BUSINESS COACHING REPORT
DEVELOPING A LAKE GUARDIAN PASS FOR SUSTAINABLE TOURISM AND LAKE RESTORATION

1. Coaching context

The proposed concept is a digital LAKE GUARDIAN PASS. Visitors would make a small, clearly disclosed contribution when booking accommodation, outdoor activities, boat trips, fishing experiences, or other participating tourism services. Contributions would support defined lake protection and restoration actions, while the digital pass would help visitors understand the lake, follow funded interventions, and engage with participating local businesses.

The concept links tourism value with local environmental stewardship. It could create a recurring supplementary funding stream for practical actions that are often difficult to finance through ordinary operating budgets alone. It could also help tourism destinations demonstrate responsible management, improve visitor engagement, and communicate environmental results in an accessible form.

The central challenge is trust. The pass will create value only if visitors and businesses understand where the contribution goes, who selects the interventions, how administrative costs are controlled, and how results are verified. The business model must therefore combine a convenient visitor experience with credible governance, transparent reporting, and safeguards against exaggerated environmental claims.

The participant requested coaching support in identifying paying customers and partners, selecting a revenue model and contribution mechanism, designing the governance structure, preventing greenwashing, and testing the concept through a limited pilot at one Norwegian lake.

2. Coaching objectives

The overall objective was to transform the LAKE GUARDIAN PASS from an attractive engagement idea into a testable and financially coherent business model.

The first objective was to distinguish the economic buyer, participating businesses, beneficiaries, visitors, and restoration partners. The second was to define the service package and determine how the platform operator could earn revenue without obscuring the amount directed to environmental action. The third was to establish a transparent governance and verification model. The fourth was to design a pilot and measurable criteria for deciding whether the concept merits further development.

3. Coaching methodology

The coaching methodology combined stakeholder mapping, value-proposition analysis, service and payment-flow design, Business Model Canvas development, risk assessment, and pilot validation.

The model was analysed as a multi-sided service. Municipalities or destination-management organisations commission and coordinate the programme. Tourism businesses distribute the pass or include the contribution in selected offers. Visitors make or authorise the

contribution. Environmental organisations and technical specialists define or implement eligible actions. An independent or jointly governed mechanism verifies allocation and results.

The analysis separated three financial flows: the visitor contribution for lake action; the commercial fee paid for platform, communication, reporting, and partner management; and any separate sponsorship or project funding. Keeping these flows visible is essential for trust and for accurate pricing.

The final stage translated the concept into a minimum pilot: one lake, one lead institution, a limited group of tourism partners, two or three eligible actions, a simple digital pass, a transparent public ledger of allocations, and a short reporting cycle.

4. Stakeholders and customer roles

Role	Likely organisations	Value received	Commercial relevance
Lead customer	Municipality, destination organisation or lake authority	Programme coordination, visitor engagement and credible impact reporting	Pays setup, licence or management fee
Distribution partner	Hotels, campsites, activity providers, boat and fishing operators	Responsible tourism offer, visitor story and local visibility	Offers the pass and may pay a participation fee
Contributor and user	Visitors and residents	Transparent way to support the lake and follow results	Makes an optional or embedded contribution
Delivery partner	NGOs, lake groups, contractors and technical experts	Funding and visibility for eligible actions	Implements or verifies activities
Sponsor	Local companies, foundations or project consortia	Documented local environmental support	Provides matched funding or campaign sponsorship

Source: developed by the business coach

The recommended lead customer is an organisation with a destination-wide mandate, recognised legitimacy, and the ability to coordinate multiple businesses. Individual tourism operators are important distribution partners, but a fragmented business-by-business launch would increase transaction costs and weaken common governance.

5. Value proposition and service package

For the lead customer, the value proposition is a ready-to-operate mechanism that connects visitor contributions with visible lake actions, partner coordination, and credible reporting. For tourism businesses, it provides a simple environmental engagement offer without requiring each operator to design its own scheme. For visitors, it offers a convenient, understandable, and traceable contribution. For restoration partners, it creates access to small-scale recurring finance and public visibility.

