

Quadruple Helix reports 2010:2

Cluster promotion and mobile services for the tourism industry

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CENTRAL BALTIC
INTERREG IV A
PROGRAMME
2007-2013



NORRTÄLJE
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BalticFem
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Läänemaa
Turism



SAAREMAA
ÜHISKÕLLE
KESKUS
SAAREMAAL



Åbo Akademi
University

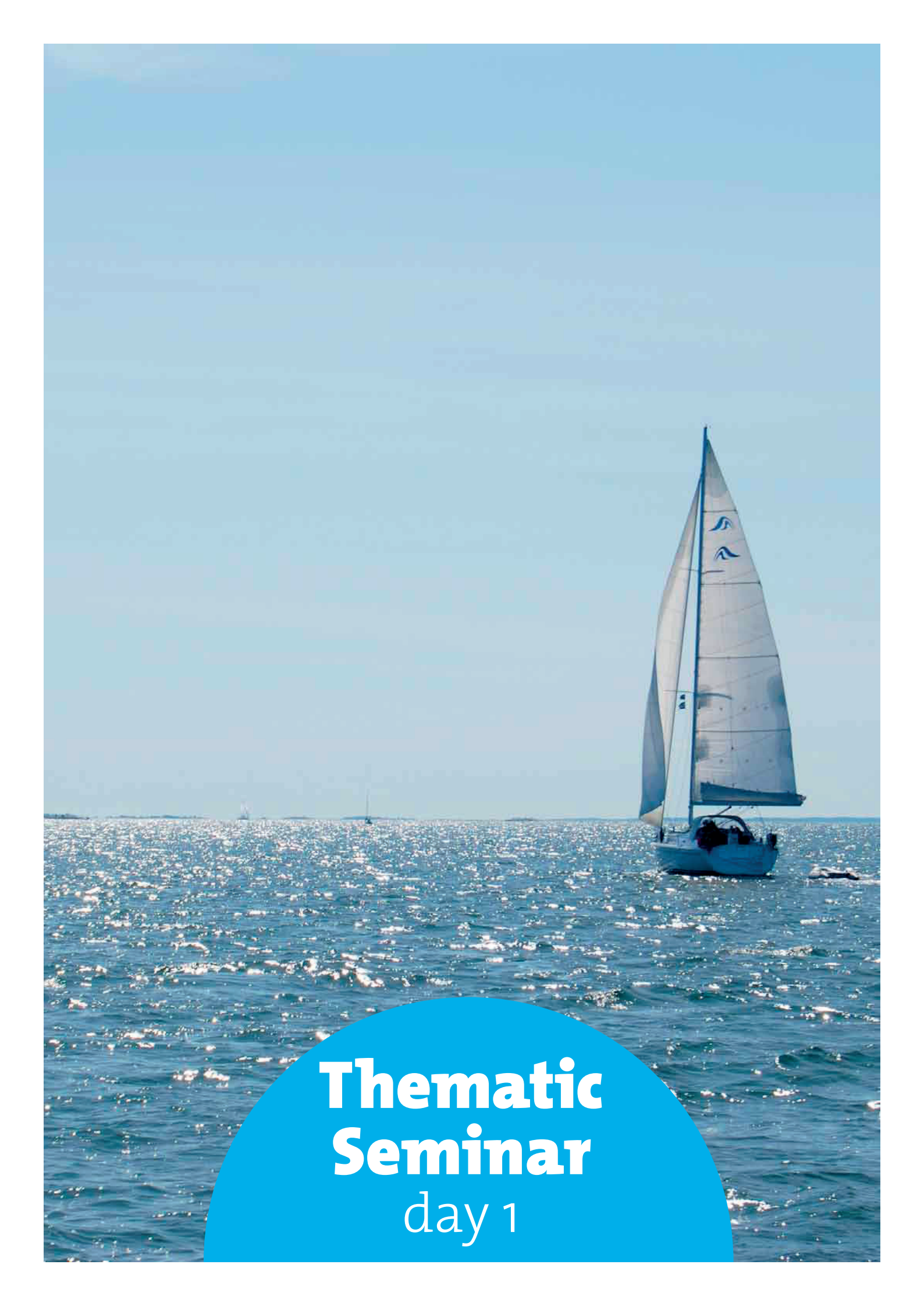


LÄNSSTYRELSEN
I STOCKHOLMS LÄN



QUADRUPLE HELIX Lead Partner: Municipality of Norrtälje (Sweden). **Partners:** Stockholm county administrative board (Sweden), BalticFem (Sweden), Royal Institute of Technology, Industrial Economics and Management (Sweden), Åbo Akademi University (Finland), Eurohouse (Estonia), Läänemaa Tourism Association (Estonia), Foundation Saaremaa University Center (Estonia) - quadruplehelix.eu

TEXT: Sofia Händel. PRODUCTION & DESIGN: eWorks Nordic.

