

1. Identification

Call

C1

Date of submission

25/04/2022

1.1. Full name of the project

Innovative transformative tourism development for resilient economies and communities in BSR

92 / 250 characters

1.2. Short name of the project

INNOREST

8 / 20 characters

1.3. Programme priority

1. Innovative societies

1.4. Programme objective

1.1 Resilient economies and communities

1.6. Project duration

Contracting start	22/09/2022	Contracting end	31/12/2022
Implementation start	01/01/2023	Implementation end	31/12/2025
		Duration of implementation phase (months)	36
Closure start	01/01/2026	Closure end	31/03/2026

1.7. Project summary

The project aims to create resilient communities and economies through the development of an innovative type of tourism called „transformative“ which represents a powerful tool to support resilience building. Transformative tourism aims to inspire tourists to live and make business in non-traditional ways leading to a more sustainable economy and society. Especially many transformative tourism destinations are focused on green transformation by the shift to environmentally friendly technologies and innovative use of resources across different sectors (farming, culinary, healing, building, waste management, etc.) and help to avoid unwanted external impacts. Moreover, they apply a business model different from mass tourism which helps to increase business resilience and involves in the tourism business many new stakeholders. The project will build teams of entrepreneurs, academia, NGOs, and governments for elaborating and piloting innovative communication, business management, and policy tools leading to the following solutions: 1) diversification of economic activities in remote regions through the application of innovative business model inherent to transformative tourism; 2) increase in tourism flow by the new methods of local services internationalization; 3) spread of innovations for resilience converging by building the international collaborative networks for the development of transformative tourism that increase the innovativeness of Baltic Sea region countries.

1,493 / 1,500 characters

1.8. Summary of the partnership

7 partners from 6 BSR countries are participating in this project from Norway, Sweden, Latvia, Lithuania, Poland, and Denmark. Project have selected to cover these countries as they are with different experiences in transformative tourism, but all of them face common challenges in responding to external disturbances such as severe recessions and financial crises, downturns of particular industries and health crises. These countries hold good potential to share the tools of advanced business models in transformative tourism to build innovative transferable solutions, that will help avoid unwanted external impacts, withstand them or recover. Thus innovative business model solutions will contribute to co-building resilient economies and communities across the Baltic Sea region. The remaining BSR countries like Germany, Finland and Estonia will be involved in the project phase of transferring solutions.

Different types of organizations composes this partnership according Quadruple Helix innovation model which recognizes the four major actors in the innovation system: academia, business, government, and citizens as end-users of transformative tourism services in BSR. Competences of the partners from academia (Lithuanian Centre for Social Sciences, University of South-Eastern Norway) are important for preparing methodological tools necessary for elaboration and implementation of solutions suggested by project. Partners representing the business group (ed-consult, Krinova) are SMEs with an experience in transformative tourism business development. European Rural Development Network, Latvian Rural Forum and Local action group of Druskininkai are representing the government and citizens groups. They act and NGOs that aim to balance the needs of citizens and government because a part of the members are representatives of local authorities. Such organizations have competences to identify barriers to transformative tourism development and elaborate recommendations on effective support measures for the acceleration of transformative tourism business in BSR. The partnership has a good balance of all types of organizations selected as target groups: SMEs, NGOs, business support organizations, and education/training centres and schools. The partnership has decided to implement all tasks foreseen in the project activities by each project partner country so all 3 proposed common solutions will be tested, piloted, and transferred in 6 BSR countries. Associated partners are responsible for scaling-up services in transformative tourism by new policy tools, recommendations for creation and implementation of transformative tourism services, and involvement of new members in the network.

2,724 / 3,000 characters

1.11. Project Budget Summary

Financial resources [in EUR]		Preparation costs	Planned project budget
ERDF	ERDF co-financing	0.00	1,092,688.00
	Own contribution ERDF	0.00	273,172.00
	ERDF budget	0.00	1,365,860.00
NO	NO co-financing	0.00	188,750.15
	Own contribution NO	0.00	188,750.15
	NO budget	0.00	377,500.30
NDICI	NDICI co-financing	0.00	0.00
	Own contribution NDICI	0.00	0.00
	NDICI budget	0.00	0.00
RU	RU co-financing	0.00	0.00
	Own contribution RU	0.00	0.00
	RU budget	0.00	0.00
TOTAL	Total Programme co-financing	0.00	1,281,438.15
	Total own contribution	0.00	461,922.15
	Total budget	0.00	1,743,360.30

2. Partnership

2.1. Overview: Project Partnership

2.1.1 Project Partners

No.	LP/PP	Organisation (English)	Organisation (Original)	Country	Type of partner	Legal status	Partner budget in the project	Active/inactive	
								Status	from
1	LP	Lithuanian Centre for Social Sciences, Institute of Economics and Rural Development	Lietuvos socialinių mokslų centro Ekonomikos ir kaimo vystymo institutas	LT	Higher education and research institution	a)	226,040.00 €	Active	22/09/2022
2	PP	European Rural Development Network	European Rural Development Network	PL	NGO	a)	155,315.10 €	Active	22/09/2022
3	PP	Druskininkai Local Action Group	Druskininkų vietos veiklos grupė	LT	NGO	a)	157,280.00 €	Active	22/09/2022
4	PP	Latvian Rural Forum	Latvijas Lauku forums	LV	NGO	a)	174,260.00 €	Active	22/09/2022
5	PP	Krinoa AB	Krinoa AB	SE	Business support organisation	a)	320,960.70 €	Active	22/09/2022
6	PP	ed-consult	ed-consult	DK	Small and medium enterprise	b)	332,004.20 €	Active	22/09/2022
7	PP	University of South-Eastern Norway	Universitetet i Sørøst Norge	NO	Higher education and research institution	a)	377,500.30 €	Active	22/09/2022

2.1.2 Associated Organisations

No.	Organisation (English)	Organisation (Original)	Country	Type of Partner
AO 1	Municipality of Druskininkai	Druskininkų savivaldybė	LT	Local public authority
AO 2	North Kurzeme Business Association	Ziemeļkurzemes biznesa asociācija	LV	Business support organisation
AO 3	Association "Darīsim pasi!"	Association "Darīsim pasi!"	LV	NGO
AO 4	Association "A friendly tomorrow"	Stowarzyszenie Przyjazne jutro	PL	NGO
AO 5	LAG "Green Neighbourhood"	LGD Zielone Sąsiedztwo	PL	NGO
AO 6	PI Druskininkai Tourism and Business Information Center	Druskininkų turizmo ir verslo informacijos centras	LT	Business support organisation
AO 7	PI "Salty Winds"	VŠĮ "Sūrūs vėjai"	LT	NGO

2.2 Project Partner Details - Partner 1

LP/PP	Lead Partner
Partner Status	Active
	Active from 22/09/2022 Inactive from
Partner name:	
Organisation in original language	Lietuvos socialinių mokslų centro Ekonomikos ir kaimo vystymo institutas <small>72 / 250 characters</small>
Organisation in English	Lithuanian Centre for Social Sciences, Institute of Economics and Rural Development <small>83 / 250 characters</small>
Department in original language	Verslo ekosistemų skyrius <small>25 / 250 characters</small>
Department in English	Department of Business Ecosystems <small>33 / 250 characters</small>

Partner location and website:

Address	A. Vivulskio st. 4A-13 <small>22 / 250 characters</small>	Country	Lithuania
Postal Code	03220 <small>5 / 250 characters</small>	NUTS1 code	Lietuva
Town	Vilnius <small>7 / 250 characters</small>	NUTS2 code	Vidurio ir vakarų Lietuvos regionas
Website	www.laei.lt <small>11 / 100 characters</small>	NUTS3 code	Utenos apskritis

Partner ID:

Organisation ID type	Legal person's code (Juridinio asmens kodas)
Organisation ID	305674949
VAT Number Format	LT + 12 digits
VAT Number	<input type="checkbox"/> N/A <input type="checkbox"/> LT100014613615 <small>14 / 50 characters</small>
PIC	986144293 <small>9 / 9 characters</small>

Partner type:

Legal status	a) Public	
Type of partner	Higher education and research instituti	University faculty, college, research institution, RTD facility, research cluster, etc.
Sector (NACE)	72.20 - Research and experimental development on social sciences and humanities	

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities? No

Role of the partner organisation in this project:

LCSS is the main player in the field of rural and regional development (including tourism) in Lithuania. The researchers at LCSS have participated in many international (such as Horizon2020, INTERREG Baltic Sea Region, European Innovation Partnership, and other) and national projects, which resulted in decision support models and establishment of platforms for research and business activities. The competences possessed by participants from LCSS include rich expertise in rural and regional development, innovative business models, including transformative tourism, business qualitative and quantitative modelling, market analysis, sustainability analysis, green transformation, policy advising and many others. LCSS has a well-built resource basis to offer a suitable environment to its staff and to significantly contribute to the INNOREST project. LCSS will lead WP1, activities 1.1, 1.2, 1.3.

901 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

Yes No

State aid relevance

For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MAJS for a plausibility check on the State aid relevance. Does the partner want to do this?

Yes No

2.2 Project Partner Details - Partner 2

LP/PP	Project Partner		
Partner Status	Active		
Active from	22/09/2022	Inactive from	

Partner name:

Organisation in original language	European Rural Development Network	34 / 250 characters
Organisation in English	European Rural Development Network	34 / 250 characters
Department in original language	-	1 / 250 characters
Department in English	-	1 / 250 characters

Partner location and website:

Address	Owocowa 8	9 / 250 characters	Country	Poland
Postal Code	05-822	6 / 250 characters	NUTS1 code	Makroregion województwo mazowieckie
Town	Mlanówek	8 / 250 characters	NUTS2 code	Warszawski stołeczny
Website	http://erdn.eu	14 / 100 characters	NUTS3 code	Warszawski zachodni

Partner ID:

Organisation ID type	Tax identification number (NIP)			
Organisation ID	0381695410			
VAT Number Format	PL + 10 digits			
VAT Number	<input type="checkbox"/> N/A	<input type="checkbox"/> PL5252768950	12 / 50 characters	
PIC	905106322			9 / 9 characters

Partner type:

Legal status	a) Public		
Type of partner	NGO	Non-governmental organisations, such as Greenpeace, WWF, etc.	
Sector (NACE)	72.20 - Research and experimental development on social sciences and humanities		

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities?	No
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Role of the partner organisation in this project:

The ERDN is an international association based in Poland. Established in 2002, the Network is meant to encompass the leading research centres and stimulate their joint works on the state and paths of transformation of rural areas in Europe. After 16 years of successful cooperation the ERDN is one of leading research initiatives in Central-Eastern Europe enabling knowledge transfer between the EU countries, the Eastern Europe and Western Balkans. Multinational team gives to ERDN a great potential for cross-country research, including surveys, pilots, case studies, data and policy analysis in native languages of many European countries. The team has sufficient resources to offer a suitable environment to seconded staff and to significantly contribute to the main project INNOREST. PP2 will lead WP2 (together with PP5), activities A2.1 and A2.2. All other activities PP2 will implement as a project partner.

917 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

Yes No

2.2 Project Partner Details - Partner 3

LP/PP	Project Partner		
Partner Status	Active		
	Active from	22/09/2022	Inactive from

Partner name:

Organisation in original language	Druskininkų vietos veiklos grupė			32 / 250 characters
Organisation in English	Druskininkai Local Action Group			31 / 250 characters
Department in original language	N/A			3 / 250 characters
Department in English	N/A			3 / 250 characters

Partner location and website:

Address	Jaunystės g. 17	15 / 250 characters	Country	Lithuania
Postal Code	LT-66492	8 / 250 characters	NUTS1 code	Lietuva
Town	Viečiūnai, Druskininkai city	28 / 250 characters	NUTS2 code	Vidurio ir vakarų Lietuvos regionas
Website	http://www.dvvg.lt/	19 / 100 characters	NUTS3 code	Alytaus apskritis

Partner ID:

Organisation ID type	Legal person's code (Juridinio asmens kodas)			
Organisation ID	302297973			
VAT Number Format	LT + 12 digits			
VAT Number	N/A <input checked="" type="checkbox"/>	0 / 50 characters		
PIC	N/A			3 / 9 characters

Partner type:

Legal status	a) Public
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Type of partner

Sector (NACE)

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities?

Role of the partner organisation in this project:

Druskininkai LAG is a local association established in 2008 and is based in Druskininkai. The members of Druskininkai LAG are communities, Druskininkai municipality, business partners. The purpose of Druskininkai LAG is to deal with the problems of the rural area of Druskininkai municipality. Druskininkai LAG is implementing Druskininkai rural local development strategy 2015-2020 by LEADER programme. The strategy focuses on the development of an active and entrepreneurial community, capable of fostering its cultural heritage, improving the quality of life and aligning the development of rural areas. In 2015 Druskininkai LAG has established PI "Salty winds" .It's goal is to create opportunities for local inhabitants, farmers, craftsmen, artists, rural communities to sell their services for tourists. The team has sufficient resources to significantly contribute to the project INNOREST. PP3 will lead activities A.1.5 and A2.3. Other activities PP3 will implement as a project partner.

998 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

Yes No

2.2 Project Partner Details - Partner 4

LP/PP
Partner Status
Active from **Inactive from**

Partner name:

Organisation in original language 21 / 250 characters

Organisation in English 19 / 250 characters

Department in original language 3 / 250 characters

Department in English 3 / 250 characters

Partner location and website:

Address <input type="text" value="Strauti, Kolkas pagasts, Talsu novads"/> <small>37 / 250 characters</small>	Country <input type="text" value="Latvia"/>
Postal Code <input type="text" value="LV-3275"/> <small>7 / 250 characters</small>	NUTS1 code <input type="text" value="Latvija"/>
Town <input type="text" value="Kolka"/> <small>5 / 250 characters</small>	NUTS2 code <input type="text" value="Latvija"/>
Website <input type="text" value="https://laukuforums.lv/"/> <small>23 / 100 characters</small>	NUTS3 code <input type="text" value="Kurzeme"/>

Partner ID:

Organisation ID type	Unified registration number (Vienotais reģistrācijas numurs)	
Organisation ID	40008090394	
VAT Number Format	LV + 11 digits	
VAT Number	N/A <input type="checkbox"/> LV40008090394	<small>13 / 50 characters</small>
PIC	917182337	<small>9 / 9 characters</small>

Partner type:

Legal status	a) Public	
Type of partner	NGO	Non-governmental organisations, such as Greenpeace, WWF, etc.
Sector (NACE)	94.99 - Activities of other membership organisations n.e.c.	

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities?

Role of the partner organisation in this project:

The Latvian Rural Forum (LRF) is an association that unites more than 80 Latvian rural non-governmental organizations. Established in 2004, the LRF aims to promote sustainable development of Latvian rural territories and strengthen civil society in rural territories, promoting local initiatives and cooperation. The LRF facilitates professional implementation and monitoring of the LEADER program by providing educational, networking and methodological support to 34 Local Action Groups all around the Latvia territory. The network of LAGs and rural NGO, provide a platform for research, piloting, collaboration activities. The LAGs with comprehensive expertise in tourism sector will be involved in the project INNOREST. The LRF team has sufficient resources to offer a suitable environment to seconded staff and to significantly contribute to the project INNOREST. PP4 will lead activities A.1.4 and A. 3.4. All other activities PP4 will implement as a project partner.

974 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

Yes No

2.2 Project Partner Details - Partner 5

LP/PP	Project Partner		
Partner Status	Active		
Active from	22/09/2022	Inactive from	

Partner name:

Organisation in original language	Krinova AB		
Organisation in English	Krinova AB		
Department in original language	N/A		
Department in English	N/A		

Partner location and website:

Address	<input type="text" value="Stridsvagnsvägen 14"/> <small>19 / 250 characters</small>	Country	<input type="text" value="Sweden"/>
Postal Code	<input type="text" value="291 39"/> <small>6 / 250 characters</small>	NUTS1 code	<input type="text" value="Södra Sverige"/>
Town	<input type="text" value="Kristianstad"/> <small>12 / 250 characters</small>	NUTS2 code	<input type="text" value="Sydsverige"/>
Website	<input type="text" value="www.krinova.se"/> <small>14 / 100 characters</small>	NUTS3 code	<input type="text" value="Skåne län"/>

Partner ID:

Organisation ID type	<input type="text" value="Organisation number (Organisationsnummer)"/>
Organisation ID	<input type="text" value="556572-8812"/>
VAT Number Format	<input type="text" value="SE + 12 digits"/>
VAT Number	<input type="checkbox"/> N/A <input type="text" value="SE556572881201"/> <small>14 / 50 characters</small>
PIC	<input type="text" value="954813875"/> <small>9 / 9 characters</small>

Partner type:

Legal status	<input type="text" value="a) Public"/>
Type of partner	<input type="text" value="Business support organisation"/> <input type="text" value="Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc."/>
Sector (NACE)	<input type="text" value="70.22 - Business and other management consultancy activities"/>

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities?	<input type="text" value="Yes"/>
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Role of the partner organisation in this project:

Krinova is Sweden's first and largest incubator and science park with Food and rural development as it's profile areas. For more than 15 years, we have accumulated a unique knowledge and a wide network of researchers, entrepreneurs, financiers and organizations connected to the food- and hospitality industry. Hence, diversification and innovation in SME's close to the primary production, including innovative products and services within tourism, is in the center of innovation development at Krinova. Krinova works to be a strong voice in Sweden and the Nordic countries linked to innovation and entrepreneurship in the food- and visiting sector. Krinova's 20 employees consists of experienced innovation leaders and business developers, with a solid team of administrators and communicators. In the INNOREST project, Krinova will be lead-partner in WP3 and will be responsible for the action A3.2. All other activities PP5 will implement as a project partner.

968 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

Yes No

2.2 Project Partner Details - Partner 6

LP/PP	<input type="text" value="Project Partner"/>		
Partner Status	<input type="text" value="Active"/>		
Active from	<input type="text" value="22/09/2022"/>	Inactive from	<input type="text"/>

Partner name:

Organisation in original language	<input type="text" value="ed-consult"/>	<small>10 / 250 characters</small>
Organisation in English	<input type="text" value="ed-consult"/>	<small>10 / 250 characters</small>
Department in original language	<input type="text" value="Future Learning Farm"/>	<small>20 / 250 characters</small>
Department in English	<input type="text" value="Future Learning Farm"/>	<small>20 / 250 characters</small>

Partner location and website:

Address	<input type="text" value="Mærkhusvej 2, Bork Mærsk"/>	<small>24 / 250 characters</small>	Country	<input type="text" value="Denmark"/>
Postal Code	<input type="text" value="6830"/>	<small>4 / 250 characters</small>	NUTS1 code	<input type="text" value="Danmark"/>
Town	<input type="text" value="Nørre Nebel"/>	<small>11 / 250 characters</small>	NUTS2 code	<input type="text" value="Midtjylland"/>
Website	<input type="text" value="http://www.ed-consult.dk/"/>	<small>25 / 100 characters</small>	NUTS3 code	<input type="text" value="Vestjylland"/>

Partner ID:

Organisation ID type	<input type="text" value="Civil registration number (CPR)"/>		
Organisation ID	<input type="text" value="10019437"/>		
VAT Number Format	<input type="text" value="DK + 8 digits"/>		
VAT Number	<input type="checkbox"/> N/A	<input type="text" value="DK25 86 02 27"/>	<small>13 / 50 characters</small>
PIC	<input type="text" value="948293632"/>		<small>9 / 9 characters</small>

Partner type:

Legal status	<input type="text" value="b) Private"/>		
Type of partner	<input type="text" value="Small and medium enterprise"/>	<input type="text" value="Micro, small, medium enterprises < 250 employees, ≤ EUR 50 million turnover or ≤ EUR 43 million balance sheet total"/>	
Sector (NACE)	<input type="text" value="85.52 - Cultural education"/>		

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities?

Financial data	Reference period	01/01/2021	–	31/12/2021
Staff headcount [in annual work units (AWU)]				2.0
Employees [in AWU]				1.0
Persons working for the organisation being subordinated to it and considered to be employees under national law [in AWU]				0.0
Owner-managers [in AWU]				1.0
Partners engaged in a regular activity in the organisation and benefiting from financial advantages from the organisation [in AWU]				0.0
Annual turnover [in EUR]				47,000.00
Annual balance sheet total [in EUR]				33,288.00
Operating profit [in EUR]				33,288.00

Role of the partner organisation in this project:

ed-consult is a leading consultancy company in education and training with a focus on promoting sustainable development, social inclusion and healthy living, mainly in rural regions. In the last 21 years areas of activity ed-consult has been designing eLearning venues, innovative methodologies and has been facilitating collaborative learning online and onsite. ed-consult will establish a centre for transnational learning on transformative tourism services and policy tools at the Future Learning Farm and will develop a sustainable network of LAGs across Denmark, supporting the acceleration of transformative tourism. The team has sufficient resources to offer a suitable environment to seconded staff and to significantly contribute to the main project INNOREST. PP6 will lead WP2 (together with PP2), also activities A.2.4 and A2.5. All other activities PP6 will implement as a project partner.

903 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

Yes No

2.2 Project Partner Details - Partner 7

LP/PP	Project Partner		
Partner Status	Active		
Active from	22/09/2022	Inactive from	

Partner name:

Organisation in original language	Universitetet i Sørøst Norge			29 / 250 characters
Organisation in English	University of South-Eastern Norway			34 / 250 characters
Department in original language	Institutt for økonomi og IT			27 / 250 characters
Department in English	Department for Business and IT			30 / 250 characters

Partner location and website:

Address	P.O.Box 203	Country	Norway
	11 / 250 characters		
Postal Code	3603	NUTS1 code	Norge
	4 / 250 characters		
Town	Kongsberg	NUTS2 code	Vestlandet
	9 / 250 characters		
Website	www.usn.no	NUTS3 code	Vestland
	10 / 100 characters		

Partner ID:

Organisation ID type	Organisation number (Organisasjonsnummer)
Organisation ID	911770709
VAT Number Format	NO + 9 digits + MVA
VAT Number	N/A <input type="checkbox"/> NO911770709MVA 14 / 50 characters
PIC	921767430 9 / 9 characters

Partner type:

Legal status	a) Public	
Type of partner	Higher education and research instituti	University faculty, college, research institution, RTD facility, research cluster, etc.
Sector (NACE)	85.42 - Tertiary education	

Partner financial data:

Is your organisation entitled to recover VAT related to the EU funded project activities?