The initial service package should include programme design, partner onboarding, a QR-based visitor interface, payment integration, a catalogue of eligible actions, contribution tracking, project updates, a destination dashboard, communication materials, and a standard impact report. The first version should avoid complex loyalty systems, extensive mobile applications, multiple destinations, tradable environmental credits, or claims of offsetting visitor impacts.

The pass should communicate a direct stewardship contribution rather than a purchase of ecological equivalence. A small donation does not neutralise the full environmental effect of travel or tourism, and the programme should never imply otherwise.

6. Revenue and contribution models

Mechanism	How it works	Advantage	Main concern
Optional contribution	Visitor actively adds a fixed or variable amount	Clear consent and easy testing	Lower participation rate
Included contribution	A disclosed amount is included in a selected tourism product	Higher predictability	Requires clear communication and partner agreement
Matched contribution	Business or sponsor matches visitor payments	Strong engagement and leverage	Depends on sponsor continuity
Destination pass	One payment provides local benefits and a restoration contribution	Creates a stronger visitor product	More complex partner and benefit management

Source: developed by the business coach

The recommended pilot should begin with a voluntary fixed contribution and matched funding from one or more partners. This model is understandable, preserves visitor choice, and makes it possible to test willingness to participate before introducing a more complex destination pass.

The platform operator's revenue should remain separate from the restoration contribution. The most credible structure combines a setup and programme-design fee, an annual platform or management fee, and an optional partner-onboarding or campaign fee. A transaction fee may be added only if it is clearly disclosed and does not create the impression that the entire visitor payment reaches environmental actions.

7. Recommended Business Model Canvas

The editable Business Model Canvas below summarises the recommended pilot-stage structure.

<table>
<tr>
<td rowspan="2">KEY PARTNERSHIPS
•Municipality or destination organisation
• Lake authority and restoration experts
• Tourism businesses
• Payment provider
• Independent verifier
• Sponsors and local NGOs</td>
<td>KEY ACTIVITIES
• Programme and action design
•Partner onboarding
• Payment and pass operation
•Visitor communication
• Allocation and impact reporting</td>
<td rowspan="2">VALUE PROPOSITIONS
•Simple visitor contribution
•Transparent allocation
• Verified local lake actions
•Responsible-tourism engagement
• Common tool for local businesses
• Visible results and project stories
•Recurring supplementary finance</td>
<td>CUSTOMER RELATIONSHIPS
• Programme co-design
• Partner onboarding and support
• Visitor updates
• Public reporting
• Annual destination review</td>
<td rowspan="2">CUSTOMER SEGMENTS
•Destination organisations
• Municipalities and lake authorities
• Hotels and activity providers
• Sponsors and funded projects
• Visitors as contributors and users</td>
</tr>
<tr>
<td>KEY RESOURCES
• Digital platform
• Trusted local coordinator
• Payment and reporting processes
• Eligible-action pipeline
• Brand, data and partner network</td>
<td>CHANNELS
• Booking and checkout pages
• QR codes at visitor sites
• Tourism partner staff
• Destination websites and campaigns
• Events and visitor centres</td>
</tr>
<tr>
<td colspan="3">COST STRUCTURE
• Platform and payment costs
• Programme management and partner support
• Communication, verification, reporting, legal review and business development</td>
<td colspan="2">REVENUE STREAMS
• Setup and programme-design fee
• Annual platform and management fee
• Partner onboarding and campaign fees
• Disclosed transaction fee and sponsorship administration</td>
</tr>
</table>

Figure 1 - Editable Business Model Canvas for the Lake Guardian Pass
Source: developed by the business coach using Business Model Canvas logic

8. Governance and transparency framework

The pilot should establish a small governance group including the lead customer, a lake or environmental representative, a tourism-business representative, and an independent technical reviewer. The group should approve eligible actions, budgets, evidence requirements, conflicts of interest, reporting frequency, and changes to the programme.

