

Application for support

1.1 General

Project name: Arctic Europe Tourism Cluster
Application id: 437401
Case id: 20361797

Application call: 3.2 Culture and sustainable tourism
Responsible organisation: Interreg Aurora

1.2 Lead partner EU

Name: Finnish Lapland Tourist Board ry (LME) Org. No: 2427886-7
Valtatie 82 as 4 Employees: 20
99100 Kittilä
Finland

Workplace

Name: Finnish Lapland Tourist Board ry Workplace No.: 0
Postal address: Visitors address:
Valtatie 82 as 4 Valtatie 82 as 4
99100 Kittilä 99100 99100
Region: Kittilä

Lead partner motivation and contribution

Finnish Lapland Tourist Board (FLTB) is an organization that works to develop and advance the tourism industry in Finnish Lapland. The members are tourism companies and destination management organizations. FLTB works in close cooperation with public authorities, educational institutions and other organizations involved in tourism development. It has an established position as the representative of tourism companies in numerous projects, strategy- and development processes, legislative work, and other tourism related matters (regional, national, and international levels).

Finnish Lapland Tourist Board has been the lead partner in earlier Visit Arctic Europe and Visit Arctic Europe II projects between the partners and has good knowledge and experience of managing and administering joint cross-border projects. Finnish Lapland Tourist Board values the cross-border co-operation highly and has a strong motivation to work for developing tourism in the whole Arctic Europe region further.

Is your organisation entitled to recover VAT based on national legislation for the activities implemented in the project?

Yes

VAT-number (Optional)

2427886-7

Name of legal representative

Nina Forsell

1.3 Project partner EU

Name: Swedish Lapland Visitors Board ekonomisk Org. No: 769607-5758
förening Employees: 49

Postal address:
Kyrkogatan 2
97232 LULEÅ
Sverige

Workplace

Name: Swedish Lapland Visitors Board Ekonomisk Förening

Workplace no: 40673519

Postal address:
Kyrkogatan 2
97232 Luleå

Visitors address:
Kyrkogatan 2
97232 Luleå
Region: Luleå

Partner motivation and contribution

Swedish Lapland Visitors Board has been a contributing partner in the previous cross-border cooperation projects Visit Arctic Europe and Visit Arctic Europe II, according to the same set of partners. Through many years of cooperation, the parties have jointly built trust and valuable knowledge and competence to support the development of the industry, the visibility of the destination brand and value creation for the region.

With many years of experience from regional and international development projects Swedish Lapland Visitors Board has the experience and competence required.

Swedish Lapland Visitors Board is also an experienced regional cluster leader, now certifying for ECEI bronze level according to the European Secretariat for Cluster Analysis.

Is your organisation entitled to recover VAT based on national legislation for the activities implemented in the project?

Yes

VAT-number (Optional)

769607-5758

Name of legal representative

Annika Fredriksson

1.4 Lead partner Norway

Name: NordNorsk Reiseliv as
Storgata 69
9251 Tromsø
Norge

Org. No: 994153862
Employees: 16

Workplace

Name: NordNorsk Reiseliv Avdeling Tromsø
Postal address:
Storgata 69
9251 Tromsø

Workplace No.: 0
Visitors address:
Storgata
9251 9251
Region: Norge

69

Lead partner motivation and contribution

The purpose for Northern Norway Tourist Board is to contribute to a sustainable, profitable and professional tourism business in Northern Norway. Northern Norway Tourist Board has been a partner also in earlier projects between the partners and have good knowledge and experience of participating and contributing in a joint cross-border project. From a global market perspective, the Arctic region is seen as one travel destination, and this region has common challenges. Therefore it is important to have a common sustainable tourism development to support both the social, economical and environmental sustainable development in the region.

Is your organisation entitled to recover VAT based on national legislation for the activities implemented in the project?

Yes

VAT-number (Optional)

994153862MVA

Name of legal representative

Trond Øverås

Project partner Norway

1.5 Payment information

Type of payment method: BIC/IBAN

Account number: OKOYFIHH FI54 5645 0020 0208 48

1.6 Project information

Project title

Arctic Europe Tourism Cluster

Project type

Regular project

Project start date

7/31/23

Project end date

7/30/26

Programme sub-area

Aurora

What are the common territorial challenge(s) that will be tackled by the project?

The project goal is to renew arctic tourism to a more resilient and regenerative tourism, to meet future expectations for the benefit of tourism industry, local societies, and visitors in Arctic Europe. The world is changing rapidly, and renewal of tourism is needed because of rapid changes in customer profiles and behavior, a demand for sustainability (ecological, economic and social), strong digital development, a need to develop more year-round business, challenges with staffing and a need to increase the level of resilience for future changes.

To meet these goals the project will 1. Focus on renewing arctic tourism to meet new customer needs by strengthening the role of arctic culture in tourism and focusing on year-round business development. 2. Develop sustainable forms of tourism by building trust-based networks to

ensure sustainable management of the local nature and heritage and strengthen the local society and economy 3. Develop a new innovative customer model for Arctic Europe based on new insight and link the model to new ways and knowledge of using digital technology in brand building and marketing, also in cooperation with new partners.