Role of the partner organisation in this project:

The University of South-Eastern Norway (USN) is a public university established in 2016. Through professional and industry-oriented education and research, the USN contributes to the development of a sustainable knowledge society. The USN School of business is committed to research and education on rural and regional development with a particular focus on sustainable tourism. The faculty has 220 faculty members and 4400 students on 5 campuses and is a member of EFMD and MASB. The team has sufficient resources to offer a suitable environment to seconded staff and to significantly contribute to the project INNOREST. PP7 will lead activities WP3 (together with PP5), also activity A.3.3. All other activities PP7 will implement as a project partner.

756 / 1,000 characters

Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?

Yes No

State aid relevance

For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MAJS for a plausibility check on the State aid relevance. Does the partner want to do this?

Yes No

2.3 Associated Organisation Details - AO 1

Associated organisation name and type:

Organisation in original language	<input type="text" value="Druskininkų savivaldybė"/> <small>23 / 250 characters</small>
Organisation in English	<input type="text" value="Municipality of Druskininkai"/> <small>28 / 250 characters</small>
Department in original language	<input type="text" value="Turizmo, komunikacijos ir kultūros skyrius"/> <small>42 / 250 characters</small>
Department in English	<input type="text" value="Department of Tourism, Communication and Culture"/> <small>49 / 250 characters</small>
Legal status	<input type="text" value="a) Public"/>
Type of associated organisation	<input type="text" value="Local public authority"/> <input type="text" value="Municipality, city, etc."/>

Associated organisation location and website:

Address	<input type="text" value="Vilniaus al. 18"/> <small>15 / 250 characters</small>	Country	<input type="text" value="Lithuania"/>
Postal Code	<input type="text" value="66119"/> <small>5 / 250 characters</small>		
Town	<input type="text" value="Druskininkai"/> <small>12 / 250 characters</small>		
Website	<input type="text" value="https://druskininkusavivaldybe.lt/"/> <small>34 / 100 characters</small>		

Role of the associated organisation in this project:

Member of local stakeholders group in Lithuania. Municipality have competences to identify barriers to transformative tourism development and elaborate recommendations on effective support measures for the acceleration of transformative tourism business in BSR.

263 / 1,000 characters

2.3 Associated Organisation Details - AO 2

Associated organisation name and type:

Organisation in original language	Ziemeļkurzemes biznesa asociācija	33 / 250 characters
Organisation in English	North Kurzeme Business Association	34 / 250 characters
Department in original language	N/A	3 / 250 characters
Department in English	N/A	3 / 250 characters
Legal status	a) Public	
Type of associated organisation	Business support organisation	Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc.

Associated organisation location and website:

Address	Pils iela 14	12 / 250 characters	Country	Latvia
Postal Code	LV-3270	7 / 250 characters		
Town	Dundaga	7 / 250 characters		
Website	http://www.ziemeļkurzeme.lv	27 / 100 characters		

Role of the associated organisation in this project:

Associated partner will be member of local stakeholder group and will be involved in Activities of WP1, WP2 and WP3.

116 / 1,000 characters

2.3 Associated Organisation Details - AO 3

Associated organisation name and type:

Organisation in original language	Association "Daršim pasi!" <small>27 / 250 characters</small>
Organisation in English	Association "Daršim pasi!" <small>27 / 250 characters</small>
Department in original language	N/A <small>3 / 250 characters</small>
Department in English	N/A <small>3 / 250 characters</small>
Legal status	a) Public
Type of associated organisation	NGO Non-governmental organisations, such as Greenpeace, WWF, etc.

Associated organisation location and website:

Address	Pilsētas Square 4 <small>17 / 250 characters</small>	Country	Latvia
Postal Code	LV-3301 <small>7 / 250 characters</small>		
Town	Kuldīga <small>7 / 250 characters</small>		
Website	https://enrd.ec.europa.eu/lag/lv-007_en <small>39 / 100 characters</small>		

Role of the associated organisation in this project:

Associated partner will be member of local stakeholder group and will be involved in Activities of WP1, WP2 and WP3.
116 / 1,000 characters

2.3 Associated Organisation Details - AO 4

Associated organisation name and type:

Organisation in original language	<input type="text" value="Stowarzyszenie Przyjazne jutro"/> <small>30 / 250 characters</small>
Organisation in English	<input a="" friendly="" tomorrow""="" type="text" value="Association "/> <small>34 / 250 characters</small>
Department in original language	<input type="text" value="N/A"/> <small>3 / 250 characters</small>
Department in English	<input type="text" value="N/A"/> <small>3 / 250 characters</small>
Legal status	<input type="text" value="a) Public"/>
Type of associated organisation	<input type="text" value="NGO"/> <input type="text" value="Non-governmental organisations, such as Greenpeace, WWF, etc."/>

Associated organisation location and website:

Address	<input type="text" value="ul. Mikołaja Reja 1"/> <small>19 / 250 characters</small>	Country	<input type="text" value="Poland"/>
Postal Code	<input type="text" value="05-806"/> <small>6 / 250 characters</small>		
Town	<input type="text" value="Granica"/> <small>7 / 250 characters</small>		
Website	<input type="text" value="http://przyjaznejutro.pl"/> <small>24 / 100 characters</small>		

Role of the associated organisation in this project:

107 / 1,000 characters

2.3 Associated Organisation Details - AO 5

Associated organisation name and type:

Organisation in original language	LGD Zielone Sąsiedztwo	23 / 250 characters
Organisation in English	LAG "Green Neighbourhood"	25 / 250 characters
Department in original language	N/A	3 / 250 characters
Department in English	N/A	3 / 250 characters
Legal status	a) Public	
Type of associated organisation	NGO	Non-governmental organisations, such as Greenpeace, WWF, etc.

Associated organisation location and website:

Address	ul. Lilipopa 18	14 / 250 characters	Country	Poland
Postal Code	05-807	6 / 250 characters		
Town	Podkowa Leśna	13 / 250 characters		
Website	http://zielonesasiedztwo.pl	27 / 100 characters		

Role of the associated organisation in this project:

Partner will be member of local stakeholders group and will implement pilot solutions.

86 / 1,000 characters

2.3 Associated Organisation Details - AO 6

Associated organisation name and type:

Organisation in original language	<input type="text" value="Druskininkų turizmo ir verslo informacijos centras"/>		<small>50 / 250 characters</small>
Organisation in English	<input type="text" value="PI Druskininkai Tourism and Business Information Center"/>		<small>55 / 250 characters</small>
Department in original language	<input type="text" value="N/A"/>		<small>3 / 250 characters</small>
Department in English	<input type="text" value="N/A"/>		<small>3 / 250 characters</small>
Legal status	<input type="text" value="a) Public"/>		
Type of associated organisation	<input type="text" value="Business support organisation"/>	<input type="text" value="Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc."/>	

Associated organisation location and website:

Address	<input type="text" value="Gardino g. 3"/>	<small>12 / 250 characters</small>	Country	<input type="text" value="Lithuania"/>
Postal Code	<input type="text" value="LT-66204"/>	<small>8 / 250 characters</small>		
Town	<input type="text" value="Druskininkai"/>	<small>12 / 250 characters</small>		
Website	<input type="text" value="https://druskininkai.lt/"/>	<small>24 / 100 characters</small>		

Role of the associated organisation in this project:

Druskininkai Tourism and Business Information Center will be a member of local stakeholders group in Lithuania. Their main input will be related to the creation for pilot solutions and communication of piloted solutions.

221 / 1,000 characters

2.3 Associated Organisation Details - AO 7

Associated organisation name and type:

Organisation in original language	VŠĮ "Sūrūs vėjai"	17 / 250 characters
Organisation in English	PI "Salty Winds"	16 / 250 characters
Department in original language	N/A	3 / 250 characters
Department in English	N/A	3 / 250 characters
Legal status	a) Public	
Type of associated organisation	NGO	Non-governmental organisations, such as Greenpeace, WWF, etc.

Associated organisation location and website:

Address	Parko g. 10	11 / 250 characters	Country	Lithuania
Postal Code	LT-66441	8 / 250 characters		
Town	Grūto k., Druskininkai	22 / 250 characters		
Website	www.surusvejai.lt	17 / 100 characters		

Role of the associated organisation in this project:

PI "Salty Winds" will be a member of local stakeholder groups in Lithuania. Their main input will be related to the creation for pilot solutions and communication of piloted solutions.

185 / 1,000 characters

3. Relevance

3.1 Context and challenge

New tools for convening resilience are crucial innovations for the long-term prosperity of the BSR. Specific tourism services called “transformative tourism” represent a powerful tool to support resilience building in three different ways. First, transformative tourism introduces non-traditional technologies and cultural practices that can build resilient local economies and communities. It increases the innovativeness of visitors as enables a person to get new knowledge, test it in practice, and get recommendations on how to consider the local context. Second, transformative tourism encourages the active participation of local stakeholders in the co-creation and spreading of innovative solutions to resilience building. Thirdly, transformative tourism applies an innovative business model that is based on the diversification strategy, and developing new services and entering new markets provides local entrepreneurs with a new risk management tool. Local businesses become able to respond to external disturbances, i.e., sudden demand fluctuations such as health crises, unfavorable climate conditions, economic fluctuations, etc.

Issue-specific business model, barriers to communication and networking at the international level are crucial challenges in building resilient economies and communities via transformative tourism innovations.

- The project focus on three key challenges:
1. lack of knowledge on innovative ways to increase the number of transformative and other (agro, eco, gastro, geo, nautical, health, spiritual, etc.) tourism service providers and supporters in the region by business model innovations and transnational learning on best practices.
 2. lack of internationalization of transformative and other tourism services, as the development of many valuable tourism projects are hampered by language barriers.
 3. absence of an international collaborative network for transformative tourism, that joins the efforts of stakeholders in BSR countries.

1,990 / 2,000 characters

3.2 Transnational value of the project

Partners need to cooperate trans-nationally as external disturbances (e.g., COVID-19 pandemic, fall in global GDP, war close to BSR area, etc.) is a common challenge for all of them. The selected BSR countries hold good potential to share the tools of business models from transformative tourism, applicable to developing innovative transferable solutions, that will help avoid unwanted external impacts, withstand them or recover from them. Thus trans-nationally co-created innovative business model solutions will contribute to building resilience across the different tourism (e.g., agro, eco, gastro, etc.) and other spheres of activity in the BSR.

Partnership is based on transnational cooperation and will use the transnational learning and collaboration principles for developing outlined innovative tools, that will contribute to the innovativeness of the BSR region across different sectors.

All 3 solutions that will be created and piloted in the project are subject for transnational cooperation aiming: 1. to develop innovative tools for stimulating the participation of local entrepreneurs in the transformative and other forms of tourism to assist businesses; 2. to develop innovative forms of communication between local service providers and international groups of tourists to enable the transfer of information: a) in non-verbal ways; b) by digitalization of services focused on multi-language versions; 3. to create targeted networks that enable coordination of the initiatives of transformative and other forms of tourism development in BSR.

The partnership covers countries from most of the BSR countries (NO, SE, LV, LT, PL and DK) with different experiences (some partners are already deeply engaged in transformative tourism, some are doing the first steps and very well understand the needs of start-ups in tourism business). Working all together partners of INNOREST will share their experiences and develop common innovative solutions that are demanded in BSR.

1,993 / 2,000 characters

3.3 Target groups

Target group	Sector and geographical coverage	Its role and needs
<p>Small and medium enterprise</p>	<p>Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it).</p> <p>455 / 500 characters</p>	<p>This target group - small and medium enterprises need inspiring innovative ideas and success stories, consulting on how to start or develop the provision of tourism services and collaborative marketing activities, based on innovative resilient business model, inherent to transformative tourism. The representatives of this target group involved in project activities as main or associated partners will pilot solutions on (1) how to involve new players in the emerging transformative tourism sector; (2) how to make local tourism services accessible for an international audience; (3) how to build an international transformative tourism network that joins the efforts of stakeholders in BSR countries. This target group will pilot 3 solutions prepared by the project and prepare recommendations on how these practices can be transferred to other places and regions.</p> <p>871 / 1,000 characters</p>

Target group	Sector and geographical coverage	Its role and needs
<p>NGO</p>	<p>Field of responsibility of NGOs: networking for the development a sustainable network of LAGs across project partner countries (NO, SE, LV, LT, PL and DK), supporting the development of transformative tourism. Various types of NGO in project partner countries: ERDN, Latvian Rural Forum, Druskininkai LAG, and other LAGs interested in resilient regional development. An economic sector: tourism, services (in education). Representatives from this target group are from 6 BSR countries.</p> <p style="text-align: right;">487 / 500 characters</p>	<p>NGOs are interested to represent the needs of citizens as end-users of transformative tourism services and can help to tackle 2 identified challenges: (1) lack of knowledge on innovative ways to increase the number of transformative tourism service providers and supporters in the region/area and (2) absence of international collaborative network for transformative tourism, that joins the efforts of stakeholders in BSR countries. This target group will take part in all WP1-WP3 from creating tools for all 3 solutions, piloting them, and preparing recommendations for transferring. NGO will take an active role by implementing activities of the project and later continuing to preserve the networks of transformative tourism providers in the BSR.</p> <p style="text-align: right;">752 / 1,000 characters</p>
<p>Local public authority</p>	<p>A field of responsibility: tourism development department in a municipality or regional council. An economic sector: tourism. All partners will involve representatives of local and regional public authorities in Focus group meetings in WP1 (Preparing solutions) and WP3 (Transferring of solutions).</p> <p style="text-align: right;">298 / 500 characters</p>	<p>Local and regional public authorities play an important role when implementing and transferring solutions for the development of transformative tourism services in the BSR region. This target group needs transnational learning on innovative forms of tourism and possible ways to support them. Results of the project can help local and regional authorities to prepare the Policy Road Map that provides description of support measures and recommendations for optimal use of policies and funding instruments relevant to the development of transformative tourism.</p> <p style="text-align: right;">561 / 1,000 characters</p>
<p>Business support organisation</p>	<p>A field of responsibility: tourism development department in a organization; an economic sector: tourism. 3 partners from Lithuania, Latvia and Sweden will work as a business support organization to support the acceleration of transformative tourism (Druskininkai Local action group (LAG), Latvian Rural Forum, Krinova Incubator & Science Park).</p> <p style="text-align: right;">345 / 500 characters</p>	<p>This target group – business support organizations – will help to tackle all 3 identified challenges by the project: (1) involvement of new players in the emerging transformative tourism sector, (2) the lack of internationalization of transformative tourism services and (3) the absence of international collaborative network. Representatives of this target group are experienced in development, management, and implementation of projects and activities in the areas of natural and cultural heritage, social inclusion, entrepreneurship, sustainable tourism and other topics that are important for development of transformative tourism services.</p> <p style="text-align: right;">645 / 1,000 characters</p>
<p>Education/training centre and school</p>	<p>A field of responsibility: tourism department in a organization; an economic sector: tourism. 2 partners will focus on services of transformative tourism as education/training centre: Ed-consult (DK) and European Rural Development Network (PL).</p> <p style="text-align: right;">244 / 500 characters</p>	<p>This target group – education/training centre and school – will help to tackle all 3 identified challenges by the project: (1) involvement of new players in the emerging transformative tourism sector, (2) the lack of internationalization of transformative tourism services and (3) the absence of international collaborative network. Partner Ed-consult will establish a centre for transnational learning on transformative tourism services and policy tools at the Future Learning Farm and will develop a sustainable network of LAGs across Denmark, supporting the acceleration of transformative tourism. Partner ERDN will create training centre on transformative tourism for members of LAGs and other interested parties willing to develop services of transformative tourism.</p> <p style="text-align: right;">771 / 1,000 characters</p>

3.4 Project objective

Your project objective should contribute to:

Resilient economies and communities

The project focus on the three key challenges:

1. lack of knowledge on innovative ways to increase the number of transformative tourism service providers and supporters in the region/area by business model innovations and transnational learning on best practices.
2. the lack of internationalization of transformative tourism services, as the development of many valuable transformative tourism projects is hampered by language barriers as normal between the BSR region using different languages.
3. the absence of international collaborative networks for transformative tourism, that joins the efforts of stakeholders in BSR countries, since the existing ones are not specialized in this form of tourism, so there is no possibility of reaching the international consumer of unique transformative tourism services.

Thus, the project has 3 specific objectives:

- to assist businesses by developing innovative tools and exploring transferring solutions that can serve in fighting external disturbances via stimulating the participation of local entrepreneurs in the transformative tourism business in different areas (agro, eco, gastro, geo, garden, nautical (water), health, yoga, religious, spiritual, industrial, slum, voluntary, and other);
- to reduce sudden demand fluctuations by developing innovative forms of communication between local service providers and international groups of tourists to enable the transfer of information: 1) in non-verbal ways; 2) digitalization of services by animation and other modern media;
- to strengthen societal resilience and better connect research and regional innovation systems by creating targeted networks that enable mobilization and coordination of the initiatives of transformative tourism development in BSR from already existing networks.

The implementation of outlined specific objectives of 3 proposed innovative solutions, inherent to transformative tourism, will contribute to building resilience in BSR, especially in rural areas.

1,999 / 2,000 characters

3.5 Project's contribution to the EU Strategy for the Baltic Sea Region

Please indicate whether your project contributes to the implementation of the Action Plan of the EU Strategy for the Baltic Sea Region (EUSBSR).

Yes No

Please select which Policy Area of the EUSBSR your project contributes to most.

PA Tourism

Please list the action of this Policy Area that your project contributes to and explain how.

The INNOREST contributes to the TOURISM PA, covering 1 (Transnational tourism development in remote and rural areas) and 2 (Investing in people, skills, and technology in the tourism industry).

Action 1: The project enables local tourism services to be accessible to an international audience. The project is aiming to develop innovative forms of communication between local services providers and international groups of tourists able to transfer information: 1) in nonverbal ways: using art techniques, learning by doing, explanations by body language, etc., and 2) digitalization of services by animation, apps in different languages, etc. These solutions will help to improve the accessibility, connectivity, visibility of services. At the same time they will increase attractiveness of remote areas as well will mitigate seasonal fluctuations and diminishing peaks and troughs in tourism demand by promoting all year-round offers.

Action 2: Collaboration and networking will offer practical support to transformative tourism businesses. Participating businesses will have access to collaborative marketing activities, business development ideas, and advice. The project is including perspectives not just for the tourism businesses, but also for the local inhabitants, tourists, and policymakers because open new opportunities for employability, entrepreneurship and innovation; and secondly fosters the innovations, especially based on the growing ecological consciousness.

1,481 / 1,500 characters

If applicable, please describe which other Policy Areas of the EUSBSR your project contributes to and how.

The INNOREST contributes to the INNOVATION PA covering all 3 actions (Challenge-driven innovation; Digital innovation and transformation; Co-creative innovation). The project is aiming to develop: 1) innovative tourism form – transformative tourism; 2) innovative tools that can serve as a model for stimulating the participation of local entrepreneurs in the transformative tourism business; 3) innovative transformative tourism regulation and support tools. The Project will help to scale up the use of co-creation among Baltic Sea region SMEs through improving their capabilities and absorptive capacities to efficiently turn market according demand-driven ideas into innovations, as well to connect innovation ecosystems across BSR to engage SMEs, business support organizations, NGOs, policymakers test facilities and end-users in co-creation activities.

The project contributes to the CULTURE PA covering Action 2: Promoting Baltic Sea region culture, cultural diversity, and European values. The transformative tourism itself and Project promote marginal local cultural practices as a drivers for more nature-friendly lifestyle, social innovations and sustainable living. Fostering transformative tourism means fostering cultural exchange and innovations in the economy and society through cultural interventions. The project will serve the cultural sector in itself and help promote the BSR as an attractive cultural region for transformative tourists from all over the world.

1,490 / 1,500 characters

3.6 Other political and strategic background of the project

Strategic documents

Transformative tourism can be used as a powerful tool for the green transformation of society because the major areas deal with the shift to environmentally friendly technologies and efficient use of resources. Transformative tourism can play a great role in contributing to the realization of the Green Deal, as the destinations are dealing with transformative learning in many policy areas mentioned in the Action Plan (biodiversity, from the farm to fork, clean energy, sustainable mobility, etc).

500 / 500 characters

The development of transformative tourism covers the Smart specialization strategy (RIS3) which is a key policy framework for challenge-driven innovation. The INNOREST is in line with the 'next wave' of the EU's policy framework for RIS3 is widely expected to focus on interregional collaboration through aligning regional RIS3 priorities and innovation investment efforts. The INNOREST covers RIS3 in generating scaled-up innovation efforts and new market opportunities in the digital economy.

495 / 500 characters

The project's idea, solutions, deliverables, and outputs directly cover the Agenda for sustainable and competitive European Tourism, as the project covers almost all 9 principles of the agenda, i.e. it takes a holistic and integrated approach, involves all groups of stakeholders, seeks for the best available knowledge and practices, as well seeks to minimize and manage risks and enables resilient societies and economies.

425 / 500 characters

3.7 Seed money support

Please indicate whether your project is based on a seed money project implemented in the Interreg Baltic Sea Region Programme 2014-2020.

Yes No

Please enter the title of this seed money project.

RESTinBSR

9 / 200 characters

Please select which Policy Area (PA) or Horizontal Action (HA) this seed money project contributed to most.

PA Tourism

3.8 Other projects: use of results and planned cooperation

Full name of the project	Funding Source	Use of the project outcomes and/or planned cooperation
Sustainable Hub to Engage into Rural Policies with Actors (SHERPA) 67 / 200 characters	Horizon 2020 programme 22 / 200 characters	Sustainable Hub to Engage into Rural Policies with Actors (SHERPA) is a four-year project (2019-2023) with 17 partners. It aims to gather knowledge that contributes to the formulation of recommendations for future policies relevant to EU rural areas, by creating a science-society-policy interface that provides a hub for knowledge and policy. The partnership is planning cooperate with this project by providing recommendations on how transformative tourism and its practices from BSR region can be integrated into the rural vision of the European Union. The development of transformative tourism services by rural communities, farms, and other rural businesses can boost the local economy and social development as transformative tourism deals with all major aspects of a new Rural vision 2040 for Europe initiated by the European Commission (rural-interfaces.eu). The lead partner and one project partner (the ERDN) has taken part in searching for a new vision and what tools can support it. 997 / 1,000 characters

3.10 Horizontal principles

Horizontal principles	Projects's direct impact
Sustainable development	positive
Non-discrimination including accessibility	positive
Equality between men and women	positive

4. Management

Allocated budget

15%

4.1 Project management

Please confirm that the lead partner and all project partners will comply with the rules for the project management as described in the Programme Manual.

If relevant, please indicate any other important aspects of the project management, e.g. external entity supporting the lead partner in the management of the project, advisory board, steering committee, any other relevant working groups, etc.

"Open Method of Coordination" will be used based on:

- jointly identifying and defining objectives to be achieved;
- benchmarking, i.e. comparison of partner countries' performance and the exchange of good practices.