A photograph of a sailboat with a white sail and a blue hull, sailing on a vast, shimmering blue sea under a clear, light blue sky. The water is covered in small, white-capped waves that catch the light, creating a sparkling effect. The sailboat is positioned on the right side of the frame, moving towards the left. In the background, the horizon is visible with a few distant structures and another sailboat. A large, semi-circular blue graphic is overlaid at the bottom of the image, containing the text.

**Thematic
Seminar**
day 1

March 22

The 22nd and 23rd of March the Quadruple project arranged the seminar “Cluster promotion and mobile services for the Tourism industry” in Norrtälje, Sweden.

The seminar focused on clusters, women entrepreneurship and innovations such as ICT services for mobile phones. During the two days cluster cooperation and mobile services were highlighted as ways to develop businesses and destinations. It was recognised that cooperation together with competition triggers innovations of new services and products and may render increased profits and employment. Networking of small businesses and interaction with research, public sector and civil society in clusters can make the SMEs stronger and more visible to customers. There is much to gain from cooperation within a Quadruple Helix approach.

The Quadruple project as well as the seminar discusses ICT- solutions for mobile phones as an interesting option for tourism enterprises as well as visitors, where one party will benefit from marketing and the other from innovative, up-to-date information services.

Researchers, entrepreneurs, business promoters and tourism industry stakeholders from Estonia, Sweden and Finland were found among the 45 participants at the seminar.

Welcome

Sofia Händel, Project Manager and Johann Packendorff, Moderator

Johann Packendorff opened the seminar and welcomed the attendants and Anders Olander from Municipality of Norrtälje said a few words about the area Campus Roslagen where the seminar took place.

Sofia Händel made an introduction to the Quadruple project where she introduced the partner organisations and explained that European Union via the Central Baltic Interreg IV A Programme is funding the project.

Quadruple focuses on three areas of development:

- Gender mainstreaming in policies and practise regarding entrepreneurship, innovation and clusters
- Cluster networking development in business sectors where many women are involved.
- Interaction between industries where many women are active as entrepreneurs and technology-based clusters. Quadruple specifically targets tourism industry and a technology cluster focusing on developing ICT-applications for the tourism sector.

In practise Quadruple will create working groups in the three countries consisting of tourism entrepreneurs (SME's) who have the possibility to participate in the creation of cross border clusters, learn more about ICT and conduct a pilot test where mobile solutions are tested and developed on the basis of tourism industry needs.



WINNET Europe - An Innovative system of WRC's in Europe for Development and Growth!

Britt-Marie Torstensson

WINNET Europe is involved in Quadruple as additional partner. It is an European network of 600 Women Resource centres across Europe originating from a EU-funded project, Interreg IIC WINNET. Today it is a Non Governmental Organisation (NGO) functioning as an infrastructure and tool for women's participation in regional development and growth.



Britt-Marie Torstensson

The mission of WINNET Europe is to:

- Strengthen the role of Women Resource Centres (WRCs) as key actors of regional growth and support the participation of women in regional development increasing thereby Europe's competitiveness and achievement of the Lisbon Strategy goals;
- Assist the implementation of the objectives of the European Union in the employment and social affairs area, as set out in the Roadmap for equality between women and men (2006-2010) and the European Pact for Gender Equality and the European Social Agenda;
- Enhance a gender equality perspective in co-ordinated strategic use of European, national and regional resources;
- Be actively involved in policy making processes and communicate women's experiences in EU Member States and the candidate countries;
- Increase women's influence and participation in the labour market and the society as a whole, on European, national and regional level;
- Contribute to create new permanent jobs for women by supporting women's own ideas, innovation and entrepreneurship;
- Promote the empowerment of women and their social inclusion
- Enhance women's use of ICT and their active participation in the Information Society;

Britt-Marie Torstensson explained that the Quadruple project and WINNET shares many priorities and therefore the organisation is supporting the project as additional partner. She emphasised the joint challenge of integrating a gender perspective in regional policies to secure sustainable regional growth and to promote women's participation in Structural Funds and European programmes. And also enhance women's participation in Information Society.

