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Fishing for sustainability: a case about recreational fishing, tourism, and sustainable entrepreneurship

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INTRODUCTION

Sustainability is in focus for many companies these days, by force due to tightening government regulations, because of customer and public pressure, or because the entrepreneurs themselves simply want to contribute to a more sustainable world. But what is sustainable entrepreneurship? In this case, we will explore many of the challenges involved when an entrepreneur wants to create a sustainable business. It will revolve around two different views on sustainability: strong sustainability, in which concerns for the environment and society come before financial concerns, and weak sustainability, where financial concerns override environmental and societal concerns in cases of conflicts of interest. This case illustrates how the entrepreneur may be torn between strong and weak sustainability—that is, how hard it is to create a strong sustainable business.

The United Nations World Tourism Organization (UNWTO) recognizes that the tourism industry is one of the largest and fastest-growing (at least before the pandemic) industries in the world. The tourism industry shows a complex web of both positive and negative effects on societies. It contributes to developing destinations by creating job opportunities, stimulating infrastructure investments, providing opportunities for cultural exchange, and bringing foreign currencies to a country through investments and visitors.¹ But it also contributes to unsustainability in a number of ways: disruption of social and cultural systems, (over)use of natural resources, land occupation, emissions (not least CO₂ emissions as almost all tourism includes travel) and pollution, social, and economic stratification, conflicts with Indigenous people and non-Indigenous locals, and many more. There are different ways of thinking about how to solve these issues. Some might be solved through emerging new technologies, some might require legislation and regulations, and others might need creative thinking, collaboration, and inventiveness. Maybe some are unsolvable? This case offers students and

teachers opportunities to problematize, analyse, and challenge the effects of entrepreneurship characterized by ambitions for sustainability.

The fact that there are both positive and negative aspects of tourism creates a lot of so-called wicked problems often related to sustainability (Rittel & Webber, 1973). Wicked problems are problems that are difficult or impossible to solve because of incomplete, contradictory, and changing requirements that are often difficult to recognize, often caused by an attempt to solve another problem, and they cannot be solved with traditional methods which caused them in the first place. As wicked problems are impossible to solve, what we can do is to find a way to deal with them or live with them, rather than trying to find a solution.

Box 14.1 Basic facts about recreational fishing

Recreational fishing is fishing where the primary motivation is neither financial nor subsistence (Food and Agriculture Organization [FAO], 2012). This means that recreational fishers are not fishing with the intention of selling what they catch, and they are not fishing to provide a primary source of nutrition or to meet another basic need. Although income and basic nutrition are not the primary motivations to catch fish in a recreational fishery, recreational fishing is a multibillion-dollar industry and the consumption of recreationally caught fish can be very important (Cooke et al., 2018).

People most commonly associate recreational fishing with various forms of angling (fishing with a hook and line), and this is representative of how most people engage in these activities (FAO, 2012). Angling, also referred to as sport fishing, is the type of recreational fishing that constitutes fishing tourism. Recreational fishing is not limited to any particular species, group of species, or ecosystem. The targets and locations of these activities are highly diverse, with examples ranging from ice fishing for Arctic char in frozen mountain lakes and angling for carp in a city park or canal in a major city, to pursuing species found in undisturbed watersheds deep in the rainforest (FAO, 2012).

Participation in the activity of recreational fishing varies greatly globally. In wealthier countries, more people have the opportunity to fish for reasons other than the need to catch food or earn a living, and a greater proportion of the fishing population fish for recreation (Arlinghaus et al., 2015). However, even in parts of the world where a large number of people participate in subsistence or commercial fishing, recreational fisheries and fishing tourism can provide opportunities to increase the values generated by fisheries resources and opportunities to improve the sustainability of fisheries management.

To be able to deal with a wicked problem, the entrepreneur sometimes has to take an ethical standpoint and often has to choose between different alternatives. Dealing with these problems takes knowledge, time, and financial muscle—resources that are hard for many small companies to obtain.