Activities and outputs:

1. Steering group meetings and Rules of procedure.
2. Meeting agendas, minutes and attendance list.
3. Project coordinator and financial manager.
4. Detailed work plan.
5. Back-to-back workshops.

438 / 500 characters

4.2 Project financial management

Please confirm that the lead partner and all project partners will comply with the rules for the financial management and control as described in the Programme Manual.

If relevant, please indicate any other important aspects of the financial management, e.g. external entity supporting the lead partner, positions planned for financial management, involvement of special financial experts (e.g. for public procurement), etc.

Project lead partner will guide on financial issues all project partners. No external service will be used.

107 / 500 characters

4.3 Input to Programme communication

Please confirm that you are aware of the obligatory inputs to Programme communication that must be submitted along the pre-defined progress reports, as described in the Programme Manual.

If relevant, please describe other important aspects of project communication that you plan to introduce, e.g. a communication plan, opening and closing events, social media channel(s) etc.

Communication plan will be introduced as a practical tool for implementing activities supporting the achievement of project objectives and ensuring the durability of results across the Baltic Sea region and beyond. Opening and closing events are planned for the project, use of social media, and papers on results for a wider audience (as resolutions, recommendations, manuals, scientific papers, policy briefs, etc.).

419 / 500 characters

4.4 Cooperation criteria

Please select the cooperation criteria that apply to your project. In your project you need to apply at least three cooperation criteria. Joint development and joint implementation are the obligatory ones you need to fulfill in your project.

Cooperation criteria

Joint Development

Joint Implementation

Joint Staffing

Joint Financing

5. Work Plan

Number	Work Package Name												
1	WP1 Preparing solutions												
	<table border="1"> <thead> <tr> <th>Number</th> <th>Group of Activity Name</th> </tr> </thead> <tbody> <tr> <td>1.1</td> <td>Inventory of good practices in PP regions</td> </tr> <tr> <td>1.2</td> <td>Establishing local stakeholder groups in PP countries</td> </tr> <tr> <td>1.3</td> <td>Visiting and examining successful transformative business projects in each PP country</td> </tr> <tr> <td>1.4</td> <td>Knowledge and expertise transnational exchange and co-creation on good practices among PPs</td> </tr> <tr> <td>1.5</td> <td>Knowledge and expertise exchange and co-creation of action plan guidelines with local stakeholders</td> </tr> </tbody> </table>	Number	Group of Activity Name	1.1	Inventory of good practices in PP regions	1.2	Establishing local stakeholder groups in PP countries	1.3	Visiting and examining successful transformative business projects in each PP country	1.4	Knowledge and expertise transnational exchange and co-creation on good practices among PPs	1.5	Knowledge and expertise exchange and co-creation of action plan guidelines with local stakeholders
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2	WP2 Piloting and evaluating solutions												
	<table border="1"> <thead> <tr> <th>Number</th> <th>Group of Activity Name</th> </tr> </thead> <tbody> <tr> <td>2.1</td> <td>Preparation of Action Plans for 3 identified solutions in SE, LV, LT, PL, DK and NO</td> </tr> <tr> <td>2.2</td> <td>Implementation of 6 Action Plans in SE, LV, LT, PL, DK and NO</td> </tr> <tr> <td>2.3</td> <td>Meetings with local stakeholder groups on implemented tools and reached results</td> </tr> <tr> <td>2.4</td> <td>Adjusting intermediate results at the 4th project meeting in SE, LV, LT, PL, DK and NO</td> </tr> <tr> <td>2.5</td> <td>Presenting final results at 5th project meeting</td> </tr> </tbody> </table>	Number	Group of Activity Name	2.1	Preparation of Action Plans for 3 identified solutions in SE, LV, LT, PL, DK and NO	2.2	Implementation of 6 Action Plans in SE, LV, LT, PL, DK and NO	2.3	Meetings with local stakeholder groups on implemented tools and reached results	2.4	Adjusting intermediate results at the 4th project meeting in SE, LV, LT, PL, DK and NO	2.5	Presenting final results at 5th project meeting
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3	WP3 Transferring solutions												
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Work plan overview

	Period: 1	2	3	4	5	6	Leader
WP.1: WP1 Preparing solutions							PP1
A.1.1: Inventory of good practices in PP regions		O					PP1
O.1.1: Good practice guide and 6 good practices		O					PP1
A.1.2: Establishing local stakeholder groups in PP countries							PP1
D.1.2: 6 Local Stakeholder Groups in NO, SE, LV, LT, PL, and DK		D					PP1
A.1.3: Visiting and examining successful transformative business projects in each PP country							PP1
D.1.3: 5 Peer review reports		D	D	D	D		PP1
A.1.4: Knowledge and expertise transnational exchange and co-creation on good practices among PPs							PP4
D.1.4: Actions for guidelines and match-making toolbox on 3 identified solutions			D				PP4
A.1.5: Knowledge and expertise exchange and co-creation of action plan guidelines with local stakeholders							PP3
O.1.5: Guidelines for action plan for the implementation of 3 identified solutions		O					PP3
WP.2: WP2 Piloting and evaluating solutions							PP2
A.2.1: Preparation of Action Plans for 3 identified solutions in SE, LV, LT, PL, DK and NO							PP2
D.2.1: 6 Actions Plans for implementation of pilot solutions by PP			D				PP2
A.2.2: Implementation of 6 Action Plans in SE, LV, LT, PL, DK and NO							PP2
D.2.2: 6 Reports on intermediate results on pilot solutions implementation				D			PP2
A.2.3: Meetings with local stakeholder groups on implemented tools and reached results							PP3
D.2.3: 6 updated Action Plans					D		PP3
A.2.4: Adjusting intermediate results at the 4th project meeting in SE, LV, LT, PL, DK and NO							PP6
O.2.4: Documentation of 3 implemented pilot solutions as case studies in SE, LV, LT, PL, DK and NO				O			PP6
A.2.5: Presenting final results at 5th project meeting							PP6
O.2.5: Internationalized transformative tourism services in SE, LV, LT, PL, DK and NO.					O		PP6
WP.3: WP3 Transferring solutions							PP7
A.3.1: Elaboration of improvements for 3 solutions, based on DPSIR analysis							PP1
D.3.1: 6 reports on improvements for 3 solutions on transformative tourism					D		PP1
A.3.2: Up-scaling and co-creation for transferring with local stakeholders							PP5
O.3.2: 6 Resolutions on up-scaling project results						O	PP5
A.3.3: Concluding on project results, sustainability and replication							PP7
O.3.3: Recommendations and policy briefs for transferring piloted solutions						O	PP7
A.3.4: Communication and dissemination of project activities and results							PP4
O.3.4: Project communication tools and materials		O	O	O			PP4

Outputs and deliverables overview

Code	Title	Description	Contribution to the output	Output/ deliverable contains an investment
O 1.1	Good practice guide and 6 good practices	1. INNOREST Good practice guide for the preparation of 3 identified business model innovation solutions: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism. The detailed inventory guidelines for identifying and describing the 3 transformative tourism business model innovation solutions in PP regions will provide a detailed methodology with advice on how to choose and apply transformative tourism development tools in PP regions in 3 mentioned targeted fields. The guidelines will be grounded on the case-study methodology (Yin, 2003)* and fulfilled with a definitive questionnaire, based on a grammatical method. To answer the main how and why questions of the transformative tourism business model solution, the following ancillary case study questions are formulated: 1. What is the content of the transformative initiative? 2. What are the advantages of the geographical location and natural resources of the settlement? 3. Who initiated the project? 4. Where did the idea for the project come from (during the discussion of the activist group, did anyone see a similar example abroad or in PP country, etc.)? 5. Who was involved in the project (the professional qualification, education level of initiators)? 6. What is the interest in the project from: a) the individual participants in the project, b) the local/regional government, c) any other relevant stakeholders? 7. What external organizations or individuals who do not live in the area are involved in the development of the project? 8. What support has been received and needed in the future? What would project promoters have done faster and better if support had been provided at the beginning of the project? 9. What else could be improved and developed to increase the transformative capacity of the settlement? 10. What are the special features of a settlement, its inhabitants and/or other parameters to carry out a similar project? The detailed inventory guidelines for identifying and describing the already ongoing transformative tourism initiatives in PP regions will be prepared by the WP leader and circulated among the PPs. 2. 6 good practices in NO, SE, LV, LT, PL, and DK with 3 identified business model innovation solutions, ready for piloting. The inventory activity will result in identifying and describing 6 good practices introducing tools for 3 business model innovation solutions inherent to transformative tourism development, already implemented in PP country with ready instructions for piloting. *Reference: Yin, R. K. (2003). Design and methods. Case study research, 3(9.2).		

D 1.2	6 Local Stakeholder Groups in NO, SE, LV, LT, PL, and DK	<p>The purpose of Local Stakeholder Group establishment is to mobilize the most relevant actors from all sectors (business, government, academia, and society or NGOs) in each PP country, which will be an acting and advisory body and serve for the success in preparation, piloting and transferring the selected business model innovation solutions, inherent to transformative tourism, across the BSR. Each PP will establish a stakeholder group, which will consist of up to 10 stakeholders. The stakeholders will be selected by each PP, step-by-step, using the INNOREST approach, based on Quadruple Helix and Stakeholder Saliency models. The local stakeholder group in each PP will be established using the step-by-step procedure: 1. fixing the intervention needs, based on the 3 proposed business model innovation solutions. The inventory of good practices, done in A 1.1. will elucidate the definite intervention needs of each PP to make change in fostering economic resilience of a rural community via proposed transformative tourism solution(s); 2. creation of a draft list of relevant stakeholders, considering the selected intervention solutions. Each PP will prepare a draft list of potential stakeholders, relevant to the identified intervention needs. Stakeholders should be selected from the 4 sectors, to represent the 4 helixes (Quadruple Helix innovation approach): business, government, academia, and society (NGOs); at least 3-4 stakeholders from each sector; 3. measuring each stakeholder's urgency, power and legitimacy (Stakeholder Saliency, scale from 0-2: 0 = no urgency, power, legitimacy; 1 = some urgency, power, legitimacy; 2 = high urgency, power, legitimacy); 4. composing a list of most urgent, powerful and legitimate stakeholders (up to 10); 5. inviting selected stakeholders to join the local stakeholder group. In total, 6 Local Stakeholders' Groups in each PP country (NO, SE, LV, LT, PL, and DK), with up to 10 persons each, 60 people).</p>	O.1.5. Guidelines for action plan; O.3.2. 6 Resolutions; O.3.3. Recommendations.	
D 1.3	5 Peer review reports	<p>5 peer review reports will be prepared by 5 PPs (SE, LV, LT, PL and DK), based on the arranged experience and expertise exchange visits (study visits) to successful transformative business projects. A Peer Review Report from each study visit will be prepared, considering the summary outcomes of every stage of a study visit. Each Peer Review Report will consist of the following parts: 1. Introduction 2. Description of a visited good practice 3. On-site workshop & discussion summary: 3.1 raised questions behind the question of the applied solution; 3.2 tools/expertise/policy suggestions fostering the solution; 3.3 lessons learned. 4. Conclusion: overall lessons learnt and summary ideas for further PPs actions. Peer review reports will be prepared by a task leader and every PP input, to ensure the exchange of expertise and experience among the PPs within the BSR.</p>	O.2.5. Internationalized transformative tourism services; O.3.2. Resolutions; O.3.3. Recommendations	
D 1.4	Actions for guidelines and match-making toolbox on 3 identified solutions	<p>1. List of actions for the preparation of the action plan guidelines concerning the implementation of 3 identified business model innovation solutions. The generalized list of actions, taken concerning the 3 identified business model innovation solutions will be elaborated together by PPs at the round table discussion. An input for this deliverable are the in-depth analyses of successful business model good practices, done by PPs in each countries (NO, SE, LV, LT, PL and DK). All 6 good practices concerning the 3 identified business model innovation solutions in each PP country will be taken into consideration at the round table at the 2nd PP meeting. The round-table will strive to a consensus regarding the list of actions, taken by analyzed businesses, to implement the 3 identified business model innovation solutions. This list of actions will be used as an input for round table discussion with local stakeholders (A1.5). 2. INNOREST Match-making toolbox for piloting and transferring selected solutions. The INNOREST Match-making toolbox will be developed with the following purposes: (1) to systemically summarize all in-depth overviews of the identified good practices (successful business models) in the PP regions (NO, SE, LV, LT, PL and DK); (2) to systematize the steps/actions taken by a successful transformative business project, considering the 3 business model innovation solutions in each good practice; (3) to summarize the tools applied to spread the analyzed good practices of each PP; (4) to highlight the conditions, in which the identified good practice was a good solution to fight the challenges.</p>	O.1.5. Guidelines for action plan for the implementation of 3 identified solutions	

O 1.5	Guidelines for action plan for the implementation of 3 identified solutions	<p>Guidelines will be developed to get ready for preparing action plan in each PP country for the implementation of 3 identified business model innovation solutions. 6 Guidelines for action plans will be prepared in total in NO, SE, LV, LT, PL and DK. First, the contents of the action plans will be presented to local stakeholders in each PP country. During the meetings, local stakeholders will get acquainted with the structure and contents of the action plan to be elaborated during the next activity - the first piloting phase (A.2.1.). Produced by each PP, the action plan will be a document providing details on how the chosen business model innovation solutions, inherent to transformative tourism, will be exploited in order to improve the existing business model. It will specify the nature of the actions to be implemented, their time-frame, the players involved, the costs (if any), funding sources (if any), any other relevant information on demand. Second, local stakeholders in each PP country, during the meeting should discuss the needs and gaps concerning the 3 identified business model innovation solutions on the basis of INNOREST Match-making toolbox (D.1.4.) and define in the guidelines for action plan the the concrete needs for the 3 examined solutions on their concrete case. Stakeholders might use the list of actions, prepared jointly by PPs (A.1.4., D.1.4.), to decide on their needs. Finally, local stakeholders should agree on their concrete guidelines for action plan, by outlining the needs concerning the 3 identified solutions and considering the availability to use a solution from existing ones in PP regions, or the necessity to develop a new solution, using outsourced external expert advice. In total, 6 guidelines for action plan for the implementation of 3 identified business model innovation solutions will be prepared in each PP country (NO, SE, LV, LT, PL and DK).</p>		
D 2.1	6 Actions Plans for implementation of pilot solutions by PP	<p>Each Action Plan of PP will contain details on which solutions (2 solutions out of proposed 3) PP will implement and adapt (1 solution out of proposed 3) and how it will be achieved. As the project pays very important attention to co-creation and mutual learning, PP will get knowledge and co-create step by step plans on how to implement pilot solutions by PP or/and what do they have to outsource (e.g. translation, IT, artistic services, etc.). This deliverable directly helps to reach the main output of the project, because it sets a timetable and describes ideas and tools for reaching innovative forms of pilot solutions in marketing, communication and cooperation. Project partners will create transformative tourism Action Plans which will be reproduced not only in their region or country but can be applicable and relevant to Baltic Sea region. Developed and tested pilot solutions will be applicable not only to transformative tourism but will serve agro, eco, gastro, geo, nautical, health, spiritual and other innovative tourism services.</p>	O.2.4 Documentation of 3 implemented pilot solutions; O.2.5 Transformative tourism services in PP.	
D 2.2	6 Reports on intermediate results on pilot solutions implementation	<p>6 Reports on intermediate results on implementation of 3 solutions (two new solutions and one adapted) by PP. Reports will cover the ongoing process of the activities stated in Action Plans. Action Plans will serve as tools in assisting business to diversify their activities, explore the potential of sustainable consumption patterns based on local services and goods and strengthen a common identity of the Baltic Sea region as a source of these goods and services. Employed pilot solutions will help strengthen societal resilience through cultural change, behavioral shifts and mobilising creativity by promoting smart working solutions, digitalization and networking. This deliverable directly helps reaching the main output of the project, because it sets and updates a timetable and describes ideas and tools on reaching innovative forms of pilot solutions on marketing, communication and cooperation.</p>	O.2.4 Documentation of 3 implemented pilot solutions; O.2.5 Transformative tourism services in PP.	
D 2.3	6 updated Action Plans	<p>The meeting with local stakeholders groups will result in updated Actions Plans which will lead to two outputs: 1) documentation of 3 implemented pilot solutions as case studies in SE, LV, LT, PL, DK and NO; 2) innovative solutions on marketing, communication and cooperation. Action Plans will serve as tools in assisting business to diversify their activities, explore the potential of sustainable consumption patterns based on local services and goods and strengthen a common identity of the Baltic Sea region as a source of these goods and services. Employed pilot solutions will help strengthen societal resilience through cultural change, behavioral shifts and mobilising creativity by promoting smart working solutions, digitalization and networking. Updated Actions Plans will be more detailed and better grounded than the initial ones. An important advantage of the updated Action Plans is that it will be updated according to the proposals and evaluations of stakeholders' groups which are very closely related to the tourism sector, are local entrepreneurs and feel the pulse of their regions foremost. Updated Action Plans will cover developed and tested pilot solutions which will be applicable not only to transformative tourism but will serve agro, eco, gastro, geo, nautical, health, spiritual and other innovative tourism services.</p>	O.2.4 Documentation of 3 implemented pilot solutions; O.2.5 Transformative tourism services in PP.	
O 2.4	Documentation of 3 implemented pilot solutions as case studies in SE, LV, LT, PL, DK and NO	<p>Documentation of 3 implemented pilot solutions as case studies in SE, LV, LT, PL, DK and NO. Case studies will cover an analysis of their chosen pilot solutions, reasons why it was chosen, ways and steps how it was implemented, and an evaluation of what effects they have reached. Prepared case studies will serve as a solution for certain regions on how to employ and develop innovative transformative tourism. Case studies will show how employed pilot solutions can help developing transformative tourism and how can be used as a powerful tool for the transformation of society in any area of human life: eco tourism, gastro tourism, agro tourism and many other innovative forms of tourism. Case studies as solutions for innovative transformative tourism of each partner will be disseminated in the Work Package 3.</p>		

O 2.5	Internationalized transformative tourism services in SE, LV, LT, PL, DK and NO.	<p>The output of the activity will present internationalized innovative transformative tourism services in PP countries by 3 implemented solutions: 1st solution. Innovative management and marketing tools that can be used for stimulating the participation of local entrepreneurs in the transformative tourism business. Such as (but not limited to):</p> <p>1. Social media marketing. By posting relevant content and engaging in conversations with transformative tourism customers, entrepreneurs and influential people, it will build relationships over time and will increase brand awareness as well. Many software tools can be used to make social media marketing more efficient and effective. 2. Inbound Lead Generation. Ensuring customers find transformative tourism business while they are actively searching for what PP offer is the key to a successful inbound lead generation campaign. By including the keywords people use to search for topic on your website, PP will increase the likelihood that customers can easily find PP in search engines. Strong search engine optimization (SEO) will drive visitors to PP sites and present them with a free information-based offer. 3. Mobile Marketing. Given that nearly every European has a mobile phone, tourism business is probably connecting with customers via a mobile device. PP websites will be mobile friendly. PP will be able to use other ways of mobile marketing which include text message campaigns, having a mobile app, creating a mobile loyalty program, using QR codes, etc. 2nd solution. Innovative forms of communication between local service providers and international groups of tourists: fine art projects, learning by doing experiments, digitalization of services by animation, development of presentations and apps in different languages, etc. This solution will cover 2 ways of innovative communication: 1) nonverbal communication tools (body language, animation, performances, learning by doing, etc.), 2) digital communication tools. That can be presented by multi-language mobile apps, mobile messaging platforms, guidelines on how to use emails, newsletter, internal social media, intranets, extranets, chatbots, podcasts, blogs, video, events, video conferencing to reach international customers. 3rd solution. Practical support, guidelines and advice to transformative tourism businesses, created and given access to collaborative marketing activities, ideas, and advice to help diversify the income; created network to coordinate the initiatives of transformative tourism development from enabling already existing networks (LEADER groups, associations of rural communities, associations of eco and rural tourism, etc.) in BSR. Between PP and local stakeholders there will be created innovation network supporting continuous improvement, management of ideas, and innovation management within network. All tools are applicable to various innovative forms of tourism such as eco, gastro, agro, garden, nautical, health, spiritual, etc.</p>		
D 3.1	6 reports on improvements for 3 solutions on transformative tourism	<p>Improvements for 3 business model innovation solutions, inherent to transformative tourism, will be elaborated by each PP using a DPSIR methodology, which will further lead to INNOREST Resolution and recommendations (A3.2). Reports on improvements for 3 business model innovation solutions, inherent to transformative tourism, will consist of a DPSIR figure, which identifies drivers, pressures, state, impact and response, and a short interpretation of the model in the context of transformative tourism in each partner region. The main aim of the reports will be to provide at least one response to resilient economy and community issues, and address this with 3 examined and piloted business model innovation solutions, inherent to transformative tourism, in WP1 and WP2. PPs will focus on the already piloted 3 solutions, in which their targeted actors found the possible market potential of these solutions. In ideal situation PPs are revealed to have concrete advice concerning necessary improvements of implemented solutions for fostering resilient economies and communities with help of transformative tourism. The idea is to discover necessary improvements of 3 piloted business model innovation solutions, inherent to transformative tourism, needed to foster resilient economies and communities, and get prepared for transferring project results.</p>	O 3.2 INNOREST Resolution; O 3.3 Recommendations and policy briefs	
O 3.2	6 Resolutions on up-scaling project results	<p>The aim of this output is to prepare a resolution to ensure the live up-scaling and sustainability of INNOREST business model innovation solutions, inherent to transformative tourism. Each PP will contribute to the development of a resolution during the co-creation meeting together with built local innovation ecosystem - local stakeholder group and relevant invited stakeholders. The stakeholders, participating in the final up-scaling meeting, need not be the same as the ones, who were selected in early stages of the project (A1.2), but they should represent as broad as possible the relevant groups within the selected intervention area and Quadruple Helix innovation model groups (business, academia, government, and society (NGOs), involved into broader networks). Up to 6 resolutions will be prepared in total (NO, SE, LV, LT, PL and DK).</p>		

O 3.3	Recommendations and policy briefs for transferring piloted solutions	<p>There will be a two-fold output: 1. Recommendations how up-scale the implementation of all 3 business model innovation solutions, inherent to transformative tourism, in other places and other forms of tourism (agro, eco, gastro, geo, nautical, health, spiritual and other) to assist businesses (PP-level); 2. Recommendations (policy briefs) on how to encourage the development of business model innovations, inherent to transformative and other forms of tourism (agro, eco, gastro, geo, nautical, health, spiritual and other), in BSR countries by public authorities (EU level). The policy brief presents policy tools developed and tested during the INNOREST project and their evaluation. Based on this, WP3 leader will provide guidelines for writing policy recommendations, focused on resilient economies and communities, and how it will offer meeting challenges and opportunities with business model innovation solutions, inherent to transformative tourism. Input for this activity will consist of case studies (A1.1), piloting reports (WP2), DPSIR models (D3.1) and reports on up-scaling and co-creation events discussions (A3.2). The elaborated policy brief will also act as a concluding report. Based on the piloting results, DPSIR model and co-creation meetings, each project partner will prepare summarized recommendations for resilient economies and communities via transformative tourism solutions for policy makers, concretely considering: (1) their observed needs, based on lessons learned from piloting, (2) concrete policy-making recipients, that can make actual improvement in policy-making process; (3) demanded shifts in policy instruments at EU level to overcome the observed challenges on their experience. In total, 6 recommendations how up-scale the implementation of all 3 business model innovation solutions, inherent to transformative tourism, in other places will be prepared for each participating country (NO, SE, LV, LT, PL and DK). And 1 joint Policy brief will be elaborated by WP leader, based on all PPs input. Policy brief, as well as the INNOREST Resolution will be forwarded to relevant public authorities in every PP country (as identified by PPs) and to the European Commission on common basis.</p>		
O 3.4	Project communication tools and materials	<p>The purpose is to communicate project results throughout the duration of the project and further. 1. A common corporate design (created in timeline 1-2). A common design will be created to ensure a uniform appearance, both internally and externally. Common corporate design will serve as guidelines for any project related information/presentations/publications. Programme regulations will be constantly taken into account. 2. INNOREST internet site (created in timeline 1-2). A project website is an essential external communication activity to provide information on the project, its deliverables and outputs as downloadable and systemically viewable material. This material will be open for general public to make a broader impact for transferring. The developed INNOREST website will be independent, with appropriate structure to communicate INNOREST investigations and results. 3. INNOREST newsletters/press briefs/scientific publications (1 per year, at least 3 in total; timelines 2,4,6). It is planned to prepare and publish relevant information concerning 3 INNOREST piloting and transferring solutions via e-mail/press briefs/scientific publications through accessible partner organisations' channels (e.g., network/site news, etc.), and publish a few scientific papers, depending on the gathered pilot results.</p>		

5.1 WP1 Preparing solutions

5.2 Aim of the work package

The aim of this work package is to prepare solutions to help address the identified challenge. You can either develop entirely new solutions or adapt existing solutions to the needs of your target groups. Prepare your solutions in a way that you can pilot them in Work Package 2. Consider how you involve your target groups in preparation of the solutions.
 Organise your activities in up to five groups of activities to present the actions you plan to implement. Describe the deliverables and outputs as well as present the timeline.