All parts of the project address the actual current situation in tourism, but especially new is the strong use of in-depth market and customer knowledge in both development and marketing, an emphasis on social sustainability and the role of tourism in local societies, developing the cultural aspect of tourism, testing out new digital opportunities and recognizing the domestic markets within the countries.

In earlier projects the northern regions of Sweden, Finland and Norway have succeeded in establishing Arctic Europe as one travel destination. The cooperation between both project partners and the companies and destinations in the area have developed towards an Arctic Europe tourism cluster. This brand and cooperation will be a base for the project work. The project will use the relevant latest knowledge for all topics.

Why is cross-border cooperation needed to achieve project objectives and results?

As the vision is to establish, develop and promote ONE joint sustainable tourism destination, the Arctic Europe, on an international / global market and build a tourism cluster to develop it there is no other way than to use a joint cross-border approach. On the markets Arctic Europe is already seen as one destination that covers Northern Norway, Finnish Lapland and Swedish Lapland. Now that there are good results from cooperation in previous projects, it is necessary to also take the next steps in developing arctic tourism together in the same cross-border area. The three regions have a lot in common, but there are also differences that need to be taken into consideration and can be used as strengths.

Development and promotion of a joint destination is not possible without representation from each country and more specifically, the explicit knowledge from all three partner organizations. Project partners have worked together for many years (in two Interreg Nord projects) and know each others strengths and capabilities and have succeeded in jointly delivering outstanding and widely acknowledged results. This is also a good reason why this new project doubtlessly will deliver good results also in solving the more emerging global challenges, basically sustainability, digitalization, and resilience.

Select the project's main target group

Private sector

Specification of the target group and their involvement in project planning

The main target group is tourism companies (micro, small and medium sized) in the Arctic Europe region. The project partners work continuously with tourism companies and have chosen the project topics based on the needs of the companies and the whole region. Discussions with both tourism companies and developers and other relevant stakeholders have been a crucial part of the project planning.

The project will have wide effects that benefit both tourism companies and their operational environment including:

Local societies: local inhabitants (better understanding of the benefits of tourism, acceptance and alignment with the tourism offer), local policy and decision-making levels (attractiveness, marketing, local economy).

Sub-contractors and partners to tourism companies: these include for example entrepreneurs within the cultural sector and local experts in traditional heritage, developing new commercial experiences and services based on the need of the sustainable traveler and establishing business cooperations by joining existing value- and supply chains connected to traditional tourism companies.

Second circle businesses that gain from or are important to the tourism industry (supermarkets, construction, local food suppliers etc).

Delivery chain: tour operators, online travel agencies, incoming operators, transport companies and other travel industry actors in relevant markets that help generate business to local companies.

Other tourism organizations, projects and educational institutions that can use the outcome of the project in their work.

Which synergies with past or current EU and other projects, initiatives, strategies and/or policies will the project make use of?

The project will seek cooperation with projects and partners that work, have worked or will work with topics where synergies can be found. These can be both regional, national, international or cross-border co-operations that cover a wider geographical area than the project area. Collaborations with educational institutes (Lapland University of Applied Sciences, universities of Lapland, Oulu, Luleå, Tromsø and Umeå), national visit organizations, Nordic Council of Ministers, Nordic Tourism Collective, UNWTO, NECSTouR, Sámi parliaments and other relevant organizations will be important both for the project execution as well as spreading the results. The project will have an open informational policy.

Knowledge, methods, outcomes and effects from the two previous cross border collaborative projects within Interreg Nord; Visit Arctic Europe and VAE II will be used in the project work.

Examples of cooperation projects:

Bothnian Coastal Route - the main objective is to make the northern Finnish and Swedish coastline better known as an attractive tourist area.

Smart Digital Business - aims to strengthen the companies digital competence and skills in order to create smart business opportunities in the tourism business.

Arctic 365 and Innovative experience - two tourism clusters in Northern Norway working with increasing value creation and employment in the clusters.

Foreign Individual Travelers' hospitality and Mobility Ecosystem - aims to bring together an ecosystem of transboundary tourism mobility across regional, sectoral and administrative boundaries.

Matkakohteena kulttuuri, Formstark and other cultural projects

MountResilience - a Horizon-project that will focus on resilience for climate change in mountainous areas with tourism as one focus industry.

Matrix1 - will develop a concept for risk assessment and crisis management in tourism companies to make them less vulnerable to sudden changes.

Lappi brändi 2.0- growth and vitality by regional branding

Project overall objective

The overall objective of the project is to renew arctic tourism in the region to better meet future expectations and become more resilient and sustainable. This will benefit the tourism industry, local societies and visitors in the Arctic part of Europe. The project aims to strengthen the role of arctic culture in tourism and develop year-round business, strengthen all aspects of sustainability, and bring new digital knowledge and innovations to the use of tourism companies. This will add value to the tourism offering, attract new customers, widen the local value chain, ensure sustainable management of local nature, build more attractive livelihoods and bring more income and jobs to the local economies.