We hope that the case of Fish Your Dream will contribute to the understanding of challenges and the many decisions that have to be made to start and develop a new company, and provide students with insights and understanding regarding the possibilities and limitations that ambitions for sustainability entail. Many questions and decision points simply have no ‘right answers’. The choices made by the founder and CEO Per Jobs and his company Fish Your Dream illustrate one way to try to deal with complex and wicked problems.

Fish Your Dream started in 2006 as a small, one-person business and has today grown to a company group with a total turnover of approximately EUR1.25 million (2019). It employs five people on a year-round basis and an additional 15 to 20 people during the fishing seasons.

THE CASE STORY

Part 1: Background

Fish Your Dream (FYD) is a company that has been in the recreational fishing business since 2006. It was started by Per Jobs, a professional musician and enthusiastic recreational fisher. From starting on a small scale on the Swedish island of Gotland in the Baltic Sea, it has grown and now manages three sites. Besides the original site on Gotland, the company now also runs two sites in the north of Sweden and is a well-known and established actor in the community of recreational fishing. The start and development of the company illustrates not only the common struggles and decision points that face all companies, but also the many sustainability issues and decision points in all fields of sustainability—ecological, social, and economic. An important factor is the determination of the company's founder to develop FYD as a company devoted to sustainable operations by making sustainability a natural and inseparable component in the company culture and strategy.

Growing up

Per Jobs was born and raised in the county of Dalarna in the mid-west of Sweden. Dalarna is a rural area where outdoor activities play an important role in everyday life. At the age of 3 years, Per was already a keen recreational fisher, introduced to the sport by his father and grandfather. The interest grew into a hobby, and Per's passion for fishing became an important part of his life. His interest in nature and wildlife gradually grew into a strong concern for the environment and sustainability issues in general. Per became increasingly troubled by what he saw happening to nature in general and to the Baltic Sea in particular.

Per spent a lot of his leisure time fishing and visited Gotland,² a Swedish island in the middle of the Baltic Sea, several times to take advantage of the excellent fishing conditions around the island. His interest in fishing also led to Per becoming a member of the national reference group for strategic development of recreational fishing in Sweden. His engagement in the reference group made him a rather well-known person in the Swedish recreational fishing community.

Becoming an entrepreneur

Another interest for young Per was music, and music eventually became his profession. He has academic degrees both as an instrumentalist and as a composer. In 2001, a job opportunity opened which made it possible to combine fishing possibilities with a couple of jobs in the music sector. Per became the maestro at the local theatre in Visby on Gotland and was also employed at a music production company, a position he held for almost 5 years. When this production company was later bought by a major media company, it eventually led to a loss of

creative freedom. As a result, Per's job became gradually more unsatisfying, and when he was on paternity leave in 2006, he had both good reason and plenty of time to think about his life and future career. This was the first time he started to consider the possibility of becoming an entrepreneur and to start a fishing tourism company on Gotland.

Once this option popped up in Per's mind, he soon became convinced that starting a company of his own was the right way ahead for him. Determined to move forward, he started to investigate different possible paths available to realize his dreams.

Part 2: Starting Fish Your Dream

The business idea and the first concepts

When elaborating the business idea, Per saw a lot of advantages in choosing Gotland as a destination for a sports fishing company:

- Gotland has 800 km of coastline.
- Sea fishing is free in Sweden—no need for fishing permits.
- The waters could sustain a higher pressure from fishing.
- The main recreational fishing season is before and after the tourist peak season, meaning cheaper accommodation options.

The idea was to provide a high-quality service and individually designed fishing trips for smaller groups. On his fishing travels, Per had encountered companies that offered similar services, especially in the Americas. Given these opportunities, Per decided to quit his job and start Fish Your Dream AB (a limited company), and the company was registered in the autumn of 2006. As a backup for lost income, he kept up part-time project employment with his former employer for the first year. Right from the beginning, he had sustainability ambitions. One was to use the principle of catch and release, meaning that all fish that were not going to be consumed as food were returned to the water as soon as possible after the catch. The reasons for this choice were several, but the most important was that in many locations (like smaller lakes), you had to be careful not to overfish and thus damage not only nature but also your future business opportunities. This fact also calls for cooperation among competitors to make sure no one violates the limits of nature but instead works together for the best for everyone.