Torstensson also gave an introduction to a recently started project that also targets similar areas of development as Quadruple, the capitalising project WINNET 8 who is focusing on women's labourmarket and entrepreneurship as well as technology – the modern way of communication.

Innovation systems and clusters in policy and research

Malin Lindberg, Luleå University of Technology

Malin Lindbergs lecture focused on explaining and discussing different concepts and methods often used in the promotion of regional development and growth.

Entrepreneurship

It is popular in policy to promote entrepreneurship which is a wide concept that grasps many phenomenon's. Different definitions of entrepreneurship involves different types of firms; SME's, Cooperatives and Corporations. A political assumption is that increased entrepreneurship will contribute to;

- Economic growth • Higher employment • Increased creativity

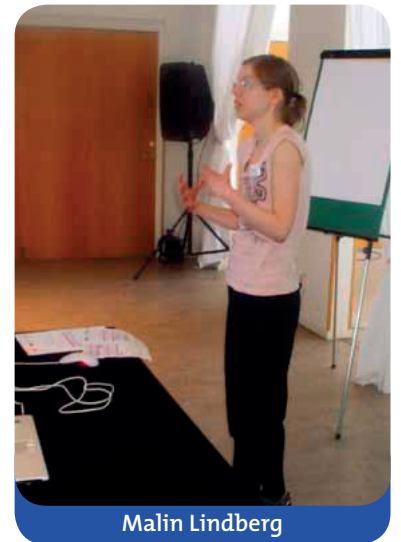
Networks of entrepreneurs

In order to promote entrepreneurship, the public policy encourages networking among different actors in the society. Some types of networks being furthered are:

- Networks • Clusters • Innovation systems • Triple helix

Lindberg raised the question why policy is interested in networks of entrepreneurs? The political assumption behind the public promotion of networks is that well functioning networks results in;

- Increased innovation • Higher profits • Regional development



Malin Lindberg

This assumption implies that when SME's join some kind of network for innovation it will strengthen their business and increase the growth of the firm and the societal economy.

This chain of related concepts and assumptions explains why the EU and its member states develop policies to support entrepreneurship and different networks of entrepreneurs. This might explain why the Quadruple project was granted funding from EU.

What is a cluster?

Malin Lindberg discussed the concept of clusters and defined it as;

A geographic accumulation of enterprises selling goods and services within the same area, spurring each other by cooperation and competition and exchanging information and staff.

What is an Innovation system?

Innovation system is a similar concept to cluster in some aspects, but is distinguished in that it involves actors from different societal spheres and that it does not have to be anchored in a specific geographical area.

A platform where actors from different spheres of society commonly promote innovation by converting knowledge into new goods and services.

What is Triple Helix?

The triple helix concept can be defined as the joint efforts of Policy, Academy and Industry to promote the development of new knowledge which is used to create new goods and services. The triple helix model thus highlights the importance of the public sector, the private sector and the academy. In practice, several networks includes yet another sector, namely the civil sector comprising NGOs and foundations. This has spurred the further development of the triple helix, launching the quadruple helix concept where all four sectors are included.

Innovation policy

At the national level, the state promotes the development of enterprises, clusters and innovation systems in Sweden.

At the regional level, the Swedish state provides business counselling and incubators as well as funding of clusters, innovation systems and needs-driven research.

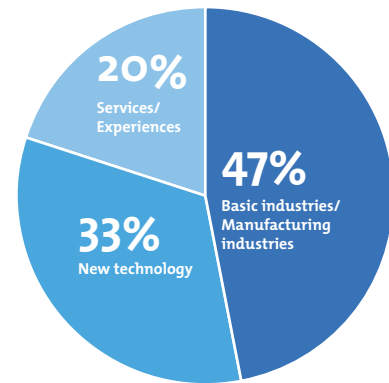
At the European level, EU provides funding of consortia, clusters and innovation systems.