After the project the Arctic Europe Tourism Cluster will continue to strengthen the cross-border cooperation in Arctic Europe joining together a wide variety of tourism actors to further develop tourism in Arctic Europe.

Ecological sustainable development

The Arctic nature is vulnerable, and the project will focus on sustainable development taking into consideration how to get the right customers to minimize the vulnerability and reduce the carbon footprint and to take into consideration the climate change. The aim is to move in a more regenerative direction for the Arctic region. The focus on ecological sustainable development will be integrated in all work-packages. Planned activities that will support ecological sustainable development especially are: Current situation analysis, Increase resilience towards climate change, Care for the arctic, Communicate the importance of tourism in Arctic Europe, Arctic Europe tourism upskilling, Cross-border accessibility, Establish a digital arctic tourism community platform, Digital upskilling, Seamless travel facilitation, Innovative digital traveler outreach using new technology, Arctic sharing experiences and knowledge and Year-round and cultural product and business development.

Social sustainable development

Tourism is important for building good arctic societies. This sustainable component will be an important part of the project results and social sustainable development will be integrated in all work-packages. Activities that support social sustainable development especially are: Integrate local culture and creative industries with tourism, Year-round and cultural product and business development, Arctic sharing experiences and knowledge, Connect local service providers with delivery chain, Current situation analysis, Care for the arctic, Measuring satisfaction about tourism among local societies, Communicate the importance of tourism in Arctic Europe, Arctic Europe tourism upskilling, Cross-border accessibility, Establish a digital arctic tourism community platform, Seamless travel facilitation, Co-branding with non-tourism brands and Arctic Europe branding. In all the work the project does, equal opportunities, anti-discrimination and gender equality will be respected and enhanced.

Economical sustainable development

The project aims to focus on how to make the tourism in the Arctic Europe more resilient to meet future challenges. Tourism is also important to the economies in local societies, especially through jobs, tax-income and livelihoods and service that also locals use. The focus on economical sustainable development will be integrated in all work-packages. Planned activities that will support economical sustainable development especially are: Integrate local culture and creative industries with tourism, Year-round and cultural product and business development, Connect local service providers with delivery chain, Arctic sharing experiences and knowledge, Current situation analysis, Arctic Europe tourism upskilling, Cross-border accessibility, Digital upskilling, Seamless travel facilitation, Innovative digital traveler outreach using new technology, Innovative future customer model, Co-branding with non-tourism brands and Arctic Europe branding.

Exit strategy

The project aims to transform the tourism cooperation in Arctic Europe to an Arctic Europe Tourism Cluster (AETC) and improve its receiving capacity. The cross-border Arctic tourism cluster is an important entry point that has begun to take shape through previous cooperation. After the project, the cluster will mature, expand, and strengthen, continuing to develop the region's potentials and act as engines for the transition. AETC will enable tourism companies to be more innovative, problem-solving, and strategic compared to what they could achieve on their own. In addition, the project will give long-term benefits to the local arctic societies and culture to expand and live in a more sustainable way with the help of tourism.

The actors in the cluster (regional tourism companies, destination management organizations, regional tourism organizations, joint international partners, transport companies, tourism

promoters, academia, and civil society) will continue to build smart and trust-based networks to create new business opportunities, jobs, and companies, and solve industrial and societal challenges.

The Exit Strategy includes written agreements and regular meetings between the three partners to continue the cooperation and facilitate the strengthened and matured Arctic Cluster. AETC project includes sustainable activities designed to live and be developed by all actors long after project ending, such as Care for the Arctic code of conduct, measuring satisfaction about tourism, digital arctic tourism community platform, and yearly Arctic summit with shared responsibility between partners with rotation of ownership and management.

Through Arctic Europe Tourism Cluster and its strengthened receiving capacity, the project's results, benefits, goals, and effects will find their way towards a renewed, more resilient and regenerative tourism in our arctic society.

Project summary

The objective of the project is to renew arctic tourism to better meet future expectations and become more resilient and sustainable. Renewal of tourism is needed now more than ever because of rapid changes in customer profiles and behavior, an urgent need to increase sustainability (social, economic and ecological), fast digital development and an understanding of the need to increase resilience for future changes.

The project work will be structured in three work packages around the topics that most urgently need development and renewal in Arctic tourism: 1. Arctic culture and year-round development, 2. Arctic sustainability and 3. Arctic digital innovation. On all these topics the project will find relevant expertise and tools, connect the right actors, facilitate development work, test and provide test arenas for new solutions and build a ground for tighter future cross-border co-operation. The project is needed to take a strong grip of the development topics and make it available for future-driven tourism actors across the borders in Arctic Europe. In addition to a strong company involvement the project will actively cooperate with other projects, educational institutions, tourism and cultural organizations and other relevant public and private partners to reach the best possible results.

In earlier projects the arctic regions of Sweden, Finland and Norway have succeeded in establishing Arctic Europe as one travel destination. New strong joint development work is now needed for the region to develop sustainably and meet the future expectations of both the tourism industry, local societies and visitors. The cross-border cooperation between both project partners and the companies and destinations that has developed will be taken to the next level as an Arctic Europe Tourism Cluster for future cross-border cooperation.