Every public update should distinguish money collected, payment and platform costs, programme-management costs, funds committed to actions, funds paid, and activities completed. Environmental claims should describe specific outputs and measured outcomes rather than broad statements that the lake has been restored.

Eligible actions should have a responsible organisation, defined purpose, cost estimate, implementation period, permissions where required, output indicators, reporting duty, and a procedure for unused funds. Contributions should not finance vague future intentions without a selection and reporting process.

9. Recommended pilot

The pilot should cover one lake destination for approximately three to four months and include one lead customer, five to ten tourism partners, one payment channel, and two or three approved lake actions. The digital product can begin as a mobile-friendly web page and QR-based contribution flow rather than a dedicated application.

Before launch, the participant should interview the lead institution, tourism businesses, environmental partners, and visitors. The interviews should test who owns the problem, which actions can be financed, how contributions can be collected within existing booking routines, what level of disclosure is expected, and which organisation can authorise public claims.

The pilot visitor journey should be short: scan or receive the link, understand the lake challenge, view the selected actions, choose a contribution, receive confirmation, and opt into progress updates. Local benefits or rewards may be tested only if they do not consume a disproportionate share of the programme budget.

10. Pilot validation criteria

Dimension	Indicator	Initial criterion	Evidence
Institutional commitment	Lead organisation accepts ownership of the pilot	One named coordinator and approved pilot scope	Written confirmation and meeting record
Partner participation	Tourism businesses activate the pass	At least 5 participating businesses	Onboarding and active QR or booking links
Visitor conversion	Visitors who see the offer contribute	Pilot target agreed after baseline traffic review	Views, contributions and channel data
Contribution value	Funds collected justify transaction and administration effort	Positive net contribution after direct collection costs	Reconciled financial record
Trust	Visitors understand allocation and verification	At least 70 percent report clear understanding	Short post-contribution survey
Delivery	At least one approved action begins or is completed	Documented output and responsible partner	Invoices, photos and technical record
Commercial signal	Customer or partners want continuation	Renewal, budget discussion or paid extension	Named follow-up commitment

Source: developed by the business coach

The pilot should proceed to a second phase when there is a credible lead customer, active tourism partners, understandable visitor participation, transparent financial reconciliation, evidence that at least one lake action can be delivered, and a concrete willingness to fund continuation. High website traffic or positive comments alone are insufficient.

11. Recommended action plan

During the first month, the participant should secure a lead institution, map potential tourism partners, identify two or three eligible actions, and define the legal and financial structure. A simple financial model should separate contributions, direct payment costs, environmental allocations, and commercial fees.

During the second month, the participant should develop the minimum visitor interface, partner materials, contribution flow, governance rules, and public reporting template. The full journey should be tested with at least ten visitors before launch.

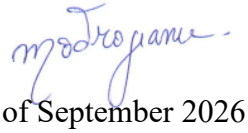
During months three and four, the pilot should operate with weekly monitoring of traffic, conversions, contribution values, partner activity, visitor questions, payment reconciliation, and progress of funded actions. A final review should decide whether to revise, expand, or discontinue the model.

12. Conclusion

The LAKE GUARDIAN PASS is a distinctive and testable concept with the potential to connect tourism participation, local business cooperation, and supplementary funding for lake protection. Its viability depends less on technological complexity than on credible leadership, convenient integration with tourism services, transparent financial flows, and visible delivery of approved actions.

The recommended starting model is a voluntary fixed visitor contribution, supported by matched funding and coordinated by one legitimate destination-level customer. The platform operator should earn clearly separated setup and management fees. Expansion should follow only when the pilot demonstrates partner participation, visitor trust, positive net contributions, delivery of lake actions, and willingness to continue funding the service.

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