5.3 Work package leader

Work package leader 1

Work package leader 2

5.4 Work package budget

Work package budget

5.5 Target groups

	Target group	How do you plan to reach out to and engage the target group?
1	<input type="text" value="Small and medium enterprise"/> Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it). <small>455 / 500 characters</small>	Targeted SMEs will be able to use the different tools of INNOREST (good practices; match-making toolbox; action plans) concerning the 3 business model innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism. Depending on the inventory results (A1.1.), SMEs will be able to pilot on-demand any of identified 3 innovative solutions, inherent to transformative tourism, already implemented in PP country with ready instructions for piloting. In case SMEs do not find an appropriate solution from already implemented 6 good practices, it will be able to purchase a demanded service for business model transformation in open market. Representatives of targeted SMEs will have possibility to join the Local Stakeholder Group (A1.2). <small>827 / 1,000 characters</small>
2	<input type="text" value="NGO"/> Field of responsibility of NGOs: networking for the development a sustainable network of LAGs across project partner countries (NO, SE, LV, LT, PL and DK), supporting the development of transformative tourism. Various types of NGO in project partner countries: ERDN, Latvian Rural Forum, Druskinkai LAG, and other LAGs interested in resilient regional development. An economic sector: tourism, services (in education). Representatives from this target group are from 6 BSR countries. <small>487 / 500 characters</small>	Targeted NGOs will be able to take part in developing different tools of INNOREST (good practices; match-making toolbox; action plans) concerning the 3 business model innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism. Representatives of targeted SMEs will have an opportunity to join the Local Stakeholder Group (A1.2). Depending on the inventory results (A1.1.), NGOs will be able to take part in piloting at least 2 of 3 innovative solutions for transformative tourism, especially concerning (3) collaboration for networking in transformative tourism. <small>661 / 1,000 characters</small>
3	<input type="text" value="Local public authority"/> A field of responsibility: tourism development department in a municipality or regional council. An economic sector: tourism. All partners will involve representatives of local and regional public authorities in Focus group meetings in WP1 (Preparing solutions) and WP3 (Transferring of solutions). <small>298 / 500 characters</small>	Targeted local public authorities will be expected to take part in developing different tools of INNOREST (round table discussions; good local policy involvement practices; match-making toolbox; action plans) concerning the 3 business model innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism. Representatives of targeted local governments will be invited to join the Local Stakeholder Group (A1.2). Depending on the inventory results (A1.1.), local governments will be able to take part in piloting at least one innovative business model solution for transformative tourism, concerning collaboration for networking in transformative tourism. <small>749 / 1,000 characters</small>

	Target group	How do you plan to reach out to and engage the target group?
4	<p>Business support organisation</p> <p>A field of responsibility: tourism development department in a organization; an economic sector: tourism. 3 partners from Lithuania, Latvia and Sweden will work as a business support organization to support the acceleration of transformative tourism (Druskininkai Local action group (LAG), Latvian Rural Forum, Krinova Incubator & Science Park).</p> <p style="text-align: right;">345 / 500 characters</p>	<p>Targeted business support organizations will be expected to take part in developing and transferring different tools of INNOREST (round table discussions; action plans) concerning the 3 business model innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism. Representatives of targeted business support organizations will have an opportunity to join the Local Stakeholder Group (A1.2). Depending on the inventory results (A1.1.), business support organizations will be able to take part in piloting any of the 3 solutions as independent external experts.</p> <p style="text-align: right;">653 / 1,000 characters</p>
5	<p>Education/training centre and school</p> <p>A field of responsibility: tourism department in a organization; an economic sector: tourism. 2 partners will focus on services of transformative tourism as education/training centre: Ed-consult (DK) and European Rural Development Network (PL).</p> <p style="text-align: right;">244 / 500 characters</p>	<p>Targeted education, training centers and school will be expected to take part in developing and transferring different tools of INNOREST (round table discussions; action plans) concerning the 3 business model innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism. Representatives of targeted education, training centers and school will have an opportunity to join the Local Stakeholder Group (A1.2). Depending on the inventory results (A1.1.), targeted education, training centers and school will be able to take part in piloting any of the 3 solutions as independent external experts. Good practice guides, match-making toolbox, action plans for transformative tourism will be open for external use by education, training centers and schools.</p> <p style="text-align: right;">847 / 1,000 characters</p>

5.6 Activities, deliverables, outputs and timeline

No.	Name
1.1	Inventory of good practices in PP regions
1.2	Establishing local stakeholder groups in PP countries
1.3	Visiting and examining successful transformative business projects in each PP country
1.4	Knowledge and expertise transnational exchange and co-creation on good practices among PPs
1.5	Knowledge and expertise exchange and co-creation of action plan guidelines with local stakeholders

WP 1 Group of activities 1.1

5.6.1 Group of activities leader

Group of activities leader PP 1 - Lithuanian Centre for Social Sciences, Institute of Economics and Rural Development

A 1.1

5.6.2 Title of the group of activities

Inventory of good practices in PP regions

41 / 100 characters

5.6.3 Description of the group of activities

This group of activities aims to inventory the already acting good practices on transformative tourism business models in PP regions and get ready for piloting.

The INNOREST good practice guide will be prepared on how to identify business model and pilot 3 business model innovation solutions:

1st solution: innovative management and marketing - diversification of economic activities in remote regions through the innovative business model inherent to transformative tourism. How to involve new players by adapting the general business management principles from this specific tourism form? The project aims to assist businesses by developing innovative tools and exploring transferring solutions that can serve in fighting external disturbances via stimulating the participation of local entrepreneurs in the transformative tourism business in different areas (agro, eco, gastro, geo, garden, nautical (water), health, yoga, religious, spiritual, industrial, slum, voluntary, and other).

2nd solution: innovative forms of communication - increase in tourism flow by the new methods of local services internationalization. How to make local tourism services accessible for an international audience (language barrier)? The project aims to reduce sudden demand fluctuations by developing innovative forms of communication between local service providers and international groups of tourists to enable the transfer of information: 1) in nonverbal ways: through the use of art techniques, learning by doing, explanations by body language, etc., and 2) digitalization of services by animation, development of presentations and apps in different languages, etc. Developed new communication ways will be important tools that help to internationalize transformative tourism services as make information understandable for international groups, more attractive, and with no stress to all participants.

3rd solution: collaboration for networking - spread of innovations for resilience convening by building the international collaborative networks for transformative tourism that joins the efforts of stakeholders in Baltic Sea region countries. How to build an international transformative tourism network that joins the efforts of stakeholders in BSR countries? The network will offer practical support and advice to transform business model. Participating businesses will have access to collaborative marketing activities, ideas, and advice to help develop revenue. So, the project aims to strengthen societal resilience and better connect research and regional innovation systems by creating targeted networks that enable mobilization and coordination of the initiatives of transformative tourism development in BSR from already existing networks (LEADER groups, associations of rural communities, associations of ecotourism or rural tourism, etc).

Project partners will prepare 2 new solutions and adapt 1 existing solution for the development of transformative tourism in the BSR region.

2,999 / 3,000 characters

5.6.5 This group of activities leads to the development of an output



O 1.1

Title of the output

Good practice guide and 6 good practices

40 / 100 characters

Description of the output

1. INNOREST Good practice guide for the preparation of 3 identified business model innovation solutions: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism.

The detailed inventory guidelines for identifying and describing the 3 transformative tourism business model innovation solutions in PP regions will provide a detailed methodology with advice on how to choose and apply transformative tourism development tools in PP regions in 3 mentioned targeted fields. The guidelines will be grounded on the case-study methodology (Yin, 2003)* and fulfilled with a definitive questionnaire, based on a grammatical method.

To answer the main how and why questions of the transformative tourism business model solution, the following ancillary case study questions are formulated:

1. What is the content of the transformative initiative?
2. What are the advantages of the geographical location and natural resources of the settlement?
3. Who initiated the project?
4. Where did the idea for the project come from (during the discussion of the activist group, did anyone see a similar example abroad or in PP country, etc.)?
5. Who was involved in the project (the professional qualification, education level of initiators)?
6. What is the interest in the project from: a) the individual participants in the project, b) the local/regional government, c) any other relevant stakeholders?
7. What external organizations or individuals who do not live in the area are involved in the development of the project?
8. What support has been received and needed in the future? What would project promoters have done faster and better if support had been provided at the beginning of the project?
9. What else could be improved and developed to increase the transformative capacity of the settlement?
10. What are the special features of a settlement, its inhabitants and/or other parameters to carry out a similar project?

The detailed inventory guidelines for identifying and describing the already ongoing transformative tourism initiatives in PP regions will be prepared by the WP leader and circulated among the PPs.

2. 6 good practices in NO, SE, LV, LT, PL, and DK with 3 identified business model innovation solutions, ready for piloting.

The inventory activity will result in identifying and describing 6 good practices introducing tools for 3 business model innovation solutions inherent to transformative tourism development, already implemented in PP country with ready instructions for piloting.

*Reference: Yin, R. K. (2003). Design and methods. Case study research, 3(9.2).

2,682 / 3,000 characters

Target groups and uptake of the solution presented in this output

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Small and medium enterprise</p> <p>Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it).</p>	<p>SMEs will be able to do apply the methodology of INNOREST Good practice guide to do the revision of their own activity concerning the 3 business model innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism. Depending on the inventory results, SMEs will be able to pilot any of identified 3 innovative solutions for transformative tourism, already implemented in PP country with ready instructions for piloting on-demand. In case SME do not find an appropriate solution from already implemented 6 good practices, it will be able to purchase a demanded service for improvement in open market.</p>

693 / 1,000 characters

Durability of the output

Output will be available after the project end. No additional institutional and financial support is needed. Output will be available in project communication platform. Lead partner is responsible for durability of this output.

227 / 1,000 characters

5.6.6 Timeline

	Period: 1	2	3	4	5	6
WP.1: WP1 Preparing solutions						
A.1.1: Inventory of good practices in PP regions						
O.1.1: Good practice guide and 6 good practices						

5.6.7 This deliverable/output contains productive or infrastructure investment

WP 1 Group of activities 1.2

5.6.1 Group of activities leader

Group of activities leader PP 1 - Lithuanian Centre for Social Sciences, Institute of Economics and Rural Development

A 1.2

5.6.2 Title of the group of activities

Establishing local stakeholder groups in PP countries

53 / 100 characters

5.6.3 Description of the group of activities

Establishment of local stakeholders' group in 6 PP countries (NO, SE, LV, LT, PL, and DK); 6 groups in total; up to 10 people each, up to 60 stakeholders mobilized across the Baltic Sea region.

This group of activities aims to create the innovation ecosystem to support resilience building by mobilizing and sustaining stakeholders in 6 PP countries (NO, SE, LV, LT, PL, and DK). Each stakeholder group in every PP country will consist of up to 10 relevant stakeholders. This group in each PP country will be an acting body, responsible for the successful implementation and transferring of the selected tourism innovations to foster resilient economies and rural communities via proposed business model innovation solutions, inherent to transformative tourism, within and across the BSR: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism.

The proposed 3 business model innovation solutions are considered transformative innovations in tourism. Well-functioning innovation processes rely on wide-reaching networks of innovation. This is why the connectivity between the most relevant stakeholders from business, academia, government and society (NGOs) is a precondition for well-functioning systems of sustainable regional innovations, in this case a precondition for resilient economies and communities in the BSR.

To accelerate a well-functioning innovation ecosystem in tourism, stakeholder groups in each PP will be established using a combined methodology, based on: (A) Stakeholder Saliency Model* and (B) Quadruple Helix Model for sustainable regional innovation**.

(A) Based on Stakeholder Saliency Model, the relevance of stakeholders concerning proposed solutions will be measured through the 3 main dimensions (attributes):

- (1) the urgency of the stakeholder's claim on the value chain;
 - (2) the stakeholder's power to influence the development of the value chain, and
 - (3) the legitimacy of the stakeholder's relationship with the value chain. Most urgent, powerful and legitimate stakeholders will be settled in each local PP stakeholder group.
- (B) Quadruple Helix Model for sustainable regional innovation will be applied to ensure the development of a well-functioning representative innovation network of a region from all 4 relevant helices: business, government, academia, and society (NGOs).

Guidelines on establishing local stakeholder groups in each PP country will be prepared by WP leader and circulated among the PPs.

References:

*Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. *Academy of Management Review*, 22(4), 853–886.

**Roman, M., Varga, H., Cvijanovic, V., & Reid, A. (2020). Quadruple Helix models for sustainable regional innovation: Engaging and facilitating civil society participation. *Economies*, 8(2), 48.

2,964 / 3,000 characters

D 1.2

Title of the deliverable

6 Local Stakeholder Groups in NO, SE, LV, LT, PL, and DK

56 / 100 characters

Description of the deliverable

The purpose of Local Stakeholder Group establishment is to mobilize the most relevant actors from all sectors (business, government, academia, and society or NGOs) in each PP country, which will be an acting and advisory body and serve for the success in preparation, piloting and transferring the selected business model innovation solutions, inherent to transformative tourism, across the BSR.

Each PP will establish a stakeholder group, which will consist of up to 10 stakeholders. The stakeholders will be selected by each PP, step-by-step, using the INNOREST approach, based on Quadruple Helix and Stakeholder Saliency models.

The local stakeholder group in each PP will be established using the step-by-step procedure:

1. fixing the intervention needs, based on the 3 proposed business model innovation solutions. The inventory of good practices, done in A 1.1. will elucidate the definite intervention needs of each PP to make change in fostering economic resilience of a rural community via proposed transformative tourism solution(s);
2. creation of a draft list of relevant stakeholders, considering the selected intervention solutions. Each PP will prepare a draft list of potential stakeholders, relevant to the identified intervention needs. Stakeholders should be selected from the 4 sectors, to represent the 4 helixes (Quadruple Helix innovation approach): business, government, academia, and society (NGOs); at least 3-4 stakeholders from each sector;
3. measuring each stakeholder's urgency, power and legitimacy (Stakeholder Saliency, scale from 0-2: 0 = no urgency, power, legitimacy; 1 = some urgency, power, legitimacy; 2 = high urgency, power, legitimacy);
4. composing a list of most urgent, powerful and legitimate stakeholders (up to 10);
5. inviting selected stakeholders to join the local stakeholder group.

In total, 6 Local Stakeholders' Groups in each PP country (NO, SE, LV, LT, PL, and DK), with up to 10 persons each, 60 people).

1,987 / 2,000 characters

Which output does this deliverable contribute to?

O.1.5. Guidelines for action plan; O.3.2. 6 Resolutions; O.3.3. Recommendations.

80 / 100 characters

5.6.5 This group of activities leads to the development of an output



5.6.6 Timeline

Period: 1 2 3 4 5 6

WP.1: WP1 Preparing solutions

A.1.2: Establishing local stakeholder groups in PP countries

D.1.2: 6 Local Stakeholder Groups in NO, SE, LV, LT, PL, and DK

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5.6.7 This deliverable/output contains productive or infrastructure investment



WP 1 Group of activities 1.3

5.6.1 Group of activities leader

Group of activities leader PP 1 - Lithuanian Centre for Social Sciences, Institute of Economics and Rural Development

A 1.3

5.6.2 Title of the group of activities

Visiting and examining successful transformative business projects in each PP country

85 / 100 characters

5.6.3 Description of the group of activities

The aim of this group of activities is to gain/rejuvenate experience and expertise on successful transformative business projects (business models) in each PP country (SE, LV, LT, PL, and DK) in the framework of INNOREST project.

5 peer experience and expertise transnational exchange visits (study visits) to successful transformative business projects in each PP country (SE, LV, LT, PL and DK). 1st visit (together with Kick-off meeting) will be organized in Lithuania (period 1). 2nd visit (together with 2nd meeting) will be organized in Denmark (period 2). 3rd visit (together with 3rd meeting) will be organized in Poland (in period 3). 4th visit (together with 4th meeting) will be organized in Sweden in period (4). 5th visit (together with 5th meeting) will be organized in Latvia (period 5).

The lead partner will be responsible for the invitation management. The overall organization will be the responsibility of the hosting PP.

Successful transformative business projects to visit in each PP country will be identified during the INNOREST inventory phase (A 1.1).

Each study visit in each PP country will be done by implementing the following activities:

1: Preparation activity - study visit. Study visits to a successful transformative business project will be organized in every PP country. The hosting PP will be responsible for the organization of a study visit.

2. Peer review workshop & discussion. The peer-review workshop will be organized by hosting PP and Lead Partner aiming to in-depth examine the visited project in PP country. The workshop and discussion will be grounded on the 3 INNOREST suggested solutions and their disclosure in the visited business: 1st innovative management and marketing; 2nd innovative forms of international communication; 3rd collaboration for networking in transformative tourism. The peer review exercise will be carried on aiming to:

- 2.1. find the questions behind the question of the particular applied solution (yellow);
- 2.2. tools/expertise/policy suggestions fostering the solution (green), and
- 2.3. lessons learned (pink).

All participants will reflect on what they have personally learned on the peer review exercise by putting their reflections on appropriate colors on post-it notes. All participants will share their experiences and agree on 3 most relevant lessons learned, concerning the visited business.

3. Concluding: lessons learnt and further actions to be implemented. A document template will be distributed among the PPs after the meeting in order to identify their reflections on good practices and ideas under discussion for their future action plans (A 2.1).

The gained/rejuvenated international experience and expertise via exchange visits will contribute to the INNOREST piloting solutions and transferring across the BSR to foster resilient economies and communities.

This activity will last from the 1st to the 5th period in the timeline.

2,954 / 3,000 characters

D 1.3

Title of the deliverable

5 Peer review reports

21 / 100 characters

Description of the deliverable

5 peer review reports will be prepared by 5 PPs (SE, LV, LT, PL and DK), based on the arranged experience and expertise exchange visits (study visits) to successful transformative business projects.

A Peer Review Report from each study visit will be prepared, considering the summary outcomes of every stage of a study visit.

Each Peer Review Report will consist of the following parts:

1. Introduction
2. Description of a visited good practice
3. On-site workshop & discussion summary:
 - 3.1 raised questions behind the question of the applied solution;
 - 3.2 tools/expertise/policy suggestions fostering the solution;
 - 3.3 lessons learned.
4. Conclusion: overall lessons learnt and summary ideas for further PPs actions.

Peer review reports will be prepared by a task leader and every PP input, to ensure the exchange of expertise and experience among the PPs within the BSR.

880 / 2,000 characters

Which output does this deliverable contribute to?

O.2.5.Internationalized transformative tourism services; O.3.2.Resolutions; O.3.3.Recommendations

98 / 100 characters

5.6.5 This group of activities leads to the development of an output



5.6.6 Timeline

Period: 1 2 3 4 5 6

WP.1: WP1 Preparing solutions

A.1.3: Visiting and examining successful transformative business projects in each PP country

D.1.3: 5 Peer review reports



5.6.7 This deliverable/output contains productive or infrastructure investment



WP 1 Group of activities 1.4

5.6.1 Group of activities leader

Group of activities leader PP 4 - Latvian Rural Forum

A 1.4

5.6.2 Title of the group of activities

Knowledge and expertise transnational exchange and co-creation on good practices among PPs

90 / 100 characters

5.6.3 Description of the group of activities

The main aim of this group of activities is to perform a transnational round table discussion among PPs on identified steps and actions in examined good practices in PP countries (NO, SE, LV, LT, PL and DK) in the light of 3 business model innovation solutions, which is necessary for getting ready for further piloting and transferring activities.

The round table discussion will be organized at the 2nd project meeting. The main tasks for each PP during the round table discussion are:

- (1) to give an in-depth overview of the identified good practices in the PP region;
- (2) to explain the steps/actions taken by a successful transformative business project, considering the 3 solutions;
- (3) to present the tools used to spread good practices of each PP;
- (4) to elucidate the identified gaps, the needs and readiness for piloting actions in each PP country.
- (5) to calibrate the steps/actions taken by successful transformative business projects, focusing on the 3 INNOREST solutions.

The round-table discussion will end with knowledge and expertise transnational exchange among PPs and co-creation of a list of actions for preparation of guidelines for action plan for the implementation of 3 identified solutions, which will be discussed with local stakeholders in each country (NO, SE, LV, LT, PL and DK).

