen between now and the anniversary.

DEVELOPMENT OF THE CITY-REGION
GOTHENBURG ARCHIPELAGO PILOT PROJECT
Gothenburg’s southern and northern archipelagos have become a new destination – the Gothenburg Archipelago. The Gothenburg Archipelago project is a joint initiative between the district of Västra Göteborg and the municipality of Öckerö, supported by Göteborg & Co. The archipelago already attracts many national and international visitors, but the goal is to attract even more.

CITY OF FOOD
Food gives us pleasure and also creates jobs and growth. Gothenburg and West Sweden recognised this long ago and have been building on the region’s culinary attractions from a variety of angles. These include highlighting food as a reason for travel when marketing the destination. Restaurateurs and producers work together in a well-developed partnership to raise Gothenburg’s profile as a city of culinary experiences.

CYCLING TOURISM
Cycling tourism is currently a small proportion of overall tourism, but is one of the fastest growing tourism sectors in Europe. To promote Gothenburg as bike city in the tourism industry, Göteborg & Co has the task of examining the potential and opportunities for developing and marketing cycling tourism as a smart tool for sustainable tourism development – socially, economically and ecologically. The goal is to develop Gothenburg as a hub for cycling tourism in Scandinavia.

NOBEL WEEK DIALOGUE
The Nobel Week Dialogue is a new programme event during Nobel Week that aims to establish an annual scientific conference and build closer dialogue between Nobel Laureates, leading researchers and scientists, opinion-formers and interested members of the public. Admission to the seminar is free and it offers a unique opportunity to meet some of the world’s best brains in a dialogue on global issues that affect us all. The Nobel Week Dialogue is held every alternate year in Stockholm and every other year in Gothenburg. The event is supported by the Nobel Prize media company Nobel Media AB, Carl Bennet AB, the City of Gothenburg, Ericsson, Region Vastra Gotaland, Volvo Group and Akademiska Hus.

STRATEGIC DEVELOPMENT AREAS
In cooperation with a large number of stakeholders we manage projects/activities in areas that are very important to the destination and the future activities of the destination.
The destination business plan for 2015–2017 was project managed by Göteborg & Co on behalf of Kommunintressent AB.