How will the project partnership be structured?

The project has three partners; Finnish Lapland Tourist Board, Swedish Lapland Visitors Board and Northern Norway Tourist Board. Each partner will recruit participants in their country. Each partner has personnel working for the project either full-time or part-time. All three partner organizations work jointly for all parts of the project. The core of the project work is the project team, that has members from all partners and together implement the content of the project. The lead partner (Finnish Lapland Tourist Board) is responsible for leading both the content and administration of the project. The lead partner employs the project director and project coordinator. All project personnel work for the whole project area and in addition project managers from each organization will be the contact person for communication with participants in their own countries. Project team works closely together in order to ensure quality of implementing all projects activities.

The project organization includes a Steering Group, Partners group, the Project Team and specialized Task Force groups when needed. The Steering group is appointed by partners and is responsible for monitoring the implementation of the project. Partners group meet regularly and follow-up how the project proceeds. Project Team consists of Project Director, Project Coordinator and Project Managers and they are responsible for the activities of the project. Task Force groups are expert groups that advice the Project Team on the content of the project and

participate in executing activities. Project team and task force groups have an active role in cooperation with other projects and organizations.

How will the financial management of the project be handled?

The project has one common joint budget. Each partner is responsible for the budget in their own country. As all partners will participate in all work-packages they also pay costs for all WP's. Lead partner is responsible of creating bidding procurements for project purchasements. The Swedish and Norwegian project partner is responsible for management and reporting of budget to lead partner.

The lead partner is responsible of following up and reporting of the projects joint budget documentation. The Lead Partner is responsible for reporting towards Interreg Aurora, including preparation and submission of progress report and final reports in Min ansökan. Payment applications will be done in three months periods. The Lead partner is responsible for submitting EU-funds to the partners according to approved costs.

How will you communicate your project?

The project will have a web-page with information about the project that is updated throughout the project. The project uses social media channels to reach out to a broader audience both for internal and external communication. For communication the project will have a digital communication platform. Newsletters will be sent out regularly to all relevant stakeholders. The Lead Partner together with all project partners make sure that the results of the project are available to the public and they agree that the results of the project shall be available for all interested parties. They furthermore commit to playing an active role in any actions organized disseminating the results of the project.

Financing of Interreg Aurora program and other financiers will be visible in all communication of the project.

1.7 Project activities

Workpackages / Activities	Description	Start date - End date	Cost
1 - Arctic Culture and Year-round development	The work package will focus on renewing arctic tourism to meet new customer needs by strengthening the role of arctic culture in tourism and focusing on year-round business development. The increase of cultural content and year-round development will add value to the tourism offering, attract new customers, widen the local value chain, and bring more income and jobs to the local economies. In high seasons the capacity is full in many destinations and the most sustainable way to develop is to make use of both material and immaterial assets for a larger part of the year. To be able to answer to market needs with cultural and other year-round content new products need to be developed and presented to the	7/31/23 - 7/30/26	856,000

Workpackages / Activities	Description	Start date - End date	Cost
	<p>market. In the activities cultural actors will be identified and invited to work together with tourism companies and their delivery chain on both enriching existing products with cultural elements and to build new products. In the product development work market and customer knowledge will be used and the delivery chain will provide input from the sales perspective. Tourism companies will both work together with their delivery chain to develop year-round products and learn from each other and global best practices. The renewed cultural and year-round offering will be presented to touroperators on knowledge-transfer tours and in sales workshops.</p>		
<p>1.1 - Integrate local culture and creative industries with tourism</p>	<p>The global travelers are increasingly searching for experiences that build on local and traditional knowledge. There is a potential for cultural and creative industries to work more tightly together with the tourism business to build common products that make arctic culture part of the guest experience. In the project culture is regarded on a wide scale ranging from arctic lifestyle, traditional livelihoods and heritage to handicrafts, design and a rich variety of arts. Both current and historical culture is included. Sami culture is included as a part of the local culture.</p> <p>The activity will first identify and recruit cultural clusters and creative industries by co-operation with cultural projects, municipalities, educational institutions, and cultural organizations. The current level of co-operation between tourism and culture varies across the project area, but where possible, the project will build on work that has already been done. After the identification of the</p>	<p>-</p>	<p>40,000</p>

Workpackages / Activities	Description	Start date - End date	Cost
	<p>potential partners cultural actors, tourism companies and touroperators will be brought together for joint product development in activity 1.2. The aim is to build cultural tourism products that are commercially attractive. Culture exists in all seasons and by developing cultural tourism year-round attractiveness will increase. Year-round tourism will benefit the whole value-chain and enhance the sustainability of the local communities by providing a variety of job-opportunities outside high-seasons.</p>		
<p>1.2 - Year-round and cultural product and business development</p>	<p>The companies have challenges when business is very seasonal. The operations become financially and socially inefficient during parts of the year and it is challenging to find enough competent staff for each season. Seasonality affects local service levels and, by extension, the place attractiveness for both locals, potential locals, and visitors. More year-round businesses will have more permanent competent employees that are a part of the local society. To achieve sustainable development and growth within Arctic Europe, we must work to develop and strengthen new innovative year-round products and demand in the tourism industry. This is done by product development together with companies, their supply-chains and touroperators. The cultural actors identified in activity 3.2. will be a part of the product development. Also other than cultural products will be developed to enhance year-round business. To find the right customers for new seasons the future innovative customer model will be used in the product development process. Year-round product development is an on-going</p>	<p>-</p>	<p>305,000</p>