The framework for INNOREST Match-making toolbox will be developed by WP leader, which will be further used for modelling piloting action plan and transferring solutions.

This activity is planned for period 2 in the timeline.

1,544 / 3,000 characters

D 1.4

Title of the deliverable

Actions for guidelines and match-making toolbox on 3 identified solutions

73 / 100 characters

Description of the deliverable

1. List of actions for the preparation of the action plan guidelines concerning the implementation of 3 identified business model innovation solutions.

The generalized list of actions, taken concerning the 3 identified business model innovation solutions will be elaborated together by PPs at the round table discussion. An input for this deliverable are the in-depth analyses of successful business model good practices, done by PPs in each countries (NO, SE, LV, LT, PL and DK). All 6 good practices concerning the 3 identified business model innovation solutions in each PP country will be taken into consideration at the round table at the 2nd PP meeting. The round-table will strive to a consensus regarding the list of actions, taken by analyzed businesses, to implement the 3 identified business model innovation solutions. This list of actions will be used as an input for round table discussion with local stakeholders (A1.5).

2. INNOREST Match-making toolbox for piloting and transferring selected solutions.

The INNOREST Match-making toolbox will be developed with the following purposes:

- (1) to systemically summarize all in-depth overviews of the identified good practices (successful business models) in the PP regions (NO, SE, LV, LT, PL and DK);
- (2) to systematize the steps/actions taken by a successful transformative business project, considering the 3 business model innovation solutions in each good practice;
- (3) to summarize the tools applied to spread the analyzed good practices of each PP;
- (4) to highlight the conditions, in which the identified good practice was a good solution to fight the challenges.

1,645 / 2,000 characters

Which output does this deliverable contribute to?

O.1.5. Guidelines for action plan for the implementation of 3 identified solutions

82 / 100 characters

5.6.5 This group of activities leads to the development of an output

5.6.6 Timeline

Period: 1 2 3 4 5 6

WP.1: WP1 Preparing solutions

A.1.4: Knowledge and expertise transnational exchange and co-creation on good practices among PPs

D.1.4: Actions for guidelines and match-making toolbox on 3 identified solutions

5.6.7 This deliverable/output contains productive or infrastructure investment

WP 1 Group of activities 1.5

5.6.1 Group of activities leader

Group of activities leader

A 1.5

5.6.2 Title of the group of activities

98 / 100 characters

5.6.3 Description of the group of activities

Round table discussion with local stakeholders groups in each PP country on identified steps/actions for implementation of 3 business model innovation solutions, inherent to transformative tourism.

The main aim of this group of activities is to circulate PPs knowledge and expertise, gained from the inventory of good practices (A 1.1), 1st peer experience and expertise exchange visit (A 1.3), and PPs round-table (A 1.4), to local stakeholders and to co-create guidelines for action plan of appropriate steps/actions for the implementation of 3 solutions, based on INNOREST Match-making toolbox.

The round-table discussion and co-creation with local stakeholders will be organized in each PP country. Every PP will be responsible for this round table discussion. This round table discussion will be centered on the already identified steps/actions for the implementation of 3 business model innovation solutions in each PP country, as summarized in INNOREST Match-making toolbox.

The main activities for each PP stakeholder group round table discussion are:

- (1) to get acquainted with the identified good practices of successful transformative tourism businesses in INNOREST coverage;
- (2) to discuss the needs and gaps concerning the 3 identified business model innovation solutions on the basis of INNOREST Match-making toolbox;
- (3) to disclose and define the concrete needs of a PP regarding the 3 business model innovation solutions;
- (4) if relevant, to decide on supplementary tools/expertise on suggested solutions (if not defined in any good practice), needed for the development of business model innovation, inherent to transformative tourism, in their concrete case/region.

The round table with local stakeholders will end with a guidelines for action plan with PP-specific steps and tools/expertise on-demand for piloting selected business model innovation solutions in PP country.

This activity will take place in period 2 in the timeline.

1,961 / 3,000 characters

5.6.5 This group of activities leads to the development of an output

O 1.5

Title of the output

Guidelines for action plan for the implementation of 3 identified solutions

75 / 100 characters

Description of the output

Guidelines will be developed to get ready for preparing action plan in each PP country for the implementation of 3 identified business model innovation solutions. 6 Guidelines for action plans will be prepared in total in NO, SE, LV, LT, PL and DK.

First, the contents of the action plans will be presented to local stakeholders in each PP country. During the meetings, local stakeholders will get acquainted with the structure and contents of the action plan to be elaborated during the next activity - the first piloting phase (A.2.1.). Produced by each PP, the action plan will be a document providing details on how the chosen business model innovation solutions, inherent to transformative tourism, will be exploited in order to improve the existing business model. It will specify the nature of the actions to be implemented, their time-frame, the players involved, the costs (if any), funding sources (if any), any other relevant information on demand.

Second, local stakeholders in each PP country, during the meeting should discuss the needs and gaps concerning the 3 identified business model innovation solutions on the basis of INNOREST Match-making toolbox (D.1.4.) and define in the guidelines for action plan the the concrete needs for the 3 examined solutions on their concrete case. Stakeholders might use the list of actions, prepared jointly by PPs (A.1.4., D.1.4.), to decide on their needs.

Finally, local stakeholders should agree on their concrete guidelines for action plan, by outlining the needs concerning the 3 identified solutions and considering the availability to use a solution from existing ones in PP regions, or the necessity to develop a new solution, using outsourced external expert advice.

In total, 6 guidelines for action plan for the implementation of 3 identified business model innovation solutions will be prepared in each PP country (NO, SE, LV, LT, PL and DK).

1,930 / 3,000 characters

Target groups and uptake of the solution presented in this output

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Small and medium enterprise</p> <p>Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it).</p>	<p>Targeted SMEs will use the elaborated guidelines for developing their action plans, concerning the 3 business model innovation solutions: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism.</p>
<p>Target group 2</p> <p>NGO</p> <p>Field of responsibility of NGOs: networking for the development a sustainable network of LAGs across project partner countries (NO, SE, LV, LT, PL and DK), supporting the development of transformative tourism. Various types of NGO in project partner countries: ERDN, Latvian Rural Forum, Druskininkai LAG, and other LAGs interested in resilient regional development. An economic sector: tourism, services (in education). Representatives from this target group are from 6 BSR countries.</p>	<p>Targeted NGOs will use the elaborated guidelines for developing their local development strategies, concerning the 3 business model innovation solutions: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism.</p>

280 / 1,000 characters

296 / 1,000 characters

Durability of the output

Output will be available after the project end. No additional institutional and financial support is needed. Output will be available in project communication platform. Lead partner is responsible for durability of this output.

227 / 1,000 characters

5.6.6 Timeline

WP.1: WP1 Preparing solutions	Period: 1 2 3 4 5 6					
A.1.5: Knowledge and expertise exchange and co-creation of action plan guidelines with local stakeholders						
O.1.5: Guidelines for action plan for the implementation of 3 identified solutions						

5.6.7 This deliverable/output contains productive or infrastructure investment

Work package 2

5.1 WP2 Piloting and evaluating solutions

5.2 Aim of the work package

The aim of this work package is to pilot, evaluate and adjust solutions. Plan one or several pilots to validate the usefulness of the solutions prepared in Work Package 1. Start Work Package 2 early enough to have time to pilot, evaluate and adjust solutions, together with your target groups. By the end of this work package implementation the solutions should be ready to be transferred to your target groups in Work Package 3. The piloted and adjusted solution should be presented in one project output. Organise your activities in up to five groups of activities. Describe the deliverables and outputs as well as present the timeline.

5.3 Work package leader

Work package leader 1

Work package leader 2

5.4 Work package budget

Work package budget

5.4.1 Number of pilots

Number of pilots

5.5 Target groups

	Target group	How do you plan to reach out to and engage the target group?
1	<input type="text" value="Small and medium enterprise"/> Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it). <small>455 / 500 characters</small>	Targeted SMEs will be able to use the different tools of INNOREST (preparing, implementing, evaluating, adjusting Action Plans and sharing the experience on implementation of Actions Plans and implemented solutions) concerning the 3 innovations: 1) innovative management and marketing tools will directly serve the local transformative tourism business as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters of the region. 2) innovative forms of communication between local service providers - SMEs and international groups of tourists will enable the transfer of information. 3) network between SMEs and other stakeholders will enable to develop practices and to learn from other partners. SMEs as members of stakeholders groups will be reached out through pilot solutions, direct contacts, co-learning activities, meetings and seminars. <small>924 / 1,000 characters</small>

	Target group	How do you plan to reach out to and engage the target group?
2	<p>NGO</p> <p>Field of responsibility of NGOs: networking for the development a sustainable network of LAGs across project partner countries (NO, SE, LV, LT, PL and DK), supporting the development of transformative tourism. Various types of NGO in project partner countries: ERDN, Latvian Rural Forum, Druskininkai LAG, and other LAGs interested in resilient regional development. An economic sector: tourism, services (in education). Representatives from this target group are from 6 BSR countries.</p> <p>487 / 500 characters</p>	<p>Targeted NGOs will be able to use the different tools of INNOREST (preparing, implementing, evaluating, adjusting Action Plans and sharing the experience on implementation of Actions Plans and implemented solutions) concerning the 3 innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism.</p> <p>LAGS, associations of rural communities, associations of ecotourism and rural tourism will be reached out through pilot solutions, direct contacts, co-learning activities, meetings and seminars. NGOs are planned to be part of local stakeholders group and NGOs will participate in creating, adjusting and implementing pilot solutions.</p> <p>720 / 1,000 characters</p>
3	<p>Local public authority</p> <p>A field of responsibility: tourism development department in a municipality or regional council. An economic sector: tourism. All partners will involve representatives of local and regional public authorities in Focus group meetings in WP1 (Preparing solutions) and WP3 (Transferring of solutions).</p> <p>298 / 500 characters</p>	<p>Targeted local public authorities will be able to use the different tools of INNOREST (preparing, implementing, evaluating, adjusting Action Plans and sharing the experience on implementation of Actions Plans and implemented solutions) concerning the 3 innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism.</p> <p>Municipalities and local public authorities will be reached out through pilot solutions, direct contacts, co-learning activities, meetings and seminars. Local public authorities are planned to be part of local stakeholders group and they will participate in creating, adjusting and implementing pilot solutions.</p> <p>718 / 1,000 characters</p>
4	<p>Business support organisation</p> <p>A field of responsibility: tourism development department in a organization; an economic sector: tourism. 3 partners from Lithuania, Latvia and Sweden will work as a business support organization to support the acceleration of transformative tourism (Druskininkai Local action group (LAG), Latvian Rural Forum, Krinova Incubator & Science Park).</p> <p>345 / 500 characters</p>	<p>Targeted business support organizations will be able to use the different tools of INNOREST (preparing, implementing, evaluating, adjusting Action Plans and sharing the experience on implementation of Actions Plans and implemented solutions) concerning the 3 innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism.</p> <p>Business support organizations will be reached out through pilot solutions, direct contacts, co-learning activities, meetings and seminars. Business support organizations are planned to be part of local stakeholders group and they will participate in creating, adjusting and implementing pilot solutions.</p> <p>718 / 1,000 characters</p>
5	<p>Education/training centre and school</p> <p>A field of responsibility: tourism department in a organization; an economic sector: tourism. 2 partners will focus on services of transformative tourism as education/training centre: Ed-consult (DK) and European Rural Development Network (PL).</p> <p>244 / 500 characters</p>	<p>Education/training centres and schools will be able to use the different tools of INNOREST (preparing, implementing, evaluating, adjusting Action Plans and sharing the experience on implementation of Actions Plans and implemented solutions) concerning the 3 innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism.</p> <p>Education/training centre and school will be reached through pilot actions solving specific challenge in building resilience through better connections between research, education and regional innovation systems. Education/training centre and school are planned to be part of local stakeholders group and they will participate in creating, adjusting and implementing pilot solutions.</p> <p>795 / 1,000 characters</p>

5.6 Activities, deliverables, outputs and timeline

No.	Name
2.1	Preparation of Action Plans for 3 identified solutions in SE, LV, LT, PL, DK and NO
2.2	Implementation of 6 Action Plans in SE, LV, LT, PL, DK and NO
2.3	Meetings with local stakeholder groups on implemented tools and reached results
2.4	Adjusting intermediate results at the 4th project meeting in SE, LV, LT, PL, DK and NO
2.5	Presenting final results at 5th project meeting

WP 2 Group of activities 2.1

5.6.1 Group of activities leader

Group of activities leader

A 2.1

5.6.2 Title of the group of activities

83 / 100 characters

5.6.3 Description of the group of activities

The aim of this group of activities is to prepare Action Plans for 3 solutions and present it at 3rd project meeting by PPs.

PP have been selected on the basis that they are advanced and innovative at least at one of the proposed solutions for transformative tourism in BSR. Based on the results of created the match-making toolbox (WP1), the project partners with local stakeholders groups will decide which 2 new solutions they will implement and which 1 pilot solution they will adapt for the development of transformative tourism in the Baltic Sea Region.

There are 3 pilot solutions for PP and stakeholders to decide: (1) innovative management and marketing tools serving as a model for stimulating the participation of local entrepreneurs in transformative tourism business; 2) international communication tools based on arts techniques and digitalization; 3) international collaboration and co-networking tools enabling already existing networks to coordinate their initiatives on transformative tourism in BSR.

Each Action Plan of PP will contain details on which solutions PP will implement, how it will be achieved, how it will help societies to become more resilient and what tools will be used to assist tourism business. As the project pays a very important attention to co-creation and mutual learning, PP will get/co-create knowledge and step by step plan on how to implement solutions from PP or/and what do they have to outsource (e.g. translation, IT, arts services, etc.). Each Action Plan will explore solutions to assist business in diversifying their activities and develop risk management tools. Action Plans will explore pilot solutions that enable tourism services in the Baltic Sea region to scale and shrink in response to sudden demand fluctuations, minimizing negative impact on human welfare.

Each Action Plan will be in accordance with good management principles and will require to be: 1) specific - well defined and clear pilots solutions and the need of them will be well grounded; 2) measurable - pilot solutions must include measurable indicators to track progress; 3) attainable - realistic and achievable within the resources, as well it has to be clear to what extent the outsourcing will be needed; 4) relevant – align with project goals; 5) timely – the goals will be reached by a finishing date.

Piloting of solutions will continue 1,5 years, starting from 2nd year of project implementation and will last until to 2,5 years of project implementation. This activity will take place in period 3 in the timeline.

2,560 / 3,000 characters

D 2.1

Title of the deliverable

59 / 100 characters

Description of the deliverable

Each Action Plan of PP will contain details on which solutions (2 solutions out of proposed 3) PP will implement and adapt (1 solution out of proposed 3) and how it will be achieved. As the project pays very important attention to co-creation and mutual learning, PP will get knowledge and co-create step by step plans on how to implement pilot solutions by PP or/and what do they have to outsource (e.g. translation, IT, artistic services, etc.).

This deliverable directly helps to reach the main output of the project, because it sets a timetable and describes ideas and tools for reaching innovative forms of pilot solutions in marketing, communication and cooperation.

Project partners will create transformative tourism Action Plans which will be reproduced not only in their region or country but can be applicable and relevant to Baltic Sea region. Developed and tested pilot solutions will be applicable not only to transformative tourism but will serve agro, eco, gastro, geo, nautical, health, spiritual and other innovative tourism services.

1,056 / 2,000 characters

Which output does this deliverable contribute to?

98 / 100 characters

5.6.5 This group of activities leads to the development of an output

5.6.6 Timeline

	Period: 1	2	3	4	5	6
WP.2: WP2 Piloting and evaluating solutions						
A.2.1: Preparation of Action Plans for 3 identified solutions in SE, LV, LT, PL, DK and NO						
D.2.1: 6 Actions Plans for implementation of pilot solutions by PP						

5.6.7 This deliverable/output contains productive or infrastructure investment

WP 2 Group of activities 2.2

5.6.1 Group of activities leader

Group of activities leader

A 2.2

5.6.2 Title of the group of activities

Implementation of 6 Action Plans in SE, LV, LT, PL, DK and NO

61 / 100 characters

5.6.3 Description of the group of activities

The aim of this group of activities is to implement Action Plans by using chosen management and marketing, international communication and/or international cooperation tools by PP.

Each PP implementing management and marketing pilot solutions may cover (but not limited to) activities such as:

- 1) meeting local and regional transformative tourism service providers and supporters;
- 2) increasing the number of transformative tourism service providers and supporters;
- 3) stimulating the participation of local entrepreneurs, local and regional public authorities, NGOs and education/research centers in the transformative tourism business;
- 4) carrying on or inventing other activities enabling sustainable growth of transformative tourism in region.

Each PP implementing international communication pilot solutions may cover (but not limited to) activities such as:

- 1) finding and developing innovative forms of communication for local services providers and international groups tourists;
- 2) offering innovative and based on fine arts solutions to ensure new ways of communication between tourists and transformative tourism service providers;
- 3) offering solutions to digitalize services of transformative tourism;
- 4) carrying on or inventing other activities enabling sustainable growth of transformative tourism in region.

Each PP implementing international collaboration, cooperation and co-creation pilot solutions may cover (but not limited to) activities such as:

- 1) offering practical support and advice to transformative tourism business;
- 2) ensuring access to collaborative marketing activities and ideas;
- 3) helping to create network to coordinate transformative tourism in regions by enabling (already existing) networks in BSR;
- 4) carrying on or inventing other activities enabling sustainable growth of transformative tourism in region.

Above mentioned tools are essential in seeking the main objective, i.e. - resilient economies and societies, as piloted solutions and implemented tools will offer digital (but not only) solutions to respond to sudden fluctuations of the economies, it will assist business in finding out what business have to change, improve and adjust, and finally implemented solutions and tools will strengthen societal resilience as practices of transformative tourism empowers cultural (and more sustainable) change, shifts behavior, empowers creativity and promote smart working solutions.

Tools of pilot solutions which cannot be created by PP or other stakeholders of the network can be implemented by outsourcing activities which have been stated in Action Plans.

This activity will take place in periods 3-5 in the timeline.

2,674 / 3,000 characters

D 2.2

Title of the deliverable

6 Reports on intermediate results on pilot solutions implementation

68 / 100 characters

Description of the deliverable

6 Reports on intermediate results on implementation of 3 solutions (two new solutions and one adapted) by PP.

Reports will cover the ongoing process of the activities stated in Action Plans. Action Plans will serve as tools in assisting business to diversify their activities, explore the potential of sustainable consumption patterns based on local services and goods and strengthen a common identity of the Baltic Sea region as a source of these goods and services. Employed pilot solutions will help strengthen societal resilience through cultural change, behavioral shifts and mobilising creativity by promoting smart working solutions, digitalization and networking.

This deliverable directly helps reaching the main output of the project, because it sets and updates a timetable and describes ideas and tools on reaching innovative forms of pilot solutions on marketing, communication and cooperation.

909 / 2,000 characters

Which output does this deliverable contribute to?

O.2.4 Documentation of 3 implemented pilot solutions; O.2.5 Transformative tourism services in PP.

98 / 100 characters

5.6.5 This group of activities leads to the development of an output



5.6.6 Timeline

Period: 1 2 3 4 5 6

WP.2: WP2 Piloting and evaluating solutions

A.2.2: Implementation of 6 Action Plans in SE, LV, LT, PL, DK and NO

D.2.2: 6 Reports on intermediate results on pilot solutions implementation



5.6.7 This deliverable/output contains productive or infrastructure investment



WP 2 Group of activities 2.3

5.6.1 Group of activities leader

Group of activities leader PP 3 - Druskininkai Local Action Group

A 2.3

5.6.2 Title of the group of activities

Meetings with local stakeholder groups on implemented tools and reached results

79 / 100 characters

5.6.3 Description of the group of activities

Two meetings with local stakeholders will be organized in each PP's country. As groups of local stakeholders are acting bodies, responsible for the successful implementation of the selected tourism innovations – transformative pilot solutions, during these meetings local stakeholder groups will evaluate progress, strengths and weaknesses of each applied management, communication, and/or cooperation/networking piloting solutions.

The aim of this group of activities is to discuss and evaluate the ongoing process of pilot solutions stating weaknesses and strengths.

The first set of meetings will be aiming to discuss and approve Action Plans by local stakeholder's group. The groups of local stakeholders will evaluate the pilot solutions and initial progress in implementing them.

The second set of meetings with local stakeholders will be centered on the already identified steps, actions and tools for the implementation of 3 solutions in each PP country.

Probing strengths and weaknesses will clarify what the best next steps are and how PP can improve themselves and their pilot solutions. It will also tell more on where PP need to work and where PP are able to prove themselves most.

During the meeting the following questions are expected to be answered:

How can we use our strengths?

How can we address each weakness?

How can we exploit each opportunity?

How can we guard against each threat?

What can PP learn from each other?

What services could be bought externally (apps, IT, marketing tools, etc.)?

What is the involvement of target groups in piloting and evaluating the solutions?

What further steps have to be implemented to adjust the piloted solutions to make them ready for transfer in WP3?

This activity will take place in periods 3 and 5 in the timeline.

1,787 / 3,000 characters

D 2.3

Title of the deliverable

6 updated Action Plans

22 / 100 characters

Description of the deliverable

The meeting with local stakeholder groups will result in updated Actions Plans which will lead to two outputs: 1) documentation of 3 implemented pilot solutions as case studies in SE, LV, LT, PL, DK and NO; 2) innovative solutions on marketing, communication and cooperation.

Action Plans will serve as tools in assisting business to diversify their activities, explore the potential of sustainable consumption patterns based on local services and goods and strengthen a common identity of the Baltic Sea region as a source of these goods and services. Employed pilot solutions will help strengthen societal resilience through cultural change, behavioral shifts and mobilising creativity by promoting smart working solutions, digitalization and networking.

Updated Actions Plans will be more detailed and better grounded than the initial ones. An important advantage of the updated Action Plans is that it will be updated according to the proposals and evaluations of stakeholders' groups which are very closely related to the tourism sector, are local entrepreneurs and feel the pulse of their regions foremost. Updated Action Plans will cover developed and tested pilot solutions which will be applicable not only to transformative tourism but will serve agro, eco, gastro, geo, nautical, health, spiritual and other innovative tourism services.

1,352 / 2,000 characters

Which output does this deliverable contribute to?

O.2.4 Documentation of 3 implemented pilot solutions; O.2.5 Transformative tourism services in PP.