Developing the value propositions and marketing strategy

Adding and adjusting some details, Per developed a business model that was basically a copy of some well-known North American concepts. Already from the start, Per wanted to go for the international 'high-end' market. This was based on most people being more willing to pay more money for personalized services and professional guiding when abroad than when going on fishing trips in their home country. The reason is that they want the experience to be better, and since they have already paid a lot of money for the trip, they also want it to be successful. Per also knew a lot about this high-end part of the market, consisting of, as he phrased it, 'a couple of thousand individuals in the world, willing to pay a hell of a lot of money for unique, high-quality fishing experiences'. This was also demonstrated in a recent research study on Gotland, which found that the average expenditure for recreational fishers was

EUR1,800 per each landed and kept sea trout, which is the prime target species for recreational fishing and fishing tourism on Gotland (Blicharska & Rönnbäck, 2018).

One important step was to develop an elegant and inspiring, highly informative, and well-designed website. Per's idea was to make the website the cornerstone of the company's marketing process. The philosophy behind this was that with an efficient website in place, the company had no need for paper-based brochures or expensive online marketing. Sustainability factors also affected the decision not to use fancy, printed brochures that had to be translated into several languages and needed shipping around the world. So from the very start, Per considered the website to be a crucial success factor, and he happened to know a couple of professionals that could help him at a low cost in these efforts. The result was impressive, and the idea worked from the start. All Per had to do was spread the website link, using word of mouth in his marketing process. The website was also designed to send the message that the company was well organized and more substantial than the one-person company it actually was at that point.

The first marketing campaign

Having set the initial business concepts and being able to show a professional website, the next issue was to find customers. By reading a lot of fishing magazines from different countries, Per identified travel agents selling similar types of international travel concepts in their respective domestic markets. He then contacted them and offered his products. Some were interested; some were not. More or less everyone charged a 20% commission when mediating travel arrangements from other suppliers abroad, which made the price calculations simple. As well as getting a sales force in a lot of countries, the agents provided a lot of information about their markets—what categories the customers were, their buying patterns, their preferences, their normal price ranges, and so on.

On Gotland, he also made deals with different suppliers, such as for accommodation and transportation, to put together offers without having to ask his supplier for every new product.

Per was now ready to launch his company's products and services on the market. To get the international market going in the spring of 2007, Per invited some of his agents to come to Gotland for a free trial of his offers (value propositions). The agents were in general very satisfied with their experiences during their stay, and they immediately started to recommend FYD to their customers. The first international guest groups arrived in the season of 2008 from Russia, Poland, Finland, and France. From then on, the international guests came in increasing numbers every year for the coming years.

So far, the sustainability dimension had not been a focus of the company's marketing activities, although it had been present in all its activities and operations. Over time, the sustainability aspect became increasingly obvious in the offers and concepts FYD sold to its clients. Gradually, sustainability was raised as an important sales argument in its own right.

Part 3: The First 5 Years

Managing growth: failing and learning

As the turnover grew, Per could not guide all groups by himself, so he had to hire external guides to help. In terms of quality, this worked out quite well, but FYD had problems keeping the guides from season to season as the company could only offer seasonal employment. Every year, a lot of time and effort had to be put into finding, hiring, and educating fishing guides.

In one of the first efforts to expand his business, Per attempted to get the passengers from the cruise ships visiting Visby to go on a 1-day fishing excursion. This attempt failed as the marketing (from the cruise lines) did not emphasize enough that the excursions included walking on rough terrain and wading in water. The cruise passengers were simply too unfit to cope with the conditions. It also became evident that this new market segment did not match the old one. A lesson here was that the 'old' customers of the company both had a positive attitude towards sustainability and were willing to spend more money on environmentally friendly activities as compared to the cruise-ship customers.

Another attempt to expand the business of FYD was the consequence of poor profitability. FYD had been a profitable company almost from the start, but the profit was very modest. When analysing the finances and money flow in the company, it became obvious that only a small portion of the total revenue ended up in the wallet of FYD. Most of the revenue was transferred to accommodation suppliers, transport companies, caterers, and so on. Therefore, in 2011, Per started his own hostel in Visby to get a larger share of the total business. This step was successful but also exposed the company to greater financial risk, which became very evident during the pandemic several years later.