Workpackages / Activities	Description	Start date - End date	Cost
	<p>process, and the project will arrange several both live and digital product development workshops.</p>		
<p>1.3 - Arctic sharing experiences and knowledge</p>	<p>To strengthen the competitiveness of the area best practices will be gathered globally and regionally and shared between participants and to a larger audience in the Interreg Aurora region. Global best practices will be identified and presented in project events both live and online to provide learning and benchmarking opportunities. The new knowledge gained from best practices will be used in product development.</p> <p>Based on the co-operation and trust that has been built in Visit Arctic Europe I and II open sharing of experiences, knowledge and ways of operating will be done between the participants. Companies will visit each other and take part in workshops and panel discussions both live and digitally. Topics to learn about from each other can be for example new products and ways of operating year-round business, cultural products and co-operation with cultural actors, local food, local heritage, animal welfare or sustainability and regeneration.</p>	<p>-</p>	<p>66,000</p>
<p>1.4 - Connect local service providers with delivery chain</p>	<p>During the Covid-crisis many companies in the delivery chain have gone through major changes and customer behavior has changed. It is now important to build new connections to both previous and new parts of the delivery chain and introduce them to the renewed cultural and year-round offering of Arctic Europe. The numerous new professionals need to be educated to become Arctic Europe experts, so that they can sell the destinations year-round to the right customers. New</p>	<p>-</p>	<p>445,000</p>

Workpackages / Activities	Description	Start date - End date	Cost
	<p>touroperators that focus on future potential customer groups will to be identified and invited to learn about Arctic Europe. Service providers and the delivery chain will be matched with each other in sales workshops and knowledge transition tours to Arctic Europe</p>		
2 - Arctic Sustainability	<p>In this work package we together build and develop smart and trust-based networks that, in addition to creating new business opportunities, also help solve societal and sustainability challenges.</p> <p>Developing ways of working to unite the local community, tourism companies and other stakeholders in the decision-making process is important for the local population to benefit. The work package aims to develop sustainable forms of tourism, ensure sustainable management of the local nature and heritage and to support the local economy. This will contribute to a more sustainable Arctic society, that is in line with the targets of green transition in EU.</p>	7/31/23 - 7/30/26	529,000
2.1 - Current situation analysis	<p>The world is going under a lot of change right now - climate and weather changes, rapid digitalization, inflation, energy crisis, war in Europe etc. - changes that will affect the travel industry in many different ways. Our industry has just started their recovery journey from Covid and are more vulnerable when it comes to adapting to quick changes on the market. What kind of effect will all these big circumstances have on the companies' ability to build resilience and adapt to a new world? To make the best possible prioritization and make relevant decisions during the project time, the aim is to regularly find out from participants about their current and potential products,</p>	-	15,000

Workpackages / Activities	Description	Start date - End date	Cost
	<p>customers, seasons, marketing tools and channels, how they work with sustainability and how they co-operate with the surrounding society. The work will be done by questionnaires, workshops, discussions with companies, stakeholders, and local society as well as other possible methods. The goal is to collect information yearly to use as support for the ongoing work within the project. The aim is to stay updated on what needs to be adjusted within the scope of the project to better fit the needs of the companies and the world situation.</p>		
<p>2.2 - Increase resilience towards climate change</p>	<p>The tourism industry is highly affected by the rapid changes in climate. In order to anticipate the changes in the environment the companies need to adjust their business models and their product range in order to become more resilient. This is about both understanding and prediction of the effects of climate change as well as finding new solutions and innovations. This activity includes cooperation with experts and universities in all countries, like the Arctic Five and their work with both reduced climate change and a strengthened circular economy in the Arctic region, as well as the upcoming Mount Resilience project. The goal is to share outcomes, findings and initiatives from the Arctic region in order to strengthen the arctic tourism industry.</p>	<p>-</p>	<p>15,000</p>
<p>2.3 - Care for the Arctic</p>	<p>There is an active awareness of the impact that travel has on places, nature and culture worldwide, both positive and negative. By reflecting on this impact all parties (travelers, companies, and societies) also take responsibility for choosing as sustainable solutions as possible, regardless of whether it is about the mode of travel,</p>	<p>-</p>	<p>95,000</p>