98 / 100 characters

5.6.5 This group of activities leads to the development of an output



5.6.6 Timeline

Period: 1 2 3 4 5 6

WP.2: WP2 Piloting and evaluating solutions

A.2.3: Meetings with local stakeholder groups on implemented tools and reached results
 D.2.3: 6 updated Action Plans

5.6.7 This deliverable/output contains productive or infrastructure investment

WP 2 Group of activities 2.4

5.6.1 Group of activities leader

Group of activities leader

A 2.4

5.6.2 Title of the group of activities

Adjusting intermediate results at the 4th project meeting in SE, LV, LT, PL, DK and NO

86 / 100 characters

5.6.3 Description of the group of activities

The aim of this group of activities is to adjust and share intermediate results by each project partner at the 4th project meeting. There will be presented implemented solutions of pilots by each project partner. Each project partner will prepare their case study which will generate an in-depth, multi-faceted understanding of implemented pilot solutions in its real-life context. Case studies are chosen because of their explanatory nature in seeking generate new ideas, testing them and it can help in showing how different aspects of analyzed phenomena - i.e. transformative tourism and pilot solutions, improve its tools for transformation of tourism and how 3 pilot solutions are related to each other. This understanding is essential in developing transformative tourism beyond project partners and spreading the knowledge and experience of piloted solutions in Baltic Sea region.

Round table discussion will be organized to discuss the challenges occurred as well the need of changes (if needed) for better implementation of pilot solutions.

This activity will take place in period 4 in the timeline.

1,111 / 3,000 characters

5.6.5 This group of activities leads to the development of an output

O 2.4

Title of the output

Documentation of 3 implemented pilot solutions as case studies in SE, LV, LT, PL, DK and NO

91 / 100 characters

Description of the output

Documentation of 3 implemented pilot solutions as case studies in SE, LV, LT, PL, DK and NO. Case studies will cover an analysis of their chosen pilot solutions, reasons why it was chosen, ways and steps how it was implemented, and an evaluation of what effects they have reached. Prepared case studies will serve as a solution for certain regions on how to employ and develop innovative transformative tourism.

Case studies will show how employed pilot solutions can help developing transformative tourism and how can be used as a powerful tool for the transformation of society in any area of human life: eco tourism, gastro tourism, agro tourism and many other innovative forms of tourism.

Case studies as solutions for innovative transformative tourism of each partner will be disseminated in the Work Package 3.

820 / 3,000 characters

Target groups and uptake of the solution presented in this output

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Small and medium enterprise</p> <p>Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it).</p>	<p>Case studies will directly serve the local transformative tourism business as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters of the region. Case studies will cover each countries specifics, good practices and implemented tools. Therefore SME's will be able not only to participate in pilot solutions, direct contacts, co-learning activities, meetings and seminars, but even SMEs from other regions, or similar sectors will be able to duplicate piloted solutions. SMEs are planned to be part of local stakeholders group and SMEs will participate in creating, adjusting and implementing pilot solutions.</p> <p style="text-align: right;">689 / 1,000 characters</p>
<p>Target group 2</p> <p>NGO</p> <p>Field of responsibility of NGOs: networking for the development a sustainable network of LAGs across project partner countries (NO, SE, LV, LT, PL and DK), supporting the development of transformative tourism. Various types of NGO in project partner countries: ERDN, Latvian Rural Forum, Druskininkai LAG, and other LAGs interested in resilient regional development. An economic sector: tourism, services (in education). Representatives from this target group are from 6 BSR countries.</p>	<p>Case studies of each participating country will directly serve LAGS, associations of rural communities, associations of ecotourism and rural tourism as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters of the region and NGOs will be able to spread such knowledge. Case studies will cover each countries specifics, good practices and implemented tools. NGOs will be reached out through pilot solutions, direct contacts, co-learning activities, meetings and seminars and therefore will be familiar with final outputs to a great extent and will be able spread the innovative solutions described in case studies. NGOs are planned to be part of local stakeholders group and will participate in creating, adjusting and implementing pilot solutions.</p> <p style="text-align: right;">826 / 1,000 characters</p>
<p>Target group 3</p> <p>Local public authority</p> <p>A field of responsibility: tourism development department in a municipality or regional council. An economic sector: tourism. All partners will involve representatives of local and regional public authorities in Focus group meetings in WP1 (Preparing solutions) and WP3 (Transferring of solutions).</p>	<p>Case studies of each participating country will directly serve local public authorities, as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters of the region, and the local public authorities will be able to spread such knowledge, update legal requirements for such activities. Case studies will cover each countries specifics, good practices and implemented tools. Municipalities and other local public authorities will be reached out through pilot solutions, direct contacts, co-learning activities, meetings and seminars and therefore will be familiar with final outputs to a great extent and will be able spread the innovative solutions described in case studies. Local public authorities are planned to be part of local stakeholders group and will participate in creating, adjusting and implementing pilot solutions..</p> <p style="text-align: right;">905 / 1,000 characters</p>
<p>Target group 4</p> <p>Business support organisation</p> <p>A field of responsibility: tourism development department in a organization; an economic sector: tourism. 3 partners from Lithuania, Latvia and Sweden will work as a business support organization to support the acceleration of transformative tourism (Druskininkai Local action group (LAG), Latvian Rural Forum, Krinova Incubator & Science Park).</p>	<p>Case studies of each participating country will directly serve business support organizations, as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters of the region, and business support organizations will be able to spread such knowledge, assist business and guide them towards more resilient solutions. Case studies will cover each countries specifics, good practices and implemented tools. Business support organizations will be reached out through pilot solutions, direct contacts, co-learning activities, meetings and seminars and therefore will be familiar with final outputs to a great extent and will be able spread the innovative solutions described in case studies. Business support organizations are planned to be part of local stakeholders group and will participate in creating, adjusting and implementing pilot solutions.</p> <p style="text-align: right;">916 / 1,000 characters</p>
<p>Target group 5</p> <p>Education/training centre and school</p> <p>A field of responsibility: tourism department in a organization; an economic sector: tourism. 2 partners will focus on services of transformative tourism as education/training centre: Ed-consult (DK) and European Rural Development Network (PL).</p>	<p>Case studies of each participating country will directly serve education/training centers and schools, as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters of the region, and education/training centers and schools will be able to spread such knowledge to young entrepreneurs. Case studies will cover each countries specifics, good practices and implemented tools. Education/training centers and schools will be reached out through pilot solutions, direct contacts, co-learning activities, meetings and seminars and therefore will be familiar with final outputs to a great extent and will be able spread the innovative solutions described in case studies. Education/training centers and schools are planned to be part of local stakeholders group and will participate in creating, adjusting and implementing pilot solutions.</p> <p style="text-align: right;">906 / 1,000 characters</p>

Durability of the output

Output will be available at the end of the project. Documentation (case studies) of 3 implemented pilot solutions in SE, LV, LT, PL, DK and NO will be published on the project's website as well on the websites of project partners.

230 / 1,000 characters

5.6.6 Timeline

Period: 1 2 3 4 5 6

WP.2: WP2 Piloting and evaluating solutions

A.2.4: Adjusting intermediate results at the 4th project meeting in SE, LV, LT, PL, DK and NO

O.2.4: Documentation of 3 implemented pilot solutions as case studies in SE, LV, LT, PL, DK and NO

5.6.7 This deliverable/output contains productive or infrastructure investment



WP 2 Group of activities 2.5

5.6.1 Group of activities leader

Group of activities leader PP 6 - ed-consult

A 2.5

5.6.2 Title of the group of activities

Presenting final results at 5th project meeting

48 / 100 characters

5.6.3 Description of the group of activities

The aim of this group of activities is to present the implemented solutions of pilots. Partners from SE, LV, LT, PL, DK and NO will present two new solutions and one adapted existing solution for the development of transformative tourism in the BSR region. The meeting is dedicated to the project partners to share their practices and implemented solutions for innovative transformative tourism in Baltic Sea region. Project partners will present detailed information which pilot solutions and which tools of those solutions they have implemented and will present elaborated results on innovative and transformative tourism development in BSR. Final meeting is expected to reveal particular actions and internationalized innovative transformative tourism services and specific results on assisting business, strengthen societal resilience, connecting research and innovation systems.

This activity will take place in period 5 in the timeline.

944 / 3,000 characters

5.6.5 This group of activities leads to the development of an output



O 2.5

Title of the output

Internationalized transformative tourism services in SE, LV, LT, PL, DK and NO.

79 / 100 characters

Description of the output

The output of the activity will present internationalized innovative transformative tourism services in PP countries by 3 implemented solutions:

- 1st solution. Innovative management and marketing tools that can be used for stimulating the participation of local entrepreneurs in the transformative tourism business. Such as (but not limited to):
1. Social media marketing. By posting relevant content and engaging in conversations with transformative tourism customers, entrepreneurs and influential people, it will build relationships over time and will increase brand awareness as well. Many software tools can be used to make social media marketing more efficient and effective.
 2. Inbound Lead Generation. Ensuring customers find transformative tourism business while they are actively searching for what PP offer is the key to a successful inbound lead generation campaign. By including the keywords people use to search for topic on your website, PP will increase the likelihood that customers can easily find PP in search engines. Strong search engine optimization (SEO) will drive visitors to PP sites and present them with a free information-based offer.
 3. Mobile Marketing. Given that nearly every European has a mobile phone, tourism business is probably connecting with customers via a mobile device. PP websites will be mobile friendly. PP will be able to use other ways of mobile marketing which include text message campaigns, having a mobile app, creating a mobile loyalty program, using QR codes, etc.
- 2nd solution. Innovative forms of communication between local service providers and international groups of tourists: fine art projects, learning by doing experiments, digitalization of services by animation, development of presentations and apps in different languages, etc. This solution will cover 2 ways of innovative communication: 1) nonverbal communication tools (body language, animation, performances, learning by doing, etc.), 2) digital communication tools. That can be presented by multi-language mobile apps, mobile messaging platforms, guidelines on how to use emails, newsletter, internal social media, intranets, extranets, chatbots, podcasts, blogs, video, events, video conferencing to reach international customers.
- 3rd solution. Practical support, guidelines and advice to transformative tourism businesses, created and given access to collaborative marketing activities, ideas, and advice to help diversify the income; created network to coordinate the initiatives of transformative tourism development from enabling already existing networks (LEADER groups, associations of rural communities, associations of eco and rural tourism, etc.) in BSR. Between PP and local stakeholders there will be created innovation network supporting continuous improvement, management of ideas, and innovation management within network.
- All tools are applicable to various innovative forms of tourism such as eco, gastro, agro, garden, nautical, health, spiritual, etc.

3,000 / 3,000 characters

Target groups and uptake of the solution presented in this output

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Small and medium enterprise</p> <p>Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it).</p>	<p>The final output "Internationalized transformative tourism services" consist of 3 parts of solutions which will be applied by SMEs:</p> <ol style="list-style-type: none"> 1. Innovative management and marketing tools will directly serve the local transformative tourism business as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters of the region. SMES will use social media marketing, inbound lead generation, mobile marketing tools. 2. SMEs will use developed innovative international communication tools based on art technics and digitalization. 3. SMEs will use practical support, guidelines and advice on transformative tourism businesses, which was created and empowered during INNOREST project.
<p>Target group 2</p> <p>NGO</p> <p>Field of responsibility of NGOs: networking for the development a sustainable network of LAGs across project partner countries (NO, SE, LV, LT, PL and DK), supporting the development of transformative tourism. Various types of NGO in project partner countries: ERDN, Latvian Rural Forum, Druskininkai LAG, and other LAGs interested in resilient regional development. An economic sector: tourism, services (in education). Representatives from this target group are from 6 BSR countries.</p>	<p>The final output "Internationalized transformative tourism services" consist of 3 parts of solutions which will be applied by NGOs:</p> <ol style="list-style-type: none"> 1. Innovative management and marketing tools will serve NGOs as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters of the region. NGOs will spread knowledge to their members, other SMEs and other stakeholders on how to use social media marketing, inbound lead generation, mobile marketing tools. 2. NGOs will learn about developed innovative international communication tools based on art technics and digitalization and will be able to spread it beyond the project. 3. NGOs will have knowledge where to get practical support, guidelines and advice on transformative tourism businesses, which was created and empowered during INNOREST project and will be able to spread it.

745 / 1,000 characters

888 / 1,000 characters

Target groups	How will this target group apply the output in its daily work?
<p>Target group 3</p> <p>Business support organisation</p> <p>A field of responsibility: tourism development department in a organization; an economic sector: tourism. 3 partners from Lithuania, Latvia and Sweden will work as a business support organization to support the acceleration of transformative tourism (Druskininkai Local action group (LAG), Latvian Rural Forum, Krinova Incubator & Science Park).</p>	<p>The final output "Internationalized transformative tourism services" consist of 3 parts of solutions which will be applied by business support organizations:</p> <ol style="list-style-type: none"> 1. Innovative management and marketing tools will directly serve business support organizations as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters of the region. Business support organizations will spread knowledge to their members, other SMEs and other stakeholders on how to use social media marketing, inbound lead generation, mobile marketing tools. 2. Business support organizations will learn about developed innovative international communication tools based on art technics and digitalization and will be able to spread it beyond the project. 3. Business support organizations will spread knowledge about practical support, guidelines and advice on transformative tourism businesses, which was created and empowered during INNOREST project. <p style="text-align: right;">992 / 1,000 characters</p>
<p>Target group 4</p> <p>Local public authority</p> <p>A field of responsibility: tourism development department in a municipality or regional council. An economic sector: tourism. All partners will involve representatives of local and regional public authorities in Focus group meetings in WP1 (Preparing solutions) and WP3 (Transferring of solutions).</p>	<p>The final output "Internationalized transformative tourism services" consist of 3 parts of solutions which will be applied by local public authorities:</p> <ol style="list-style-type: none"> 1. Innovative management and marketing tools will serve local public authorities as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters of the region. Local public authorities will spread knowledge to their members, other SMEs and other stakeholders on how to use social media marketing, inbound lead generation, mobile marketing tools. 2. Local public authorities will learn about developed innovative international communication tools based on art technics and digitalization and will be able to spread it beyond the project. 3. Local public authorities will spread knowledge about practical support, guidelines and advice on transformative tourism businesses, which was created and empowered during INNOREST project. <p style="text-align: right;">954 / 1,000 characters</p>
<p>Target group 5</p> <p>Education/training centre and school</p> <p>A field of responsibility: tourism department in a organization; an economic sector: tourism. 2 partners will focus on services of transformative tourism as education/training centre: Ed-consult (DK) and European Rural Development Network (PL).</p>	<p>The final output consist of 3 parts of solutions which will be applied by education/training centre:</p> <ol style="list-style-type: none"> 1. Innovative management and marketing tools will serve education/training centre as it offers new solutions how to engage new customers and how to increase the number of transformative tourism providers and supporters. Education centre will spread knowledge to their members, young entrepreneurs, SMEs and other stakeholders on how to use social media marketing, inbound lead generation, mobile marketing tools. 2. Education centre will learn about developed innovative international communication tools based on art technics and digitalization and will be able to spread it. 3. Education centre will spread knowledge about practical support, guidelines and advice on transformative tourism businesses, which was created during INNOREST project solving specific challenge in building resilience through better connections between education, research and local entrepreneurs and innovation systems. <p style="text-align: right;">1,000 / 1,000 characters</p>

Durability of the output

Outputs will be used by target groups after the end of the project. Internationalized transformative tourism services will be implemented in SE, LV, LT, PL, DK and NO. Descriptions and results will be published on the project's website as well on the websites of project partners.

280 / 1,000 characters

5.6.6 Timeline

Period: 1 2 3 4 5 6

WP.2: WP2 Piloting and evaluating solutions

A.2.5: Presenting final results at 5th project meeting

O.2.5: Internationalized transformative tourism services in SE, LV, LT, PL, DK and NO.

5.6.7 This deliverable/output contains productive or infrastructure investment

Work package 3

5.1 WP3 Transferring solutions

5.2 Aim of the work package

In Work Package 3, communicate and transfer the ready solutions to your target groups. Plan at least one year for this work package to transfer your solutions to the target groups, considering their respective needs. Select suitable activities to encourage your target groups to use the solutions in their daily work. Organise your activities in up to five groups of activities. Describe the deliverables and outputs as well as present the timeline.

5.3 Work package leader

Work package leader 1

Work package leader 2

5.4 Work package budget

Work package budget

5.5 Target groups

	Target group	How do you plan to reach out to and engage the target group?
1	<p>Small and medium enterprise</p> <p>Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it).</p> <p>455 / 500 characters</p>	<p>SMEs will take part in co-creation event and the development of the INNOREST transformative tourism resolution and thus contribute to up-scaling the reached project results. SMEs will be able to use developed recommendations on how to apply the already tested solutions in their concrete case.</p> <p>295 / 1,000 characters</p>

	Target group	How do you plan to reach out to and engage the target group?
2	<p>NGO</p> <p>Field of responsibility of NGOs: networking for the development a sustainable network of LAGs across project partner countries (NO, SE, LV, LT, PL and DK), supporting the development of transformative tourism. Various types of NGO in project partner countries: ERDN, Latvian Rural Forum, Druskininkai LAG, and other LAGs interested in resilient regional development. An economic sector: tourism, services (in education). Representatives from this target group are from 6 BSR countries.</p> <p>487 / 500 characters</p>	<p>NGOs will take part in co-creation event and the development of the INNOREST transformative tourism resolution and thus contribute to up-scaling the reached project results. NGOs will be able to use prepared recommendations in developing their local strategies and action plans, as well as finding new areas of activity in the field of various transformative tourism development solutions.</p> <p>390 / 1,000 characters</p>
3	<p>Local public authority</p> <p>A field of responsibility: tourism development department in a municipality or regional council. An economic sector: tourism. All partners will involve representatives of local and regional public authorities in Focus group meetings in WP1 (Preparing solutions) and WP3 (Transferring of solutions).</p> <p>298 / 500 characters</p>	<p>Local public authorities will take part in co-creation event and the development of the INNOREST transformative tourism resolution and thus contribute to up-scaling the reached project results. Local public authorities be able to use developed recommendations on how to apply the transformative tourism solutions to foster resilient economies and communities in their local development strategies and other planning documents.</p> <p>428 / 1,000 characters</p>
4	<p>Business support organisation</p> <p>A field of responsibility: tourism development department in a organization; an economic sector: tourism. 3 partners from Lithuania, Latvia and Sweden will work as a business support organization to support the acceleration of transformative tourism (Druskininkai Local action group (LAG), Latvian Rural Forum, Krinova Incubator & Science Park).</p> <p>345 / 500 characters</p>	<p>Business support organizations will take part in co-creation event and the development of the INNOREST transformative tourism resolution and thus contribute to up-scaling the reached project results. Business support organizations will benefit from using the prepared recommendations in consultancy activity, as well as in service provision process to guide the clients towards the Transformative tourism solutions within their field of activity.</p> <p>447 / 1,000 characters</p>
5	<p>Education/training centre and school</p> <p>A field of responsibility: tourism department in a organization; an economic sector: tourism. 2 partners will focus on services of transformative tourism as education/training centre: Ed-consult (DK) and European Rural Development Network (PL).</p> <p>244 / 500 characters</p>	<p>Educational and training institutions will take part in co-creation event and the development of the INNOREST transformative tourism resolution and thus contribute to up-scaling the reached project results. Educational and training institutions will be able to use the outputs of the activity in educational and training processes.</p> <p>333 / 1,000 characters</p>

5.6 Activities, deliverables, outputs and timeline

No.	Name
3.1	Elaboration of improvements for 3 solutions, based on DPSIR analysis
3.2	Up-scaling and co-creation for transferring with local stakeholders
3.3	Concluding on project results, sustainability and replication
3.4	Communication and dissemination of project activities and results

WP 3 Group of activities 3.1

5.6.1 Group of activities leader

Group of activities leader PP 1 - Lithuanian Centre for Social Sciences, Institute of Economics and Rural Development

A 3.1

5.6.2 Title of the group of activities

Elaboration of improvements for 3 solutions, based on DPSIR analysis

68 / 100 characters

5.6.3 Description of the group of activities

The aim of this group of activities is to elaborate the necessary improvements for 3 business model innovation solutions, inherent to transformative tourism, in each PP country (NO, SE, LV, LT, PL, and DK), to get ready to transfer them to target groups.

All PPs will elaborate the necessary improvements for 3 business model innovation solutions, inherent to transformative tourism, in each PP country, using DPSIR methodology. This will be done using the outputs from implemented activities in WP1 and WP2.

Elaborated DPSIR model will consist of several sections: drivers (the reason of change), pressures (the challenges which derive from this change), state (current tourism situation), impact (what are the possible effects) and response (how to address the issues in pressure, state and impact). The DPSIR analysis will elucidate a pathway on how to make 3 piloted solutions for transformative tourism innovation to work for resilient economies and communities in PP region and across BSR regions. The model has been developed by the European Environmental Agency (EEA) and is especially designed to show the relation between societal changes and their impact on environment, as well as actions to address the situation. The latter applications of DPSIR model in sustainable tourism assessment* makes it ideal tool for addressing the innovation challenges in terms of transformative tourism business model solutions to be applied in building resilience.

Each PP will elaborate DPSIR model, which will provide a figure, representing the biggest drivers for change towards resilient economies and communities, and how the regions responds to them using the business model innovation solutions, inherent to transformative tourism.

Presentation of DPSIR models and discussions concerning necessary improvements and transferring will be done in the 5th project meeting.

*Romagosa et al., (2014). Report on feasibility for regular assessment of environmental impacts and sustainable tourism in Europe. Available at: <https://ec.europa.eu/growth/tools-databases/vto/content/feasibility-regular-assessment-environmental-impacts-and-sustainable-tourism-europe>.

2,172 / 3,000 characters

D 3.1

Title of the deliverable

6 reports on improvements for 3 solutions on transformative tourism

68 / 100 characters

Description of the deliverable

Improvements for 3 business model innovation solutions, inherent to transformative tourism, will be elaborated by each PP using a DPSIR methodology, which will further lead to INNOREST Resolution and recommendations (A3.2).

Reports on improvements for 3 business model innovation solutions, inherent to transformative tourism, will consist of a DPSIR figure, which identifies drivers, pressures, state, impact and response, and a short interpretation of the model in the context of transformative tourism in each partner region.

The main aim of the reports will be to provide at least one response to resilient economy and community issues, and address this with 3 examined and piloted business model innovation solutions, inherent to transformative tourism, in WP1 and WP2.

PPs will focus on the already piloted 3 solutions, in which their targeted actors found the possible market potential of these solutions. In ideal situation PPs are revealed to have concrete advice concerning necessary improvements of implemented solutions for fostering resilient economies and communities with help of transformative tourism. The idea is to discover necessary improvements of 3 piloted business model innovation solutions, inherent to transformative tourism, needed to foster resilient economies and communities, and get prepared for transferring project results.

1,375 / 2,000 characters

Which output does this deliverable contribute to?