Nature as a limit to growth

Around 2010, it was obvious to Per that the expansion on Gotland could not continue at the same rate for much longer. The problem of being able to offer only seasonal employment to fishing guides accelerated, and the attractive fishing spots on Gotland became progressively crowded. The reason for this development was mainly fishing magazine articles and word of mouth that spread the attractive locations, and especially Finns and Swedes (who knew that coastal sports fishing was free to everybody) occupied these spots.

This development became a problem to Per and his company since it materialized into an important limitation of business growth. Per started to look for alternative sites and other locations where he could establish his company. At this time, he had also become a close friend with one of his early customers from Switzerland. The two had been talking more about the business expansion problem for the company, and it became evident to Per that his friend was interested in investing in FYD.

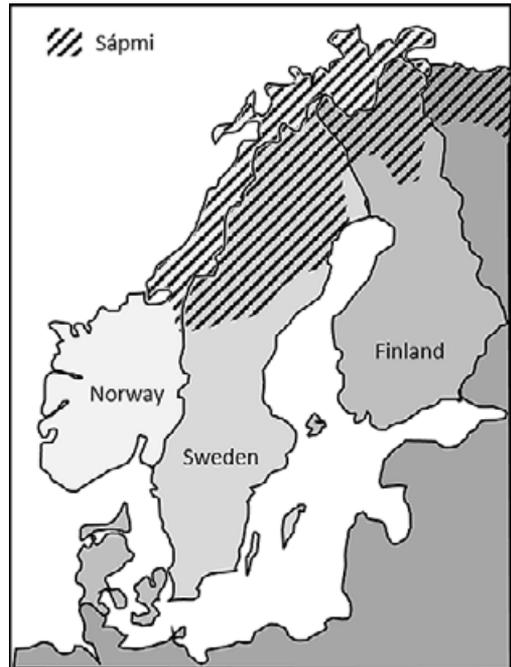
Part 4: Expanding to New Locations

Tjuonajokk: in the middle of Sápmi

After some attempts to find a new location option, Per came into contact with the owners of a small fishing resort in Tjuonajokk in the very north of Sweden. Tjuonajokk is situated in

roadless Sámi-land (Sápmi, Figure 14.1), where the nearest road is 30 km away. There is no electricity and no mobile phone reception. Tjuonajokk had been started and run by the same couple for 32 years, and the founders had become aware of Per and his company from articles in the press and through personal contacts in the recreational fishing community. The option to expand operations to Tjuonajokk offered a lot of opportunities, challenges, and special problems. On the plus side was, of course, the closeness to nature and the beautiful surroundings, and the nearby river and lake with amazing fishing opportunities. The challenges were the state of the site, needing a lot of renovating and face-lifting, and the remote location, meaning that customers had to be flown in by helicopter along with all supplies and equipment and material for construction and renovation. This meant a lot of challenges for the sustainability profile of FYD, now increasingly becoming an important business argument.

Eventually, and after several discussions and some negotiations, a deal was made with one of Per's relatives who financed half the money needed, thus making the acquisition possible. Per started to view Tjuonajokk mostly through a positive lens. The fishing conditions and the scenery in Tjuonajokk were exceptional, and the potential for development was greater than the problems at hand.



Source: Authors' own work.

Figure 14.1 Sápmi

Box 14.2 Basic facts about the Sámi people

The Sámi is an Indigenous population, occupying a vast area in the north of Norway, Sweden, Finland, and Russia called Sápmi. Historically, they are associated with a nomadic reindeer-herding lifestyle, a culture in which shamanism, jojk-singing, and bone handicraft are important parts, as well as their own language. Most Sámi today live modern lives in urban centres, but some maintain a more traditional lifestyle. In Sweden, Sámi organized in economic associations called 'samebyar' have exclusive rights to reindeer herding and sometimes also exclusive fishing and hunting rights in attractive areas. Conflicts revolving around land and hunting and fishing rights with other non-Sámi locals are common. Quite a few Sámi are involved in touristic activities, and some claim that this forms an inappropriate appropriation of Sámi culture, while others maintain that this forms a way to maintain a living heritage.