Workpackages / Activities	Description	Start date - End date	Cost
	<p>accommodations, interactions with the locals and which companies to support. Acting as a responsible destination we intend to develop and communicate an Arctic Europe code of conduct, for companies, visitors, local societies to adapt and live by. This is called "Care for the Arctic". The goal is to provide a tool that can be an active part of the sustainability journey and involve the local societies and destinations in the work. One important input will be the satisfaction study in activity 2.4. but also cooperation with the Sami Parliament in the countries, benchmark and discussions with the Arctic Expedition Cruise Operators in order to learn from their sustainability journey.</p>		
2.4 - Measuring satisfaction about tourism in local societies	<p>The local society is an important part of a growing tourism industry. Tourism can have both positive and negative impacts on local society. Tensions between the industry and the local society can have negative consequences. Challenges that may arise because of increased tourism in an area include housing prices increasing, major events taking place and development of tourism infrastructure, forcing local people to relocate or adapt. At the same time tourism can contribute with a wide variety of services also for the local society that help keep and attract residents.</p> <p>Therefore, it is important to find consensus and involve the local population in the development work. Together we need to define why the tourism industry is an important industry for Arctic Europe and how it contributes to the service level and attraction of the local communities. As a starting point we intend to collect both new and existing information from the local societies and local</p>	-	30,000

Workpackages / Activities	Description	Start date - End date	Cost
	<p>stakeholders about their feelings about tourism and possible challenges and development points. The information is used in brand development and in the care for the arctic communication concept.</p>		
<p>2.5 - Communicate the importance of tourism in Arctic Europe</p>	<p>The tourism industry is an important tool for creating better conditions for rural areas like Arctic Europe. Acting as a responsible company or visitor cannot take place without the right conditions. For that, enablers are required; municipal and regional actors, authorities etc., to be involved and take their responsibility. Collaboration is the key to succeeding in sustainable development for the region. Tourism contributes to creating a balance between the three aspects of sustainability the social, the economic and the environmental conditions. Therefore we will make models that DMO's, municipalities and companies can use in their own communities to communicate how and why tourism is crucial for the whole local society wellbeing in order to create awareness around tourism value chains in all sectors. The goal is to create a tool that can measure the local value of tourism. How much it contributes to the local economy, what types of jobs will it generate and how many new residents.</p>	<p>-</p>	<p>40,000</p>
<p>2.6 - Arctic Europe tourism upskilling</p>	<p>The purpose is to strengthen cross-border networking that lead to more cross-border co-operation and increase competence. This is long-term work that will continue over the whole project period. Networking events strengthen cross-border connections, help find right partners and develop further cross-border co-operation. The events can be both live and digital and include either all participants or specific clusters. Upskilling activities will</p>	<p>-</p>	<p>180,000</p>

Workpackages / Activities	Description	Start date - End date	Cost
	<p>be mainly targeted to companies and DMO's participating in the project, but content will also be streamed or recorded for the benefit of a wider audience. The main networking events will be yearly Arctic Annual summits bringing together participants all over Arctic Europe to learn and discuss about current topics. The target is to build a concept for the event that will make it possible to continue with yearly Arctic Annual summits after the project. Current topics, for example sustainability, resilience to climate change and possible other black swans, re-generation, product development, digitalization, market insight, future customer needs and how to connect culture and tourism will be covered. The project will seek co-operation with other projects and organizations in arranging the best shared content for upskilling. The goal is to build and develop a way of working as a cluster after the project. This activity will be an important tool for the exit strategy together with activity 2.8. Digital arctic tourism community platform.</p>		
2.7 - Cross-border accessibility	<p>To increase the accessibility of travelling to and within the Arctic Europe region is crucial (including flights, trains, busses, and other possibilities). The development of seamless sustainable travel chains in Arctic Europe will be supported by joint marketing and facilitating cross-border connections between stakeholders. Joint marketing will be done in order to restore important previous routes and build new connections. By focusing on accessibility development for potential seasons as well as sustainable travel, the goal is to have more and new cross-border connections up and running</p>	-	120,000

Workpackages / Activities	Description	Start date - End date	Cost
2.8 - Establish a digital arctic tourism community platform	Digital platforms are fast becoming a foundation for new value creation. Arctic Europe tourism companies are missing a common and open digital platform to create more value for the tourism industry and to bring the community closer together. By identifying the needs and then implement such a platform, cross-border communication, documentation and collaboration between companies, stakeholders and even other industries will become more sustainable and easier. The goal is to build a digital supporting tool for product development, market intelligence analysis and information sharing within the project. But this will also be an important part in the exit strategy to ensure that the clusters, arctic co-operations and new formations will continue to live and develop in a sustainable way after the project ending.	-	34,000
3 - Arctic Digital Innovation	The world is changing rapidly and travelers priorities and behavior are constantly transforming. At the same time the tourism industry is characterized by a progressive development related to digitalization. In this work package we will develop a new innovative customer model for Arctic Europe based on these changes and new insight. We will link the model to new ways of using digital technology in brand building and marketing, by ourselves and in cooperation with new partners in the industry and outside the industry. By using new technology, using local stories told in a modern arctic way, we will strengthen the Arctic Europe brand and position ourselves in new potential markets as a year-round sustainable destination. To prepare the participating companies for the new digital	7/31/23 - 7/30/26	755,000