O 3.2 INNOREST Resolution; O 3.3 Recommendations and policy briefs

66 / 100 characters

5.6.5 This group of activities leads to the development of an output



5.6.6 Timeline

Period: 1 2 3 4 5 6

WP.3: WP3 Transferring solutions

A.3.1: Elaboration of improvements for 3 solutions, based on DPSIR analysis
 D.3.1: 6 reports on improvements for 3 solutions on transformative tourism

5.6.7 This deliverable/output contains productive or infrastructure investment

WP 3 Group of activities 3.2

5.6.1 Group of activities leader

Group of activities leader PP 5 - Krinova AB

A 3.2

5.6.2 Title of the group of activities

Up-scaling and co-creation for transferring with local stakeholders

67 / 100 characters

5.6.3 Description of the group of activities

The aim of this group of activities is to communicate and transfer the INNOREST discoveries to the stakeholders and co-create for up-scaling project results - 3 piloted solutions for transformative tourism, finally aiming to better connect research and regional innovation systems.

Each PP will organize an open meeting to co-create for up-scaling INNOREST results. These will be 6 meetings organized in total (NO, SE, LV, LT, PL and DK).

Participants of the open meeting will be: (a) local stakeholder group members and (b) other invited stakeholders, that are relevant for up-scaling the INNOREST results. Each PP will decide independently on the amount and list of invited stakeholders, who will take part in this co-creative and up-scaling activity.

Each PP will have the following tasks for the meeting:

- 1) verify the overall INNOREST discoveries after piloted 3 solutions for transformative tourism,
- 2) discuss the challenges and opportunities of identified steps/actions for improvement of 3 solutions, based on DPSIR analysis,
- 3) conclude on concrete actions and target groups, which are necessary to transfer and up-scale project results,
- 4) to formulate the Resolution on up-scaling and transferring INNOREST results to identified relevant target groups,
- 5) to collect participants' signatures on the INNOREST Resolution, confirming the willingness to up-scale 3 transformative tourism solutions, thus contributing to resilient economies and communities.

Each PP will write a report on the practicalities of the up-scaling and co-creation meeting, where they will refer to the tasks, outlined above and add the signed and scanned INNOREST Resolutions.

The findings of good practice inventory (A1.1), piloting (WP2) and DPSIR analysis (A3.1) must be verified in a structured dialogue. In the up-scaling meeting discussions, relevant stakeholders will discuss the overall discoveries of INNOREST after piloted 3 business model innovation solutions, inherent to transformative tourism, and identify the challenges based on DPSIR analysis to direct the transformative tourism 3 solution, appropriately contributing to resilient economies and communities. The biggest identified challenges are seen as the bottlenecks in the innovation system, inherent to transformative tourism, directed to resilient economies and communities, and it is vitally important to discuss the policy interventions available at PP and higher levels to bridge these gaps with the relevant stakeholders to better connect research and regional innovation systems and assist businesses. In this way, biggest challenges are seen as opportunities for innovation strategies for resilient economies and communities with business model innovations, inherent to transformative tourism.

In the up-scaling meetings' discussions and co-creation for Resolution INNOREST discoveries will be verified together with broad audience of relevant stakeholders, including potential networks for up-scaling.

2,999 / 3,000 characters

5.6.5 This group of activities leads to the development of an output

O 3.2

Title of the output

6 Resolutions on up-scaling project results

43 / 100 characters

Description of the output

The aim of this output is to prepare a resolution to ensure the live up-scaling and sustainability of INNOREST business model innovation solutions, inherent to transformative tourism.

Each PP will contribute to the development of a resolution during the co-creation meeting together with built local innovation ecosystem - local stakeholder group and relevant invited stakeholders.

The stakeholders, participating in the final up-scaling meeting, need not be the same as the ones, who were selected in early stages of the project (A1.2), but they should represent as broad as possible the relevant groups within the selected intervention area and Quadruple Helix innovation model groups (business, academia, government, and society (NGOs), involved into broader networks).

Up to 6 resolutions will be prepared in total (NO, SE, LV, LT, PL and DK).

857 / 3,000 characters

Target groups and uptake of the solution presented in this output

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Small and medium enterprise</p> <p>Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it).</p>	<p>SMEs will take part in co-creation event and the development of the INNOREST transformative tourism resolution and thus contribute to up-scaling the reached project results.</p> <p>174 / 1,000 characters</p>
<p>Target group 2</p> <p>NGO</p> <p>Field of responsibility of NGOs: networking for the development a sustainable network of LAGs across project partner countries (NO, SE, LV, LT, PL and DK), supporting the development of transformative tourism. Various types of NGO in project partner countries: ERDN, Latvian Rural Forum, Druskininkai LAG, and other LAGs interested in resilient regional development. An economic sector: tourism, services (in education). Representatives from this target group are from 6 BSR countries.</p>	<p>NGOs will take part in co-creation event and the development of the INNOREST transformative tourism resolution and thus contribute to up-scaling the reached project results.</p> <p>174 / 1,000 characters</p>
<p>Target group 3</p> <p>Local public authority</p> <p>A field of responsibility: tourism development department in a municipality or regional council. An economic sector: tourism. All partners will involve representatives of local and regional public authorities in Focus group meetings in WP1 (Preparing solutions) and WP3 (Transferring of solutions).</p>	<p>Local public authorities will take part in co-creation event and the development of the INNOREST transformative tourism resolution and thus contribute to up-scaling the reached project results.</p> <p>194 / 1,000 characters</p>

Target groups	How will this target group apply the output in its daily work?
<p>Target group 4</p> <p>Education/training centre and school</p> <p>A field of responsibility: tourism department in a organization; an economic sector: tourism. 2 partners will focus on services of transformative tourism as education/training centre: Ed-consult (DK) and European Rural Development Network (PL).</p>	<p>Educational and training institutions will take part in co-creation event and the development of the INNOREST transformative tourism resolution and thus contribute to up-scaling the reached project results.</p> <p style="text-align: right;"><small>207 / 1,000 characters</small></p>
<p>Target group 5</p> <p>Business support organisation</p> <p>A field of responsibility: tourism development department in a organization; an economic sector: tourism. 3 partners from Lithuania, Latvia and Sweden will work as a business support organization to support the acceleration of transformative tourism (Druskininkai Local action group (LAG), Latvian Rural Forum, Krinova Incubator & Science Park).</p>	<p>Business support organizations will take part in co-creation event and the development of the INNOREST transformative tourism resolution and thus contribute to up-scaling the reached project results.</p> <p style="text-align: right;"><small>200 / 1,000 characters</small></p>

Durability of the output

Output will be available after the project end. No additional institutional and financial support is needed. Output will be available in project communication platform. Lead partner is responsible for durability of this output.

227 / 1,000 characters

5.6.6 Timeline

	Period: 1 2 3 4 5 6					
WP.3: WP3 Transferring solutions						
A.3.2: Up-scaling and co-creation for transferring with local stakeholders						
O.3.2: 6 Resolutions on up-scaling project results						

5.6.7 This deliverable/output contains productive or infrastructure investment

WP 3 Group of activities 3.3

5.6.1 Group of activities leader

Group of activities leader

A 3.3

5.6.2 Title of the group of activities

62 / 100 characters

5.6.3 Description of the group of activities

The aim of this group of activities is:

1. to summarize the project results with all PPs,
2. to agree on prepared recommendations for target groups on transferring solutions,
3. to decide on sustainability and replication of exploitable project outcomes.

This is planned to be done together with all PPs in the final project meeting.

A 3.2 sets the foundation for effective up-scaling of the INNOREST solutions via Resolutions, and replicating the proposed approach cross the EU countries, as well as exploiting the developed tools into different markets.

The final project meeting will provide a clear summary picture from every PP in a form of recommendations on common and specific needs, based on challenges, and the legislative frameworks, based on the exploitable project results developed in WP1, WP2 and A3.1 and A3.2 in WP3. PPs will also develop propositions on possible sustainability and replication of ready-to-use exploitable project results via different channels: educational institutions, SMEs, business support organizations and relevant networks.

Before the final project meeting, all PP will prepare recommendations on how to transfer the 3 business model innovation solutions, inherent to transformative tourism, to other regions and target groups. Lead partner will prepare and distribute a template for recommendations.

Final project meeting activities will include:

1. summarizing the project results by all PPs, and on a common basis;
2. characterizing the markets, already engaged and still potential stakeholders, networks, specifying the needs of the end-users;
3. assessing the outstanding features of the INNOREST exploitable results and showcase their market advantage;
4. further management, protection and agreements on the exploitable results;
5. setting forward dedicated plan to sustain project results with future activities.

Finally, policy briefs will be elaborated on how to encourage the development of 3 business model innovation solutions, inherent to transformative tourism, in BSR and thus contribute to innovative societies via building resilient economies and communities. Policy brief will be elaborated by WP leader and will be based on all PPs input.

Policy brief, as well as the INNOREST Resolution will be forwarded to relevant public authorities in every PP country and to the European Commission.

2,380 / 3,000 characters

5.6.5 This group of activities leads to the development of an output

O 3.3

Title of the output

68 / 100 characters

Description of the output

There will be a two-fold output:

1. Recommendations how up-scale the implementation of all 3 business model innovation solutions, inherent to transformative tourism, in other places and other forms of tourism (agro, eco, gastro, geo, nautical, health, spiritual and other) to assist businesses (PP-level);
2. Recommendations (policy briefs) on how to encourage the development of business model innovations, inherent to transformative and other forms of tourism (agro, eco, gastro, geo, nautical, health, spiritual and other), in BSR countries by public authorities (EU level).

The policy brief presents policy tools developed and tested during the INNOREST project and their evaluation. Based on this, WP3 leader will provide guidelines for writing policy recommendations, focused on resilient economies and communities, and how it will offer meeting challenges and opportunities with business model innovation solutions, inherent to transformative tourism. Input for this activity will consist of case studies (A1.1), piloting reports (WP2), DPSIR models (D3.1) and reports on up-scaling and co-creation events discussions (A3.2). The elaborated policy brief will also act as a concluding report.

Based on the piloting results, DPSIR model and co-creation meetings, each project partner will prepare summarized recommendations for resilient economies and communities via transformative tourism solutions for policy makers, concretely considering:

- (1) their observed needs, based on lessons learned from piloting,
- (2) concrete policy-making recipients, that can make actual improvement in policy-making process;
- (3) demanded shifts in policy instruments at EU level to overcome the observed challenges on their experience.

In total, 6 recommendations how up-scale the implementation of all 3 business model innovation solutions, inherent to transformative tourism, in other places will be prepared for each participating country (NO, SE, LV, LT, PL and DK). And 1 joint Policy brief will be elaborated by WP leader, based on all PPs input.

Policy brief, as well as the INNOREST Resolution will be forwarded to relevant public authorities in every PP country (as identified by PPs) and to the European Commission on common basis.

2,245 / 3,000 characters

Target groups and uptake of the solution presented in this output

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Small and medium enterprise</p> <p>Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it).</p>	<p>SMEs will be able to use developed recommendations on how to apply the already tested business model innovation solutions, inherent to transformative tourism and other forms of tourism (agro, eco, gastro, geo, nautical, health, spiritual and other) in their concrete case.</p>
<p>Target group 2</p> <p>Local public authority</p> <p>A field of responsibility: tourism development department in a municipality or regional council. An economic sector: tourism. All partners will involve representatives of local and regional public authorities in Focus group meetings in WP1 (Preparing solutions) and WP3 (Transferring of solutions).</p>	<p>Local public authorities be able to use developed recommendations on how to apply the business model innovation solutions, inherent to transformative tourism and other forms of tourism (agro, eco, gastro, geo, nautical, health, spiritual and other), to foster resilient economies and communities in their local development strategies and other planning documents.</p>

274 / 1,000 characters

365 / 1,000 characters

Target groups	How will this target group apply the output in its daily work?
<p>Target group 3</p> <p>Education/training centre and school</p> <p>A field of responsibility: tourism department in a organization; an economic sector: tourism. 2 partners will focus on services of transformative tourism as education/training centre: Ed-consult (DK) and European Rural Development Network (PL).</p>	<p>Educational and training institutions will be able to use the outputs of the activity in educational and training processes.</p> <p style="text-align: right;">124 / 1,000 characters</p>
<p>Target group 4</p> <p>Business support organisation</p> <p>A field of responsibility: tourism development department in a organization; an economic sector: tourism. 3 partners from Lithuania, Latvia and Sweden will work as a business support organization to support the acceleration of transformative tourism (Druskininkai Local action group (LAG), Latvian Rural Forum, Krinova Incubator & Science Park).</p>	<p>Business support organizations will benefit from using the prepared recommendations in consultancy activity, as well as in service provision process to guide the clients towards the business model innovation solutions, inherent to transformative tourism and other forms of tourism (agro, eco, gastro, geo, nautical, health, spiritual and other) to assist businesses within their field of activities.</p> <p style="text-align: right;">403 / 1,000 characters</p>
<p>Target group 5</p> <p>NGO</p> <p>Field of responsibility of NGOs: networking for the development a sustainable network of LAGs across project partner countries (NO, SE, LV, LT, PL and DK), supporting the development of transformative tourism. Various types of NGO in project partner countries: ERDN, Latvian Rural Forum, Druskininkai LAG, and other LAGs interested in resilient regional development. An economic sector: tourism, services (in education). Representatives from this target group are from 6 BSR countries.</p>	<p>NGOs will be able to use prepared recommendations in developing their local strategies and action plans, as well as finding new areas of activity in the field of various business model innovation solutions, inherent to transformative tourism and other forms of tourism (agro, eco, gastro, geo, nautical, health, spiritual and other).</p> <p style="text-align: right;">334 / 1,000 characters</p>

Durability of the output

Output will be available after the end of the project via the project website.

78 / 1,000 characters

5.6.6 Timeline

	1	2	3	4	5	6
WP.3: WP3 Transferring solutions						
A.3.3: Concluding on project results, sustainability and replication						
O.3.3: Recommendations and policy briefs for transferring piloted solutions						

5.6.7 This deliverable/output contains productive or infrastructure investment

WP 3 Group of activities 3.4

5.6.1 Group of activities leader

Group of activities leader

A 3.4

5.6.2 Title of the group of activities

65 / 100 characters

5.6.3 Description of the group of activities

The aim of this group of activities is to ensure that all information about the ongoing INNOREST activities, deliverables and outputs are systemically communicated and disseminated internally and externally, including target groups, other potential users and broader audience.

Several activities are planned to introduce the prepared solutions, spread information on the piloting process and/or results results, and disseminate transferable solutions:

1. to develop a common corporate design;
2. to regularly communicate internally among partners on on-going activities and tasks throughout the project;
3. to create INNOREST internet site;
4. to regularly upload the information on the INNOREST site;
5. to regularly communicate on INNOREST ongoing activities, deliverables and outputs, other relevant information on PPs sites and social media and/or other communication channels;
6. to use PP meetings, knowledge and expertise exchange visits, meetings with stakeholders as channels for project communication and dissemination.

In order to ensure a uniform appearance – both internally and externally – a corporate design will be developed.

The project's internal communication mode will be agreed on the kick-off meeting and used to communicate on a regular basis, to assign tasks to one another (or oneself), to organize working groups, check the implementation of steps and milestones and thus ensure that deadlines are adhered to. The WP leader will guarantee communication by sending out update e-mails, organizing remote meetings as well as creating and providing documents for shared use.

An essential external communication activity is the development of a project website that provides information on the project, its deliverables and outputs as downloadable and viewable material and thus shows the expected project impact to a broader public: other SMEs, other sectors and forms of tourism (agro, eco, gastro, geo, nautical, health, spiritual and other).

The project will target a wider audience by additionally implementing an INNOREST short communication via social media platforms such as Facebook, Twitter, LinkedIn, etc. The already existing accounts of PPs will be also used, as it is more helpful to work with, extend and enlarge an already existing pool of followers and this way guarantee the continuation beyond the project's end.

In the field of external project communication, it is planned to forward information to organizations that are not directly engaged in the project's day-to-day work as well as identified stakeholders. This way it is ensured that interest is created and future involvement increased. The consortium will communicate the outcomes and deliverables of the project by channels that reach the parties online and offline. It is planned to produce at least 3 newsletters via e-mail/press briefs via partner organisations' channels (e.g., network/site news, etc.), and publish a few scientific papers.

2,965 / 3,000 characters

5.6.5 This group of activities leads to the development of an output

O 3.4

Title of the output

41 / 100 characters

Description of the output

The purpose is to communicate project results throughout the duration of the project and further.

1. A common corporate design (created in timeline 1-2). A common design will be created to ensure a uniform appearance, both internally and externally. Common corporate design will serve as guidelines for any project related information/presentations/publications. Programme regulations will be constantly taken into account.
2. INNOREST internet site (created in timeline 1-2). A project website is an essential external communication activity to provide information on the project, its deliverables and outputs as downloadable and systemically viewable material. This material will be open for general public to make a broader impact for transferring. The developed INNOREST website will be independent, with appropriate structure to communicate INNOREST investigations and results.
3. INNOREST newsletters/press briefs/scientific publications (1 per year, at least 3 in total; timelines 2,4,6). It is planned to prepare and publish relevant information concerning 3 INNOREST piloting and transferring solutions via e-mail/press briefs/scientific publications through accessible partner organisations' channels (e.g., network/site news, etc.), and publish a few scientific papers, depending on the gathered pilot results.

1,328 / 3,000 characters

Target groups and uptake of the solution presented in this output

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Small and medium enterprise</p> <p>Field of responsibility of SMEs: provision of tourism services (including transformative tourism). Various types of SMEs: rural tourism companies, rural communities, farmers, etc. An economic sector: tourism. Representatives of this target group are from 6 BSR countries: Norway (south part of it), Sweden (south part of it, Latvia (regions around Riga), Lithuania (south part of Lithuania), Poland (Mazovia region) and Denmark (western part of it).</p>	<p>SMEs will be able to use for improvement of their activity the open INNOREST tools and materials, which will be available during the project implementation and after the end of the project in the project internet site and in PPs websites: O.1.1. Good practice guide and 6 good practices; O.1.5. Guidelines for action plan for the implementation of 3 identified solutions; O.2.4. Documentation (case studies) on 3 implemented pilot solutions; D.3.1. Reports on improvement for 3 solutions.</p> <p>493 / 1,000 characters</p>
<p>Target group 2</p> <p>NGO</p> <p>Field of responsibility of NGOs: networking for the development a sustainable network of LAGs across project partner countries (NO, SE, LV, LT, PL and DK), supporting the development of transformative tourism. Various types of NGO in project partner countries: ERDN, Latvian Rural Forum, Druskininkai LAG, and other LAGs interested in resilient regional development. An economic sector: tourism, services (in education). Representatives from this target group are from 6 BSR countries.</p>	<p>NGOs will be able to use for improvement of their activity and development of local strategies the open INNOREST tools and materials, which will be available during the project implementation and after the end of the project in the project internet site and in PPs websites: O.1.1. Good practice guide and 6 good practices; O.1.5. Guidelines for action plan for the implementation of 3 identified solutions; O.2.4. Documentation (case studies) on 3 implemented pilot solutions; D.3.1. Reports on improvement for 3 solutions; O.3.2. Resolutions on up-scaling project results; O.3.3. Recommendations for implementation and transferring.</p> <p>638 / 1,000 characters</p>
<p>Target group 3</p> <p>Local public authority</p> <p>A field of responsibility: tourism development department in a municipality or regional council. An economic sector: tourism. All partners will involve representatives of local and regional public authorities in Focus group meetings in WP1 (Preparing solutions) and WP3 (Transferring of solutions).</p>	<p>Local public authorities will be able to use for local strategic planning and development for resilient economies and communities the open INNOREST tools and materials, which will be available during the project implementation and after the end of the project in the project internet site and in PPs websites: O.1.1. Good practice guide and 6 good practices; O.1.5. Guidelines for action plan for the implementation of 3 identified solutions; O.2.4. Documentation (case studies) on 3 implemented pilot solutions; D.3.1. Reports on improvement for 3 solutions; O.3.2. Resolutions on up-scaling project results; O.3.3. Recommendations for implementation and transferring.</p> <p>673 / 1,000 characters</p>

Target groups	How will this target group apply the output in its daily work?
<p>Target group 4</p> <p>Business support organisation</p> <p>A field of responsibility: tourism development department in a organization; an economic sector: tourism. 3 partners from Lithuania, Latvia and Sweden will work as a business support organization to support the acceleration of transformative tourism (Druskininkai Local action group (LAG), Latvian Rural Forum, Krinova Incubator & Science Park).</p>	<p>Business support organizations will be able to use the open INNOREST tools and materials in their daily advice service and consultations for SMEs. Applicable INNOREST material during the project implementation and after the end of the project in the project internet site and in PPs websites: O.1.1. Good practice guide and 6 good practices; O.1.5. Guidelines for action plan for the implementation of 3 identified solutions; O.2.4. Documentation (case studies) on 3 implemented pilot solutions; D.3.1. Reports on improvement for 3 solutions; O.3.2. Resolutions on up-scaling project results; O.3.3. Recommendations for implementation and transferring.</p> <p style="text-align: right;">656 / 1,000 characters</p>
<p>Target group 5</p> <p>Education/training centre and school</p> <p>A field of responsibility: tourism department in a organization; an economic sector: tourism. 2 partners will focus on services of transformative tourism as education/training centre: Ed-consult (DK) and European Rural Development Network (PL).</p>	<p>Education and training centers and schools will be able to use the open INNOREST tools and materials for educational purposes. The available open materials during the project implementation and after the end of the project in the project internet site and in PPs websites: O.1.1. Good practice guide and 6 good practices; O.1.5. Guidelines for action plan for the implementation of 3 identified solutions; O.2.4. Documentation (case studies) on 3 implemented pilot solutions; D.3.1. Reports on improvement for 3 solutions; O.3.2. Resolutions on up-scaling project results; O.3.3. Recommendations for implementation and transferring.</p> <p style="text-align: right;">636 / 1,000 characters</p>

Durability of the output

All communication tools and materials will be open and available during the project implementation and after the end of the project in the project internet site, in PPs websites and remain published material in the Internet.