Pattern of prioritization

Lindberg finished off her lecture with a discussion about results from her research. Her Swedish survey of national and regional policy documents regarding public funding of innovation systems and clusters, exposes how in half of the cases the state promotes the group of Basic and Manufacturing Industries. The group of New Technologies is being furthered in a third of the cases. In a fifth of the cases, the

group of Service and Experience Industries is being furthered. This means that the groups of Basic and Manufacturing Industries and New Technologies, both primarily employing men as employees and entrepreneurs, has been given high priority within Sweden's innovations policy while the group of Service and Experience Industries, employing mostly women or both men and women to the same extent, has been given a low priority.

Malin Lindbergs study on how public promotion of clusters and innovation systems in Sweden is distributed shows that 47% supported Basic industries/Manufacturing industries, 33% New technology and 20% Services/Experiences.



Bridging the gender gap

Recognising this gender gap in public funding one can discuss different measures to change the situation. Lindberg suggested 'inclusion' and 'bridging' as two crucial measures and pointed out that Quadruple does both in the following manner:

Inclusion

Inclusion of sectors employing many women in the public support to clusters and innovation systems.
- The Quadruple project includes tourism, which makes it a good example of the 'inclusion' measure!

Bridging

The measure of 'bridging' highlights innovation systems and clusters that manage to bridge the gap between men dominated, women dominated and gender balanced branches of industry. Thus the dichotomization between men and women are hampered on the area of networking for innovation.

The Quadruple project bridges tourism (gender balanced) and ICT (men dominated), which makes it a good example of the 'bridging' measure!

Mobile services for the Tourism industry

Christer Carlsson, Åbo Akademi

Christer Carlsson started off his lecture by emphasising that the Travel industries competitive advantage in the future will build on effective mobile solutions. The phone is a personal device that we bring everywhere. Thus it is clever to build a platform for tourist services on mobile phones. However many of the network operators do not focus on mobile services. The technology is developed but the products have not taken off yet. Carlsson believes it has to do with an "engineering perspective" on the services so far, the network operators do not have a customer perspective when releasing new services. Meaning the customers do not see the need for many of the current services and they do not fit into the everyday routines of users, that is why they have not broken through.

Mobile value services and Value co-creation

However it is a huge potential in inventing and developing mobile applications that will help the tourist. Travellers are outside their everyday routines, their "comfort zone" where all routines work. The basic services – where to stay, where to eat, how to travel and what activities there are to do becomes important. More and more travellers are spontaneous and do not plan everything ahead and have a need for easy accessible information. Many places do not have a Tourist Information centre where tourists gets information about



Christer Carlsson

the basic services. And even if there is, these offices have limited opening hours so tourist cannot rely on only this.

Mobile services are a way for entrepreneurs to catch the interest of visitors for their product.

But, one have to remember the services needs to be easy to use, accessible and fit into the routines of tourists. Carlsson promotes the concept of “Value co-creation” where enterprises develop services together with the users. Mobile services need to be fitted to the context and we need to understand and anticipate what the needs are going to be; the context is known to us – the service providers – even if it is not known to the tourists. Providing mobile value services is good business for all companies in the value chain. In this way the services will be useful.

In practise

He showed some prototypes of mobile services developed by Åbo Akademi on the Åland islands.

- An audio and video guided tour for the historical site Bomarsund. This enables the visitor to get a guided tour whenever, no pre booking of a guide is needed. Nowadays the fortress is not even ruins just a few formation of stones, thus the service showing animations of how it looked etcetera makes the site vivid.
- MobiFish – a service that makes it possible to buy a digital fishing permit on the spot. A win win situation for water owners and fishers since in the current system one has to buy the permit in Mariehamn sometimes many hours drive from the islands and popular fishing waters and because of this many people are fishing illegally. With the mobifish digital permit fishers do not have to plan their fishing trip and buy a permit in advance and the water owners get an income.
- Booking systems for hotels, cottages and restaurants with a search function.
- Travellog – a forum where tourist can share their experiences of different activities. A social media going with the trend that people trust information and suggestions from other travellers more than Tourist information offices or direct marketing from companies.

Workshop: From ‘triple helix’ to ‘quadruple helix’

Malin Lindberg, Luleå University of Technology

The workshop aimed at concretizing the concepts of triple helix, quadruple helix, cluster and innovation system in order to fit into the context of the Quadruple project. The participants were encouraged to brainstorm about their views on the organization, strategies and outcomes of the project. This brainstorm was triggered by the following questions:

1. What is your cluster?

Which accumulation of enterprises characterizes the Quadruple project?