Workpackages / Activities	Description	Start date - End date	Cost
	<p>future and to build resilience, this work package also include digital upskilling, how to work with seamless travel facilitation and how to work and test new ways of innovative marketing. In addition to the tourism industry, a strong Arctic Europe brand can also lead the way to show how good life can be in the arctic and thereby also contribute to the local societies by attracting new residents that are needed as workforce both in tourism and other businesses</p>		
3.1 - Digital upskilling	<p>The tourism industry is characterized by a progressive development related to digitalization. Covid worked as catalyst in digital development and the demand for updated digital knowledge to meet the future in a competitive way and to build resilience within this subject area is bigger than ever. Upskilling will be done via seminars, webinars, cluster meetings and sharing best practices around subjects as:</p> <ul style="list-style-type: none"> - Digital B2B marketing: New opportunities with tools and content. - Customer digital behavior: Insights and trends on digital traveler behavior. - Use of big data: Understand and improve the customer experience and sales. - Digital Distribution : Insight and information about digital sales and marketing channels. - Digital Infrastructure: Information and knowledge about available digital back-office tools and the connections between them, and what is most suitable for their needs 	-	70,000
3.2 - Seamless travel facilitation	<p>When a destination caters to an international visitor, the demands for seamless travel around or between nearby destinations increase. This places greater demands on the coordination of traffic types, connections and payment</p>	-	10,000

Workpackages / Activities	Description	Start date - End date	Cost
	solutions between countries, regions and municipalities within Arctic Europe. The aim of this activity is to ensure that the tourism industry takes a continuous place in planning and development of seamless transport projects and platforms in Arctic Europe. We will collect the needs of tourism and inform local and cross-border stakeholders that develop transport systems by facilitating meetings with relevant stakeholders.		
3.3 - Innovative digital traveler outreach using new technology	New technologies such as artificial intelligence (AI), internet of things (IoT), big data, blockchain, virtual reality (VR) etc, are having a profound impact on the entire socio-economic life, gradually replacing the traditional mode of operation to a new digital environment. In order to stay relevant and strengthen the VAE brand and products on the markets and digital arenas, we need to explore new innovative digital marketing opportunities. This will be done by refining existing digital marketing tools, implementing new ones like mentioned above and finding new partners. This include always on-marketing to consumers both directly and together with delivery chain. Marketing will be done by the project and co-created with the companies to enhance their future innovative marketing knowledge. The project will work as a test-environment for learning by doing new digital marketing. Marketing will be done both on international target markets and cross-borderly within project countries.	-	350,000
3.4 - Innovative future customer model	The world is changing rapidly and travelers' priorities and behavior are constantly transforming. Therefore it is important to identify and attract	-	10,000

Workpackages / Activities	Description	Start date - End date	Cost
	<p>the rights guests to the right place at the right time. As the business is renewed also new target-groups need to be identified. This will be done by developing an innovative future customer model for Arctic Europe, based on in-depth market insight, input from the companies and taking into consideration year-round arctic tourism with special focus on potential seasons. The model will support the needs of the sustainable development in companies, local societies and Arctic Europe region. The target group-model will be used in project activities and companies and destinations are invited to use it in their own work.</p>		
<p>3.5 - Arctic Europe branding</p>	<p>The Arctic Europe brand has evolved in the previous Visit Arctic Europe projects. As the business is renewed after Covid, the brand needs to be strengthened and further developed based on an innovative future customer model. As a basis for the brand development, we will use local stories and local heritage, told in a modern arctic way to strengthen and position the year-round brand. This will be done by using new digital platforms and channels. The goal is to do innovative brand marketing in a wider perspective to new defined target groups especially among end customers. With a strong Arctic Europe brand, tourism can also lead the way to show how good life can be in the arctic and thereby also contribute to the local societies by attracting new residents that are needed as work-force both in tourism and other businesses.</p>	<p>-</p>	<p>170,000</p>
<p>3.6 - Co-branding with non-tourism brands</p>	<p>Based on renewed business after Covid, challenging competition arena internationally and a progressive digital development, it is necessary to focus on new digital innovative marketing</p>	<p>-</p>	<p>145,000</p>

Workpackages / Activities	Description	Start date - End date	Cost
	with partners and new ways of doing marketing. The purpose of this activity is to increase awareness of Arctic Europe on the chosen markets and in the chosen target groups by exploring and testing new innovative marketing together with new co-branding partners. The knowledge of project participants will be increased by taking part of actions or hearing about campaign implementations. New marketing co-branding partners will be explored including non-tourism brands from other industries. Actions will be done together with marketing partners.		
4 - Project steering/communication	Steering group, partner and task-force meetings. Communication about the project work and outcomes internally and externally.	7/31/23 - 7/30/26	50,000
4.1 - Steering group, partner and task force group meetings	Project's steering group -, partner - and task force meetings	-	20,000
4.2 - Communication to partners and companies	The events and results of the project are communicated to partners, participating companies, the industry in general and via media to the public. Online-seminars will be open to everybody. Different channels of communication will be used to reach the target audience. The results of the project will be available to all readers on the project webpage.	-	30,000