224 / 1,000 characters

5.6.6 Timeline

	1	2	3	4	5	6
WP.3: WP3 Transferring solutions						
A.3.4: Communication and dissemination of project activities and results						
O.3.4: Project communication tools and materials						

5.6.7 This deliverable/output contains productive or infrastructure investment

6. Indicators

Indicators

Output indicators				Result indicators		
Output indicators	Total target value in number	Project outputs	Please explain how the solution presented in this output serves the target group(s).	Result indicator	Total target value in number	Please explain how organisations in the target groups within or outside the partnership will take up or upscale each solution.
RCO 84 – Pilot actions developed jointly and implemented in projects	6	N/A	N/A	RCR 104 - Solutions taken up or up-scaled by organisations	7	<p>7 organizations from target groups will take up and upscale 2-3 solutions. Part of target groups are within the partnership (as ed-consult, Druskininkai Local action group) and they will work on upscaling 2-3 solutions. Ed-consult will focus on eco-therapy with animals and horticulture, and other focus areas are agro-ecology, eco-building practices, ecovillages. Druskininkai Local action group will focus on gastronomy tourism, educational tourism, e.g., education in rural/urban crafts, cultural/natural heritage. Another part of target groups who will do piloting of solutions in NO, SE, LV, and PL are in the partnership as Associated organizations or outside the partnership.</p> <p>Each organization implementing pilot solutions may cover (but not limited to) activities such as:</p> <ol style="list-style-type: none"> 1) finding and developing innovative forms of communication for local services providers and international groups tourists; 2) offering innovative and based on fine arts solutions to ensure new ways of communication between tourists and transformative tourism service providers; 3) offering solutions to digitalize services of transformative tourism; 4) carrying on or inventing other activities enabling sustainable growth of transformative tourism in region. <p>Tools of pilot solutions which cannot be created by organizations or other stakeholders of the network can be implemented by outsourcing activities which have been stated in Action Plans.</p>
		O.1.1: Good practice guide and 6 good practices	<p>SMEs will be able to do apply the methodology of INNOREST Good practice guide to do the revision of their own activity concerning the 3 business model innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism.</p> <p>Depending on the inventory results, SMEs will be able to pilot any of identified 3 innovative solutions for transformative tourism, already implemented in PP country with ready instructions for piloting on-demand. In case SME do not find an appropriate solution from already implemented 6 good practices, it will be able to purchase a demanded service for improvement in open market.</p> <p style="text-align: right;"><small>692 / 1,000 characters</small></p>			
		O.1.5: Guidelines for action plan for the implementation of 3 identified solutions	<p>Targeted SMEs will use the elaborated guidelines for developing their action plans, concerning the 3 business model, inherent to transformative tourism, innovations: (1) innovative management and marketing; (2) innovative forms of communication; (3) collaboration for networking in transformative tourism.</p> <p style="text-align: right;"><small>307 / 1,000 characters</small></p>			

Output indicators	Total target value in number	Project outputs	Please explain how the solution presented in this output serves the target group(s).
		<p>O.2.4: Documentation of 3 implemented pilot solutions as case studies in SE, LV, LT, PL, DK and NO</p>	<p>Targeted SMEs will use prepared case studies as a solution for their services transformation and will help them to become more resilient and to diversify tourism services. NGOs, business support organizations and education centers will spread information on innovative transformative tourism, will share knowledge on piloted 3 solutions and will help SMEs and local public authorities to get better access to get innovative services on transformative tourism.</p> <p style="text-align: right; font-size: small;">461 / 1,000 characters</p>
		<p>O.2.5: Internationalized transformative tourism services in SE, LV, LT, PL, DK and NO.</p>	<p>Targeted SMEs will use prepared internationalized transformative tourism services as their daily services and because of that they will be able to become more resilient to external effects. NGOs and business support organizations will get knowledge and experience on innovations and new innovative tools on marketing, communication and networking and will be able to spread the knowledge and experience further not only within tourism sector but to transfer it to the region. NGOs and business support organizations will spread information on innovative transformative tourism and will help SMEs and services receives to get innovative services. Local public authorities as part of stakeholders' group will get knowledge and experience on transformative tourism.</p> <p style="text-align: right; font-size: small;">767 / 1,000 characters</p>

Output indicators	Total target value in number	Project outputs	Please explain how the solution presented in this output serves the target group(s).
RCO 116 – Jointly developed solutions	7	O.3.2: 6 Resolutions on up-scaling project results	<p>INNOREST Resolutions will be dedicated to the target groups in 6 PP countries, which will be identified and agreed in the open co-creation meetings for up-scaling and transferring with local and invited stakeholders (A.3.2). The Resolutions will be approved by targeted groups' representatives, which will participate in open co-creation meeting in each PP country. Thus they as target groups' representatives, will be reached at the meetings (A.3.2.) and will confirm their willingness to up-scale the 3 INNOREST solutions for transformative tourism in their organizations and broader - via collaborative networks, expert organizations and further. Moreover, INNOREST Resolutions will be sent to national public authorities in each PP country and European Commission together with Recommendations for improvement and policy briefs (O.3.3). Thus INNOREST will contribute to policy advice for resilient economies and communities with use of 3 transformative tourism solutions.</p> <p style="text-align: right; font-size: small;">976 / 1,000 characters</p>

Output indicators	Total target value in number	Project outputs	Please explain how the solution presented in this output serves the target group(s).
		O.3.3: Recommendations and policy briefs for transferring piloted solutions	<p>1. Recommendations on how up-scale the implementation of all 3 transformative tourism solutions in other places address the PP-level target groups. SMEs will use this output to advance their business model or improve particular activities. Local public authorities will incorporate solutions to fostering resilient economies and communities in their local/regional development strategies and other public planning and implementation documents. Business support organizations will use given advice in their service provision process. Educational and training institutions will use the output in educational and training processes.</p> <p>2. Policy briefs on how to encourage the development of transformative tourism in BSR countries by public authorities (EU level) will be sent by PPs by official letters to national public authorities of 6 PP countries and the European Commission. Policy brief will support the policy area of resilient economies and communities in the field of tourism.</p> <p style="text-align: right;">991 / 1,000 characters</p>

Output indicators	Result indicators
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Output indicator	Total target value in number	Result indicator	Total target value in number	Please describe what types of organisations are planned to actively participate in the project. Explain how this participation will increase their institutional capacity. These types of organisations should be in line with the target groups you have defined for your project.
RCO 87 - Organisations cooperating across borders	14	PSR 1 - Organisations with increased institutional capacity due to their participation in cooperation activities across borders	30	<p>Organizations identified as target groups will actively participate in the project (SMEs, local and regional authorities, NGOs, Business support organizations, and Education/training centres and schools). They will be members of the Stakeholder groups created in 6 BSR countries. Part of the organizations will be within the partnership as project partners or associated partners. Participation of these organizations are foreseen during implementation of project for 3 years. Each year meetings of Stakeholder groups will be organized by partners to implement project activities. Methodologies used by the project to prepare solutions, pilot it and communicate will increase their institutional capacity. These organizations are in line with the target groups defined for our project.</p> <p style="text-align: right;">789 / 1,500 characters</p>
			646 / 1,000 characters	<p>Other organizations will participate in the project with role similar as associated partners. They will be members of Stakeholder group established for project implementation in one of the 6 BSR countries. Annually meetings of Stakeholder groups will be organized by partners to implement project activities. Methodologies used by the project to prepare solutions, pilot it and communicate will increase their institutional capacity. These organizations are in line with the target groups defined for our project.</p> <p style="text-align: right;">520 / 1,500 characters</p>

7. Budget

7.0 Preparation costs

Preparation Costs

Would you like to apply for reimbursement of the preparation costs?

Yes

Other EU support of preparatory cost

Did you receive any other EU funds specifically designated to the development of this project application?

No

7.1 Breakdown of planned project expenditure per cost category & per partner

No. & role	Partner name	Partner status	CAT0 - Preparation costs	CAT1 - Staff	CAT2 - Office & administration
1 - LP	Lithuanian Centre for Social Sciences, Institute of Economics and Rural Development	Active 22/09/2022	12,000.00	140,800.00	21,120.00
2 - PP	European Rural Development Network	Active 22/09/2022	2,000.00	100,627.00	15,094.05
3 - PP	Druskininkai Local Action Group	Active 22/09/2022	2,000.00	105,600.00	15,840.00
4 - PP	Latvian Rural Forum	Active 22/09/2022	2,000.00	115,200.00	17,280.00
5 - PP	Krinova AB	Active 22/09/2022	2,000.00	225,739.00	33,860.85
6 - PP	ed-consult	Active 22/09/2022	2,000.00	234,234.00	35,135.10
7 - PP	University of South-Eastern Norway	Active 22/09/2022	2,000.00	269,231.00	40,384.65
Total			24,000.00	1,191,431.00	178,714.65

No. & role	Partner name	CAT3 - Travel & accommodation	CAT4 - External expertise & services	CAT5 - Equipment	Total partner budget
1 - LP	Lithuanian Centre for Soc	21,120.00	28,000.00	3,000.00	226,040.00
2 - PP	European Rural Develop	15,094.05	22,500.00	0.00	155,315.10
3 - PP	Druskininkai Local Action	15,840.00	18,000.00	0.00	157,280.00
4 - PP	Latvian Rural Forum	17,280.00	22,500.00	0.00	174,260.00
5 - PP	Krinova AB	33,860.85	25,500.00	0.00	320,960.70
6 - PP	ed-consult	35,135.10	25,500.00	0.00	332,004.20
7 - PP	Universitv of South-Easte	40,384.65	25,500.00	0.00	377,500.30
Total		178,714.65	167,500.00	3,000.00	1,743,360.30

7.1.1 External expertise and services

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
1. Lithuanian Centre	Events/meetings	CAT4-PP1-A-0	Kick-off meeting in Lithuania. <small>30 / 100 characters</small>	No	1.3	5,000.00
1. Lithuanian Centre	Events/meetings	CAT4-PP1-A-0	Final conference. <small>17 / 100 characters</small>	No	1.3	5,000.00
1. Lithuanian Centre	Communication	CAT4-PP1-C-0	Communication material for the project. <small>39 / 100 characters</small>	No	1.1 1.2 1.3 1.4 1.5 2.1 2.2 2.3 2.4 2.5 3.1 3.2 3.3	2,000.00
1. Lithuanian Centre	IT	CAT4-PP1-B-0	Website for the project. <small>24 / 100 characters</small>	No	1.1 1.2 1.3 1.4 1.5 2.1 2.2 2.3 2.4 2.5 3.1 3.2 3.3	3,000.00
1. Lithuanian Centre	National control	CAT4-PP1-F-0	FLC control. <small>12 / 100 characters</small>	No	N/A	1,500.00
1. Lithuanian Centre	Other	CAT4-PP1-G-0	Participation of external experts in peer experience and expertise exchange visits (study visits). <small>100 / 100 characters</small>	No	1.3	5,000.00
2. European Rural	Events/meetings	CAT4-PP2-A-0	3rd visit (together with 3rd meeting) will be organized in Poland (in period 3). <small>81 / 100 characters</small>	No	1.3	5,000.00
2. European Rural	Events/meetings	CAT4-PP2-A-0	Organizing Focus group meetings <small>31 / 100 characters</small>	No	1.5 2.3 3.2	1,000.00
Total						167,500.00

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
2. European Rural	Communication	CAT4-PP2-C-0	Communication material. <small>23 / 100 characters</small>	No	1.1 1.2 1.3 1.4 1.5 2.1 2.2 2.3 2.4 2.5 3.1 3.2 3.3	2,000.00
2. European Rural	Specialist support	CAT4-PP2-E-1	Expert support for implementation of 3 solutions in Poland. <small>59 / 100 characters</small>	No	1.4 1.5 2.1 2.2 3.1	3,000.00
2. European Rural	Other	CAT4-PP2-G-1	Participation of external experts in peer experience and expertise exchange visits (study visits). <small>100 / 100 characters</small>	No	1.3	5,000.00
3. Druskininkai Loc	Events/meetings	CAT4-PP3-A-1	Organizing Focus group meetings. <small>32 / 100 characters</small>	No	1.5 2.3 3.2	1,000.00
3. Druskininkai Loc	Communication	CAT4-PP3-C-1	Communication material. <small>23 / 100 characters</small>	No	1.1 1.2 1.3 1.4 1.5 2.1 2.2 2.3 2.4 2.5 3.1 3.2 3.3	2,000.00
3. Druskininkai Loc	Specialist support	CAT4-PP3-E-1	Expert support for implementation of 3 solutions in Lithuania. <small>62 / 100 characters</small>	No	1.4 1.5 2.1 2.2 3.1	3,000.00
3. Druskininkai Loc	National control	CAT4-PP3-F-1	FLC control. <small>12 / 100 characters</small>	No	N/A	500.00
Total						167,500.00

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
3. Druskininkai Loc	Other	CAT4-PP3-G-1	Participation of external experts in peer experience and expertise exchange visits (study visits). <small>100 / 100 characters</small>	No	1.3	5,000.00
4. Latvian Rural For	Events/meetings	CAT4-PP4-A-1	5th visit (together with 5th meeting) will be organized in Latvia (period 5). <small>77 / 100 characters</small>	No	1.3	5,000.00
4. Latvian Rural For	Communication	CAT4-PP4-C-1	Communication material. <small>23 / 100 characters</small>	No	1.1 1.2 1.3 1.4 1.5 2.1 2.2 2.3 2.4 2.5 3.1 3.2 3.3	2,000.00
4. Latvian Rural For	Specialist support	CAT4-PP4-E-1	Expert support for implementation of 3 solutions in Latvia. <small>59 / 100 characters</small>	No	1.4 1.5 2.1 2.2 3.1	3,000.00
4. Latvian Rural For	Other	CAT4-PP4-G-2	Participation of external experts in peer experience and expertise exchange visits (study visits). <small>100 / 100 characters</small>	No	1.3	5,000.00
5. Krinova AB	Events/meetings	CAT4-PP5-A-2	4th visit (together with 4th meeting) will be organized in Sweden in period (4). <small>81 / 100 characters</small>	No	1.3	5,000.00
5. Krinova AB	Communication	CAT4-PP5-C-2	Communication material. <small>23 / 100 characters</small>	No	1.1 1.2 1.3 1.4 1.5 2.1 2.2 2.3 2.4 2.5 3.1 3.2 3.3	2,000.00
Total						167,500.00

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
5. Krinova AB	Specialist support	CAT4-PP5-E-2	Expert support for implementation of 3 solutions in Sweden. <small>59 / 100 characters</small>	No	1.4 1.5 2.1 2.2 3.1	5,000.00
5. Krinova AB	Other	CAT4-PP5-G-2	Participation of external experts in peer experience and expertise exchange visits (study visits). <small>100 / 100 characters</small>	No	1.3	5,000.00
6. ed-consult	Events/meetings	CAT4-PP6-A-2	2nd visit (together with 2nd meeting) will be organized in Denmark (period 2). <small>78 / 100 characters</small>	No	1.3	5,000.00
6. ed-consult	Communication	CAT4-PP6-C-2	Communication material <small>22 / 100 characters</small>	No	1.1 1.2 1.3 1.4 1.5 2.1 2.2 2.3 2.4 2.5 3.1 3.2 3.3	2,000.00
6. ed-consult	Specialist support	CAT4-PP6-E-2	Expert support for implementation of 3 solutions in Denmark. <small>60 / 100 characters</small>	No	1.4 1.5 2.1 2.2 3.1	5,000.00
6. ed-consult	Other	CAT4-PP6-G-2	Participation of external experts in peer experience and expertise exchange visits (study visits). <small>99 / 100 characters</small>	No	1.3	5,000.00
7. University of Sou	Events/meetings	CAT4-PP7-A-2	6th visit (together with 6th meeting) will be organized in Norway (period 6). <small>77 / 100 characters</small>	No	1.3	5,000.00
Total						167,500.00

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
7. Universitv of Sou	Communication	CAT4-PP7-C-3	Communication material. <small>23 / 100 characters</small>	No	1.1 1.2 1.3 1.4 1.5 2.1 2.2 2.3 2.4 2.5 3.1 3.2 3.3	2,000.00
7. Universitv of Sou	Specialist support	CAT4-PP7-E-3	Expert support for implementation of 3 solutions in Norway. <small>59 / 100 characters</small>	No	1.4 1.5 2.1 2.2 3.1	5,000.00
7. Universitv of Sou	Other	CAT4-PP7-G-3	Participation of external experts in peer experience and expertise exchange visits (study visits). <small>99 / 100 characters</small>	No	1.3	5,000.00
1. Lithuanian Centre	Other	CAT4-PP1-G-3	Service for recording in nonverbal ways: by use of art technics, explanations by body language. <small>95 / 100 characters</small>	No	2.2 2.4 2.5	3,600.00
2. European Rural	Other	CAT4-PP2-G-3	Digitalization of services by animation, development of presentations and apps in different language <small>100 / 100 characters</small>	No	2.2 2.4 2.5	2,900.00
4. Latvian Rural For	Events/meetings	CAT4-PP4-A-3	Organizing Focus group meetings. <small>32 / 100 characters</small>	No	1.5 2.3 3.2	1,000.00
5. Krinova AB	Events/meetings	CAT4-PP5-A-3	Organizing Focus group meetings. <small>32 / 100 characters</small>	No	1.5 2.3 3.2	2,000.00
6. ed-consult	Events/meetings	CAT4-PP6-A-3	Organizing Focus group meetings. <small>32 / 100 characters</small>	No	1.5 2.3 3.2	2,000.00
Total						167,500.00

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
7. Universitv of Sou	Events/meetings	CAT4-PP7-A-3	Organizing Focus group meetings. <small>32 / 100 characters</small>	No	1.5 2.3 3.2	2,000.00
2. European Rural	Other	CAT4-PP2-G-3	Service for recording in nonverbal ways: by use of art technics, explanations by body language. <small>95 / 100 characters</small>	No	2.2 2.4 2.5	3,600.00
3. Druskininkai Loc	Other	CAT4-PP3-G-4	Service for recording in nonverbal ways: by use of art technics, explanations by body language. <small>95 / 100 characters</small>	No	2.2 2.4 2.5	3,600.00
4. Latvian Rural For	Other	CAT4-PP4-G-4	Service for recording in nonverbal ways: by use of art technics, explanations by body language. <small>95 / 100 characters</small>	No	2.2 2.4 2.5	3,600.00
5. Krinova AB	Other	CAT4-PP5-G-4	Service for recording in nonverbal ways: by use of art technics, explanations by body language. <small>95 / 100 characters</small>	No	2.2 2.4 2.5	3,600.00
6. ed-consult	Other	CAT4-PP6-G-4	Service for recording in nonverbal ways: by use of art technics, explanations by body language. <small>95 / 100 characters</small>	No	2.2 2.4 2.5	3,600.00
7. Universitv of Sou	Other	CAT4-PP7-G-4	Service for recording in nonverbal ways: by use of art technics, explanations by body language. <small>95 / 100 characters</small>	No	2.2 2.4 2.5	3,600.00
1. Lithuanian Centre	Other	CAT4-PP1-G-4	Digitalization of services by animation, development of presentations and apps in different language <small>100 / 100 characters</small>	No	2.2 2.4 2.5	2,900.00
3. Druskininkai Loc	Other	CAT4-PP3-G-4	Digitalization of services by animation, development of presentations and apps in different language <small>100 / 100 characters</small>	No	2.2 2.4 2.5	2,900.00
Total						167,500.00

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
4. Latvian Rural For	Other	CAT4-PP4-G-4	Digitalization of services by animation, development of presentations and apps in different language <small>100 / 100 characters</small>	No	2.2 2.4 2.5	2,900.00
5. Krinova AB	Other	CAT4-PP5-G-4	Digitalization of services by animation, development of presentations and apps in different language <small>100 / 100 characters</small>	No	2.2 2.4 2.5	2,900.00
6. ed-consult	Other	CAT4-PP6-G-4	Digitalization of services by animation, development of presentations and apps in different language <small>100 / 100 characters</small>	No	2.2 2.4 2.5	2,900.00
7. University of Sou	Other	CAT4-PP7-G-5	Digitalization of services by animation, development of presentations and apps in different language <small>100 / 100 characters</small>	No	2.2 2.4 2.5	2,900.00
Total						167,500.00

7.1.2 Equipment

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
1. Lithuanian Centre	Office equipment	CAT5-PP1-A-0	2 PC <small>4 / 100 characters</small>	No	1.1 1.2 1.3 1.4 1.5 2.1 2.2 2.3 2.4 2.5 3.1 3.2 3.3	3,000.00
Total						3,000.00

7.1.3 Infrastructure and works

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
Please select	Please select	CAT6-PP--01	<small>0 / 100 characters</small>	Please select		0.00
Total						0.00

7.2 Planned project budget per funding source & per partner

No. & role	Partner name	Partner status	Country	Funding source	Co-financing rate [in %]	Total [in EUR]	Programme co-financing [in EUR]	Own contribution [in EUR]	State aid instrument
1-LP	Lithuanian Centre for Social Sciences, Institute of Economics and Rural Development	Active 22/09/2022	LT	ERDF	80.00 %	226,040.00	180,832.00	45,208.00	For each partner, the State aid relevance and applied aid measure are defined in the State aid section
2-PP	European Rural Development Network	Active 22/09/2022	PL	ERDF	80.00 %	155,315.10	124,252.08	31,063.02	
3-PP	Druskininkai Local Action Group	Active 22/09/2022	LT	ERDF	80.00 %	157,280.00	125,824.00	31,456.00	
4-PP	Latvian Rural Forum	Active 22/09/2022	LV	ERDF	80.00 %	174,260.00	139,408.00	34,852.00	
5-PP	Krinova AB	Active 22/09/2022	SE	ERDF	80.00 %	320,960.70	256,768.56	64,192.14	
6-PP	ed-consult	Active 22/09/2022	DK	ERDF	80.00 %	332,004.20	265,603.36	66,400.84	
7-PP	University of South-Eastern Norway	Active 22/09/2022	NO	Norway	50.00 %	377,500.30	188,750.15	188,750.15	
Total ERDF						1,365,860.00	1,092,688.00	273,172.00	
Total Norway						377,500.30	188,750.15	188,750.15	
Total						1,743,360.30	1,281,438.15	461,922.15	

7.3 Spending plan per reporting period

	EU partners (ERDF)		Norwegian partners (Norway)		Total	
	Total	Programme co-financing	Total	Programme co-financing	Total	Programme co-financing
Preparation costs	22,000.00	17,600.00	2,000.00	1,000.00	24,000.00	18,600.00
Period 1	200,000.00	160,000.00	50,000.00	25,000.00	250,000.00	185,000.00
Period 2	210,000.00	168,000.00	60,000.00	30,000.00	270,000.00	198,000.00
Period 3	247,891.00	198,312.80	76,500.00	38,250.00	324,391.00	236,562.80
Period 4	248,000.00	198,400.00	80,000.00	40,000.00	328,000.00	238,400.00
Period 5	250,000.00	200,000.00	59,000.00	29,500.00	309,000.00	229,500.00
Period 6	187,969.00	150,375.20	50,000.30	25,000.15	237,969.30	175,375.35
Total	1,365,860.00	1,092,688.00	377,500.30	188,750.15	1,743,360.30	1,281,438.15