Brainstorm results:

- Tourist companies in 3 geographical areas - the coast regions Roslagen, Åboland archipelago, Läänemaa-Hiumaa-Saaremaa.
- A Baltic Sea tourism cluster
- “Destinations” as Clusters – the cluster thought already exists within destinations.
- Branding of destinations/clusters – make the area well known, gather under a common “brand”
- Archipelago as a unique and common culture
- Cluster – could be a common idea that connects us

Which goods and services are you selling as members of the Quadruple project?

Brainstorm results:

- Accommodation – Bed and Breakfast • Interior design • Souvernirs • Nature Trips • E-commerce
- Eco Tourism • Active tourism • SPA • Horse riding • Local food • Handicraft • Guest harbours
- Tourist office • Cultural activities • Music • Theatre • Golf • Sports • Surfing • Scuba diving
- Canoeing • Kayaking • Culture-Architecture-Churches • Adventure tourism • Swimming, beach life

What information and knowledge do you wish to exchange in the Quadruple project?

Brainstorm results:

- How to run tourist companies
- New products
- ICT
- New ideas – other ways of doing things can inspire. Example from B&B with homebaked bread and teapot in the room, a nice experience one can bring home and develop in the own business.
- Inspire each other
- Common values
- Lifestyle – Example; we share choices like the fact we have chosen to live in the archipelago/coastal area.
- Different lifestyles of entrepreneurs
- How to package an experience
- How to expand the seasons? – Marketing, it is a joint challenge for the tourism entrepreneurs to expand the seasons.
- Mild climate
- Global trends

2. What is your innovation system?

Which actors are included in the platform of the Quadruple project?

Brainstorm results:

- Tourism organisations • Supporting Organisations – NGO's • Tourism entrepreneurs
- Visitors, identity, categories • Regions • Municipalities • Counties • Researchers
- ICT • Educational institutions • The Quadruple Partnership

What knowledge do you hope that the participants in the Quadruple project will develop jointly?


Brainstorm results:

- A strategy for development
- Cross border knowledge
- ICT-knowledge
- Sharing of culture
- Cross border cultural knowledge - gender – cross gender knowledge and similarities
- Make tourism industry visible – it create many new jobs (example from Sweden where it creates more jobs than the car industry which the government supports a lot)
- General marketing for an area – destination.

What kind of innovations do you hope that the Quadruple project will promote?

Brainstorm results:

- Commonalities of regional clusters
- What can be sold?
- A new understanding of how innovations are created
- Soft products – hard products
- “Soft” projects can promote “hard” results (Quadruple is an example of that)
- A common website – common multi tools / booking/ marketing



**Thematic
Seminar**
day 2



March 23

Norrtälje SWOT-workshop 23

Organized and moderated by Franck Tétard, Mats Jakobsson, Jonas Landor, Pia Levin and Sarah Lindström.

Work package 4 focuses on the development and testing of mobile applications and services to support entrepreneurs in their businesses. The starting point to develop such a testing programme lies in an informed needs analysis. The SWOT-workshop in Norrtälje was instrumental in getting a preliminary understanding of the entrepreneurs' needs with respect to the situation of their own businesses.

The workshop's goal was to make a quick SWOT analysis of the entrepreneurs' businesses in the light of a framework entitled "Web 2.0 enabled organizational forms to support micro-firm development". The framework provides examples on how new Web 2.0 services and applications can induce organizational change and enable new collaboration forms that support organizations' goals. The framework comprises five themes:

- Technology (web 2.0 + social media + mobile + cloud)
- Environment (customers, suppliers, commune, authorities, infrastructure...)
- Knowledge & skills: training, education, access to, needs
- Business operations & functions
- Organizational forms (collaboration): clusters, networks, and communities