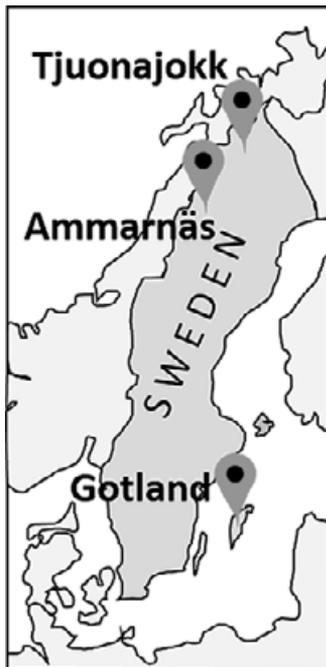
However, there were some ‘inherited’ issues that had to be dealt with:

- The venue and the buildings were generally in bad shape.
- Most guests were self-catering, meaning that only a few used the restaurant or cleaning and linen services.
- All sales were made through a few agents; the site did not have any direct sales.
- The relations with the neighbouring Sámi population were strained.

Every year since the takeover, new investments have been made, and today Tjuonajokk has become an updated high-service resort with renovated cottages, a new restaurant and bar, a fishing shop, and guided tour offers, both fishing tours and other. There is a summer and a winter season. Most guests are international and pay quite high prices, both to travel to Tjuonajokk and to stay there. Most packages offered include board, and only a few guests are self-catering. The relations to the Sámi population have improved considerably thanks to Per’s efforts to build good relations with the nearby Sámi village, and there are now regular dialogue meetings to discuss current issues and cooperation. Today, Tjuonajokk makes a good profit. Now the company can also employ fishing guides on a year-round basis.

From the start, Per planned to engage the Sámi people as both fishing guides and suppliers of raw materials for both the restaurant and the tourist shop. It soon became clear that using

Sámi people as fishing guides was impossible. The main reason for this was a need for the Sámi to be on constant standby to take care of their reindeer cattle if anything happened. Consequently, it was impossible for them to make promises to work for FYD at a particular time. FYD still buys a lot of Sámi supplies, such as meat and other ingredients for the restaurant, and Sámi handicrafts are for sale in the local souvenir shop.



Source: Authors’ own work.

Figure 14.2 Map of business locations

The third location: Ammarnäs

A couple of years after taking over Tjuonajokk, FYD was approached by the owners of another resort in Ammarnäs, which is also located in the north of Sweden (see Figure 14.2). The resort was a hotel/hostel with a restaurant which had been run by a local family for 16 years, and now they wanted FYD to buy their business. Again, the good reputation FYD had built into its brand and image, mainly thanks to its focus on all aspects of sustainability, put Per in a good position when starting negotiations; it soon became evident that all the work Per had put into involving locals and building good relations with local communities was an important reason for the owners of the resort in Ammarnäs to reach out to FYD.

Ammarnäs is a small village of about 100 inhabitants, and their main occupation is in tourism. The 400-km hiking

track Kungsleden (the Royal Trail) runs through Ammarnäs. This location was like a destination in itself, with a history, local population, and visitors that came back year after year. Compared to Gotland and Tjuonajokk, Ammarnäs fell in between, resembling both the other two in some aspects and being very different in others. Although he had some doubts over whether Ammarnäs would fit the image and profile of FYD, Per started negotiations with the owners of Ammarnäs hostel.

In 2013, the deal was settled, and FYD bought the venue on a 50/50 basis, where the co-owner was a company that was already a business partner to FYD on Gotland. One of the main reasons to buy Ammarnäs was that the company was in control of some very good fishing waters in the nearby Vindel River.

After taking over Ammarnäs, discussions on how to develop the venture started. One of the main things was to improve profitability. The former owner had put in a lot of hours and had run an all-year open hostel, whereas FYD had to employ people or hire contractors for everything. The niche of Ammarnäs on the sports fishing market was a bit different from that of Tjuonajokk. Ammarnäs is reachable by car and is thereby not as exclusive as Tjuonajokk. The price range is significantly lower, and the guests are not exclusively recreational fishers as is the case in Tjuonajokk and on Gotland. The fact that the business partner that controlled the fishing waters decided to leave the partnership only a couple of years after the takeover was a setback that took away one of the main selling points of Ammarnäs. Now they had to make deals with other external owners of fishing rights. The company also had some issues with locals, especially when they decided to change to a one-season-only venue.