1.8 Indicators

Output indicators

Pilot actions developed jointly and implemented in projects	<ul style="list-style-type: none"> - a communication platform for tourism in Arctic Europe will be developed and piloted in the project - a model for sharing best practices between the companies in the project will be developed and piloted. - new innovative digital marketing concepts will be tested in the project together with the participants. 	Startvalue: N/A Targetvalue: 3 Unit: Pilot actions
---	---	--

Organisations cooperating across borders	We are 3 partner organizations in the project. The other organizations are the companies and destination organizations participating in the project. The target is to have a total of at least 75 participants (roughly 25 per country) and 3 partners in the project. All the project work is done across borders, and therefore all participants participate in cross-border cooperation.	Startvalue: <i>N/A</i> Targetvalue: 78 Unit: Organisations
--	---	--

Result indicators

Joint strategies and action plans taken up by organisations	<ul style="list-style-type: none"> - A strategy to continue the cross border co-operation in the project area also after the project as a cluster will be developed. - The "care for the arctic" code of conduct will be developed to ensure that both companies, visitors and local societies participate in making the whole destination more sustainable. 	Startvalue: Targetvalue: 2 Unit: Joint strategies/action plans
Organisations cooperating across borders after project completion	The co-operation of the 3 project partners will continue as a cluster after the project. Formal agreement about the work in the cluster will be done. In addition to this formalized cooperation we do expect most of the participating companies and organizations to continue with cross-border cooperation even after the project. Whether they have formalized contracts or not, and whether they are able to share them with us is not guaranteed, and therefore we have not counted them in the indicator number even though we see that the cooperation between the participants is of great value for cross-border tourism in the future.	Startvalue: Targetvalue: 3 Unit: Organisations

Financier	Finnish Lapland Tourist Board ry (LME)	Swedish Lapland Visitors Board ekonomisk förening								Total
expected to participate, ideally evenly spread through the partner countries.										
Total private co-financing	284,277	284,277								568,554
Total all private co-financing methods	284,277	284,277								568,554
Total public and private co-financing	484,277	484,277								968,554

Support

Financing	Finnish Lapland Tourist Board ry (LME)	Swedish Lapland Visitors Board ekonomisk förening								Total
Total financing	899,373	899,374								1,798,747

Support and financing

	Finnish Lapland Tourist Board ry (LME)	Swedish Lapland Visitors Board ekonomisk förening								Total
Total financing	1,383,650	1,383,651								2,767,301

Compilation

	Finnish Lapland Tourist Board ry (LME)	Swedish Lapland Visitors Board ekonomisk förening								Total
Sum total costs	1,383,650	1,383,651								2,767,301
Sum co-financing	484,277	484,277								968,554
Applied support	899,373	899,374								1,798,747
Support share	65.00%	65.00%								65.00%

Support share of actual costs	65.00%
Support share of total costs	65.00%

Support share of financing base for support	65.00%
Support share of total financing	65.00%
Support share of other public co-financing	14.45%
Support share of public co-financing	79.45%
Support share of private co-financing	20.55%

Financier	NordNorsk Reiseliv as									Total
companies are expected to participate, ideally evenly spread through the partner countries.										
Total private financing	233,650									233,650
Total all private financing methods	233,650									233,650
Total public and private financing	903,650									903,650

Support

Financing	NordNorsk Reiseliv as									Total
Applied support	480,000									480,000

Support and financing

	NordNorsk Reiseliv as									Total
Total financing	1,383,650									1,383,650

Compilation

	NordNorsk Reiseliv as									Total
Sum total costs	1,383,650									1,383,650
Sum co-financing	903,650									903,650
Applied support	480,000									480,000
Support share	34.69%									34.69%

Support share of actual costs	34.69%
Support share of total costs	34.69%
Support share of financing base for support	34.69%
Support share of total financing	34.69%
Support share of other public co-financing	48.42%
Support share of public co-financing	83.11%
Support share of private co-financing	16.89%

1.11 Contacts

Name: Annika Fredriksson
Organisation: Swedish Lapland Visitors Board ekonomisk förening
Phone: +46 70-512 23 46
Mobile phone: +46 70-512 23 46
E-mail address: annika.fredriksson@swedishlapland.com
Role: Contact person

Published in
Projektbanken:

Name: Nina Forsell
Organisation: Finnish Lapland Tourist Board ry (LME)
Phone: +358401262996
Mobile phone: +358401262996
E-mail address: nina.forsell@lme.fi
Role: Contact person

Published in
Projektbanken:

Name: Trond Øverås
Organisation: NordNorsk Reiseliv as
Phone: +47 906 26 170
Mobile phone: +47 906 26 170
E-mail address: trond@nordnorge.com
Role: Contact person

Published in
Projektbanken:

1.12 Documents

File name: LME yhdistysrekisteriote.pdf
Description: FLTB document to verify right to sign
Date attached: 3/23/23
File name: 20230326_NordNorsk Reiseliv AS_Firmaattest.pdf
Description: NordNorsk Reiseliv document to verify right to sign
Date attached: 3/27/23
File name: Originalansökan
Description: Inkommen originalansökan - Maskinläsbart format
Date attached: 3/28/23