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## Transforming learning and visitor participation as a basis for developing new business opportunities in an outlying municipality

*Case study of Hjørring Municipality and Børglum Monastery, Denmark*

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*Published in:*
The Transformative Museum

*Publication date:*
2012

*Document Version*
Early version, also known as pre-print

[Link to publication from Aalborg University](#)

**Conference theme:**
Transforming visitor participation and learning

**Abstract title:**
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**Transforming learning and visitor participation as a basis for developing new business opportunities in an outlying municipality - A case study of Hjørring Municipality and Børglum Monastery, Denmark**

The aim of the paper is to show how teachers, students, and businesses can develop business opportunities in cooperation with each other, and to show which problems both ethical and practical might arise due to different aims in the group of users.

Starting point is the Christmas television calendar by TV2 (Danish television) for 2011. This calendar was shown every day from 1st till 24th December for half an hour on TV, playing at Børglum Monastery. The monastery is a private museum and farm, depending heavily on tourism, as do many of the family attractions, museums, and small businesses in Northern Jutland.

The theoretical background for the case is to be found in a design model, the three domains model developed recently by Peter Vistisen. The three domains being business, people, and technology, combined and intertwined in a holistic perspective on how different knowledge domains correlate in the process of creating user-centered innovation, which are sustainable in a business context. Through a hermeneutical perspective, the 3-D model suggest that user-centered innovation must come from the unified overlap between the economic perspective of business, the rationalistic perspective of technology, and the humanistic perspective of user-centered design.
The model acts as the articles main framework for discussing the barriers, which exist in praxis's where multiple companies, and organizations have significant differences in their dominating rationale. Furthermore the model describes how a holistic perspective on the problem domains can overcome these barriers.

The case for the paper is centered around the municipalities wish to develop a website and a business model around the story of Stygge Krumpen, the main villain in the aforementioned TV program, as well as a historical figure of Northern Jutland. The main challenge facing the municipality is getting businesses to contribute to the site as well as becoming part of the business model itself. The article explains how the problem could be solved by turning the business into a learning experience.

The municipality did focus on how the technology could be developed, getting sidetracked on the main problem: how to get people to join the website and the business idea. Using theory on social media (Li & Bernoff, 2011) as well as theory on user participation in business development (Prahalad and Krishnan, 2008), the main focus in the case was how schools could be made part of the model, taking learning and transforming experiences into account. By giving students the possibility to develop content for the business website, traffic on the site is ensured, since parents would be visiting to see what their children were up to.

Thus the website would have a user group consisting of the following:
- teachers

- students
- parents
- small and medium enterprises (SMEs)
- Hjørring municipality

This will give rise to a series of ethical problems, since the institutions (schools and municipality) are non-profit organizations, while the SMEs and the site itself is meant to create profit. The site itself will be used as a promotion of both the SMEs as well as Hjørring municipality as a tourist attraction.

The ethical problems are not only profitable versus non-profitable issues. The use of children and their parents as a means of creating traffic on a website, that hides its commercial intend, can be seen as deceiving both children and parents.

This problem will be compared to other similar websites, like www.smagen.dk, where the official purpose is to give SMEs in Northern Jutland a platform for promoting themselves while, when analyzing the site, it is made obvious that the site is promoting the sponsors of "Smagen af Nordjylland" rather than promoting the SMEs.

Part of the articles contribution is therefore also to discuss, how the 'elastic user' (Cooper, 2007), being the combination of the businesses, the municipality, the schools, the parents, and the children, can form relationships through the web-media in a way, which both creates value in terms of capital, awareness, and learning. At the same time, the article will discuss the ethical problems, which arise due to the complex nature of the group of users.

The project is at the time being still developing, and the findings in the article will be preliminary.