Part 5: New Challenges

New company structure: new partners

In the autumn of 2020, Per initiated a reconstruction of the company group, where he wanted to build a hierarchic structure with a personal holding company that owned shares in FYD which, in its turn, would own the shares in the operating companies. Per bought the shares from the 50% co-owner of Ammarnäs as that person was approaching retirement and wanted to ease their workload. In the autumn of 2020, despite a tough year due to Covid-19, Per was also able to buy out the relative from Tjuonajokk.

An important step in that process was to include three minority owners in Fish Your Dream AB. The three are a Swedish venture capitalist, a Swiss banker, and the head guide, bringing both capital and knowledge into the company.

In the last couple of years, it has become increasingly obvious that the venues have or could have other target groups than just recreational fishers. The brand of FYD, though, should still be a brand connected to sports fishing. As a result, a new brand for ‘non-fishing’ customers and activities has started, where the venues are marketed under a different company and brand name—Björk Experience.

Apart from the structural issues, FYD is looking for more venues to expand their business. The search has been ongoing for a couple of years, but so far no venue has met the criteria set up by the management team. The possibility to turn the venue into a profitable endeavour is of course crucial, but other requirements are that they should have control over attractive fishing

waters, there is accommodation (or access to accommodation), and it is accessible by public transport. The strategy is to expand into Sweden, at least over the coming years.

Some of the challenges are:

- getting the new company structure with new owners to work in a structured and smooth way
- finding new venues for future expansion that meet the demands of FYD.

Consequences of sustainability: adapting services

Parallel to all this, FYD is striving to continuously improve sustainability in their locations. During the last few years, they have done a lot of different things at their resorts. In Tjuonajokk, for example, they have installed solar panels and only have to use the diesel generator when using major kitchen appliances. They have improved the sewage system. More and more of the menus are using local and ecological produce. And then, of course, there is transportation—to and from the destinations and in Tjuonajokk, where you have to go by helicopter in the summer and snow scooter in the winter. One way to decrease CO₂ emissions is to only fly the helicopter with a full load of passengers. Another problem might be the increasing discussions about catch and release. Catch-and-release fishing practices significantly reduce the pressure on fish stocks, and from a natural resources management perspective, this practice is much better than catch-and-kill practices. There is, however, an ongoing debate regarding the animal ethics of catch-and-release practices, especially concerning the stress put on the fish when caught. If the guests were only allowed to catch one or two fish a day for ethical reasons, the fishing experience would not be the same.

During the heatwave in Sweden in the summer of 2018, the company simply had to stop all fishing activities because of the high temperature in the lake. Catching fish in such conditions with low oxygen levels in the water would cause too much stress to the fish, and after release, the fish would not survive anyway. This was of course a great problem for FYD and had to be solved in various ways. Some trip arrangements had to be cancelled, and other activities were introduced to replace fishing activities.

As Per sees it, the main challenges facing the company to improve sustainability are:

- the travelling, both to and from Sweden but also helicopters and other transfers, in general limiting fossil fuel and CO₂ emissions
- the menus—how to move to less meat without losing clients
- how to create more cooperation and benefits for local communities
- getting the right fishing rules and/or control over waters to secure fish populations—pressure will increase
- the ethical aspects of recreational fishing.

Change of control of fishing rights

Recently, a new situation appeared after the verdict in the Swedish High Court in January 2020, where the court ruled in favour of the Sámi village Girjas in an 11-year dispute about the rights to fish and hunt in the land belonging to the Girjas Sámi village. This implied consequences for FYD since Tjuonajokk is located in the land of Girjas village, and the fishing rights are of course crucial for FYD business activities in Tjuonajokk.

Thanks to Per's efforts to establish good relations with the local Sámi population, FYD had a favourable position in the negotiations with the Sámi group about the new situation. Eventually, a deal was made with Girjas.