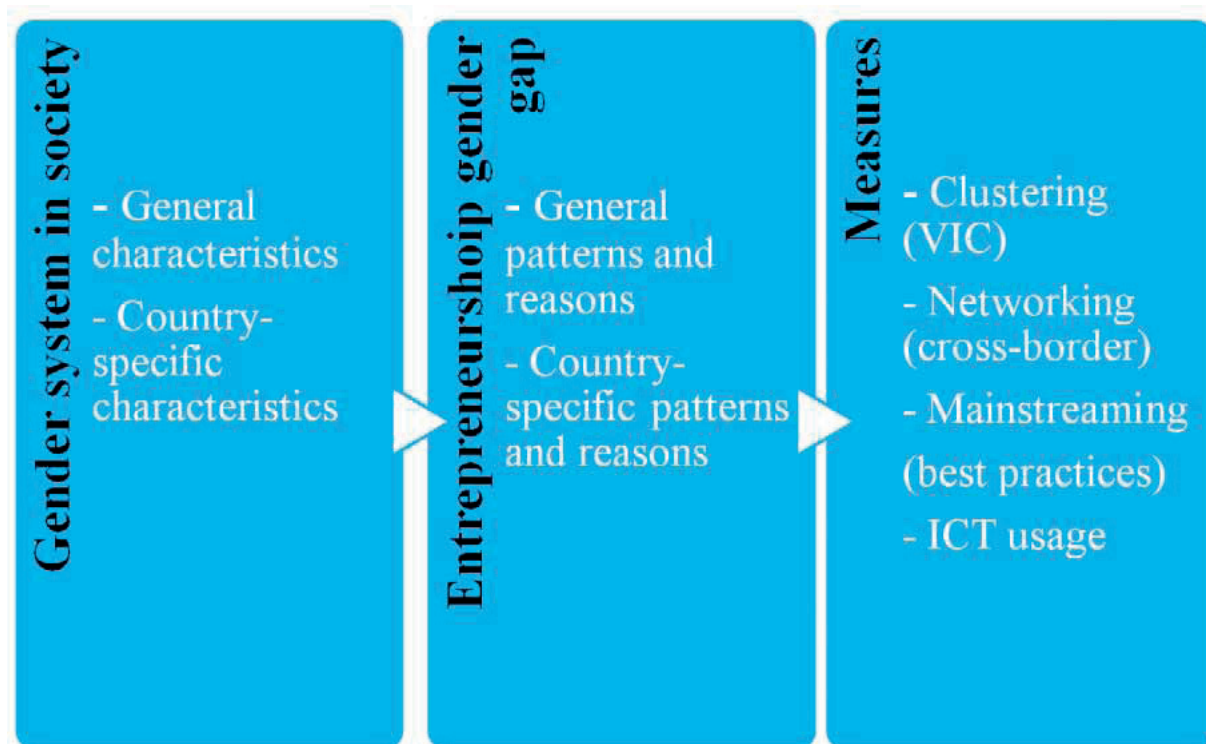
On the basis of several examples, participants were asked to think about their own business and to identify Strengths, Weaknesses, Opportunities and Threats. This first part of the workshop took around 120 minutes. The results of this activity are documented in SWOT-maps.

The second activity was a gallery where each SWOT-analysis was presented by the entrepreneur to the other workshop participants.

Entrepreneurship and gender

Monica Lindgren and Johann Packendorff, Royal institute of Technology (KTH)

Lindgren and Packendorff started their lecture with an introduction to their and KTH/INDEKs role in the Quadruple project. Work Package 3 focuses on Gender Mainstreaming and Policy development and the framework can be outlined as follows:



Johann Packendorff explained the field of gender research in general. A gender perspective implies the analysis of social interaction from gender as a mechanism of categorisation. What happens in society are thus seen as processes where gender is created, negotiated and institutionalised.

Gender is the wide set of characteristics that are seen to distinguish between male and female entities, extending from one's biological sex to, in humans, one's social role or gender identity.

As a word, gender has more than one valid definition. In daily talk, it is used interchangeably with "sex" to denote the condition of being male or female. In the social sciences, however, it refers specifically to socially constructed and institutionalized differences between men and women. The World Health Organization (WHO), for example, uses "gender" to refer to "the socially constructed roles, behaviors, activities, and attributes that a given society considers appropriate for men and women". This means that what is masculine and feminine is the result of a cultural process in society whereby male and female bodies are attributed different characteristics and subjected to different expectations on looks, behavior, emotional repertoire and so forth.

- Biological sex (man, woman):

Some anatomical differences.

Differences in everyday life as natural consequences of anatomical differences

- Social gender (masculine, feminine):

Men and women are met by different expectations on behaviour and life priorities.

Differences in everyday life as cultural consequences of expectations on men and women.



Categorizing males and females into social roles creates binaries, in which individuals feel they have to be at one end of a linear spectrum and must identify themselves as man or woman. Globally, communities interpret biological differences between men and women to create a set of social expectations that define the behaviors that are “appropriate” for men and women and determine women’s and men’s different access to rights, resources, and power in society. Although the specific nature and degree of these differences vary from one society to the next, they typically favor men, creating an imbalance in power and gender inequalities in all countries.