What Per and his companies are facing for the coming years is further development in all three locations by increasing the customer value and sustainability content. At the same time, he is building the new company structure, with new partners aiming to expand with more venues and to develop the non-fishing side of the business.

THEORETICAL INSIGHTS

The case of FYD can be used in different ways in teaching entrepreneurship, and especially sustainable entrepreneurship. Some very obvious dimensions in the case are that it shows the principles of effectuation in practice and how the effectuation principles of 'bird in hand', 'affordable loss', and 'co-creation' work in reality. Per did not have a clue about effectuation principles when he started his company, yet we can see how he was acting very much in line with these principles. Here the teacher can relate to the theory initiated by Saras Sarasvathy and colleagues, as well as other scholars in the field of effectuation theory (Read et al., 2017).

Effectuation theory should also be contrasted with causation models of entrepreneurship, where new ventures are described and analysed as traditional investment ventures. Such theoretical models are built on the assumption that a new entrepreneurial venture can be analysed as any type of investment project in an industrial setting, by forecasting and planning methods that predict and set out the road to success before starting (Read et al., 2017). Accordingly, the logic of these analyses is that at a future point in time, we can calculate the investment's profitability in terms of return on investment.

The effectuation models have the extreme opposite position, focusing on the present and asking questions such as 'Who are we?', 'What do we know?', and 'Whom do we know?'. The logic behind these models is that we begin the analysis by understanding the start of an entrepreneurial venture and the resource structures present at the point in time when the venture was born (Read et al., 2017).

One interesting angle of theoretical insights, using this case, might be to initiate a discussion about the difference in these theoretical stances and their origin, and why we still, today, see new editions of old textbooks about entrepreneurship being introduced, which are based on the causation assumption.

Other dimensions of theoretical insights from this case are of course related to aspects regarding sustainable entrepreneurship (weak and strong), since this is a focus point for FYD. It could be used as an introduction to a discussion about the nature of sustainable entrepreneurship and how we can distinguish it from 'traditional' entrepreneurship. Most 'new' models of entrepreneurship that focus on the sustainable dimension fail because they are simply putting the sustainability aspect of entrepreneurship as a 'cherry on the top', and do not make it an implicit dimension of the entrepreneurial process, whereas others fail because they are driven too much by ideological sustainability thinking and forget the business aspect of the company.

Finally, it is important to use the case to point out significant aspects of sustainable development in general, such as asking questions about how entrepreneurs can contribute to the development of our societies and our world to be a better place to live in. Concepts such as ‘strong sustainability’ versus ‘weak sustainability’, ‘wicked problems’, ‘co-creation’, and ‘lean development’ are important here. So is the problem of the relation between the positive effects of a company like FYD and the negative effects on both society and environment. The consequences of the company’s business operations may end in a discussion about the sheer existence of the company.

The observant reader might also have noticed the implicit, unquestioned ambition and drive for ‘growth’ in the case narrative. Now established, Per is constantly looking for opportunities to expand the business in terms of both economic growth and new destinations. This unquestioned drive, illustrated in this case, is very interesting to problematize using the case as a point of departure, asking questions such as ‘(Why) do businesses have to grow?’, ‘What is the rationality behind (economic) growth?’, ‘How can we understand the “tension” between economic growth and sustainable development?’, and ‘Are economic growth and sustainable development extremes on one single dimension, or are they dichotomies, impossible to combine?’.

CASE ACTIVITIES

We suggest three sequenced activities. The aim is for the students to be able to imagine and strategically plan a sustainable future for FYD from economic, social, and environmental perspectives. The starting activity is a discussion of what has actually happened in the company. The second is a role play to start imagining what might be happening today, and the third is a workshop to imagine and strategically plan a sustainable future.

NOTES

1. UNWTO (see <https://www.unwto.org/why-tourism>).
2. Gotland is Sweden’s biggest island, located in the Baltic Sea. It has a population of about 60,000 people and an area of almost 3,200 km² (including lakes). The biggest city is Visby, with around 25,000 inhabitants. Around 1 million tourists visit Gotland every year.

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