The feminine as the deviant

The male is often seen as the norm and as follows the feminine as the deviant. This is seen when labelling entrepreneurship as women’s entrepreneurship and Leadership as feminine leadership.

Feminine and masculine

- Culturally constructed categories
- Constructed simultaneously
- Often seen as mutually exclusive
- Connected to female and male bodies in an essentialist way

Danger of dichotomisation and of stereotypisation

Dichotomisation

Division of a phenomenon into two totally separated categories

- Rationality – emotionality
- Objectivity - subjectivity
- Sense - sensibility
- Reductionistic - holistic
- Competition – cooperation
- Man - nature
- Men - women

Stereotypisation

Assumption that all individuals within a category are more or less identical

- Masculinity and femininity as multi-faceted categories
- Masculinity and femininity varying over time and space
- An individual from a minority represents all individuals from her/his category

Why is it important with a gender perspective in entrepreneurship?

- Identify specific hindrances and possibilities for entrepreneurship
- Gender blindness (not considering gender)
- Strong entrepreneurship norms (the lone hero)
- New forms of organizing (in projects and teams) interesting for women

Earlier research within the field has focused on Business as masculine or feminine, different conditions in industries depending on gender and the socially constructed gender (studying women from gender perspective means acknowledging power structures). Several studies show that Women's entrepreneurship has been invisible, especially when it comes to retailing and health care sector. There is also a variation between entrepreneurs who are women, as opposed to stereotyping the female entrepreneur. Women's entrepreneurship is often integrated in life forms and adjusting to family. Women's entrepreneurship in masculine sectors or industries needs male mentoring as legitimizing force.

Industries/sectors and gender

- Women work part time
- Construction industry – usually men
- IT-sector dominated by men
- Women are over-represented in health-care sector especially when it concerns the care oriented parts

Gender labelling of work

- Construction of gender has to do with legitimated behavior and power and symbols as cloths, patterns of interactions, language etc (see Acker 1990, 1994).
- Gherardi & Poggio (2007) emphasizes certain barriers for women in masculine areas as necessary conditions, rules and tactics.
- Conditions – traditional entrepreneurial characteristics and behaviors as strong commitment to work, give priority to work and identification with work/organization.
- Rules – goal orientation, risks attitudes and behavior and competition.

Different conditions leads to different entrepreneurship

- Expectations of responsibility for home and children
- Expectations or hopes for career
- Potential for success or growth
- Financial support (different industries and sectors)
- So called high-growth industries are more interesting.
- Education/profession important for women when they start companies.

The gender gap contains a potential for economic growth and prosperity, as increased employment among women has a positive impact on GNP. The most affluent countries in the world are also among the most equal ones. For the European Union as a whole, the potential growth resulting from full gender equality is almost 30 percent from the current levels.

Cluster networking in practice

Gunilla Sterner - Stockholm County Administrative Board

Introduction - examples of clusters

Clusters

- An assembled group of companies with similar kind of products or services located to a certain geographical area, which both cooperates and compete, sharing knowledge and information and develops towards a common vision
- According to researcher Michael E Porter being a part of a cluster strengthens productivity in the company
- Clusters increase development of innovations
- And new products and services are stimulated in the clusters

Cluster building

- From competition to cooperation • Networking • Find common competences and strengths
- Geographical areas • Common vision • Plan for activities
- From cooperation to common development
- From vision to common trademark

Cluster building in practise

Three examples:

- Conference hotels in archipelago • Icelandic horse companies • Horse cluster in France

Conference hotels in archipelago

Background

- Small companies in isolated islands • Lack of customers wintertime
- Competition between different companies/islands • Low level of quality in services
- Lack of knowledge of each other and the branch • Low marketing activities
- Lack of technical know-how • High part of women employed

County Administrative Board of Stockholm started a project with the aim to create more employment wintertime by raising the level of quality of services and strengthen cooperation between the hotels

Training in conference services took place

Hotel owners/employees visited each other and learned about the special profile of different hotels – benchmarking.

Cooperation started between companies and they had a common marketing at the Stockholm International Fair ”All for the sea”, with the slogan ”Visit the Archipelago” where they also sold sea food.

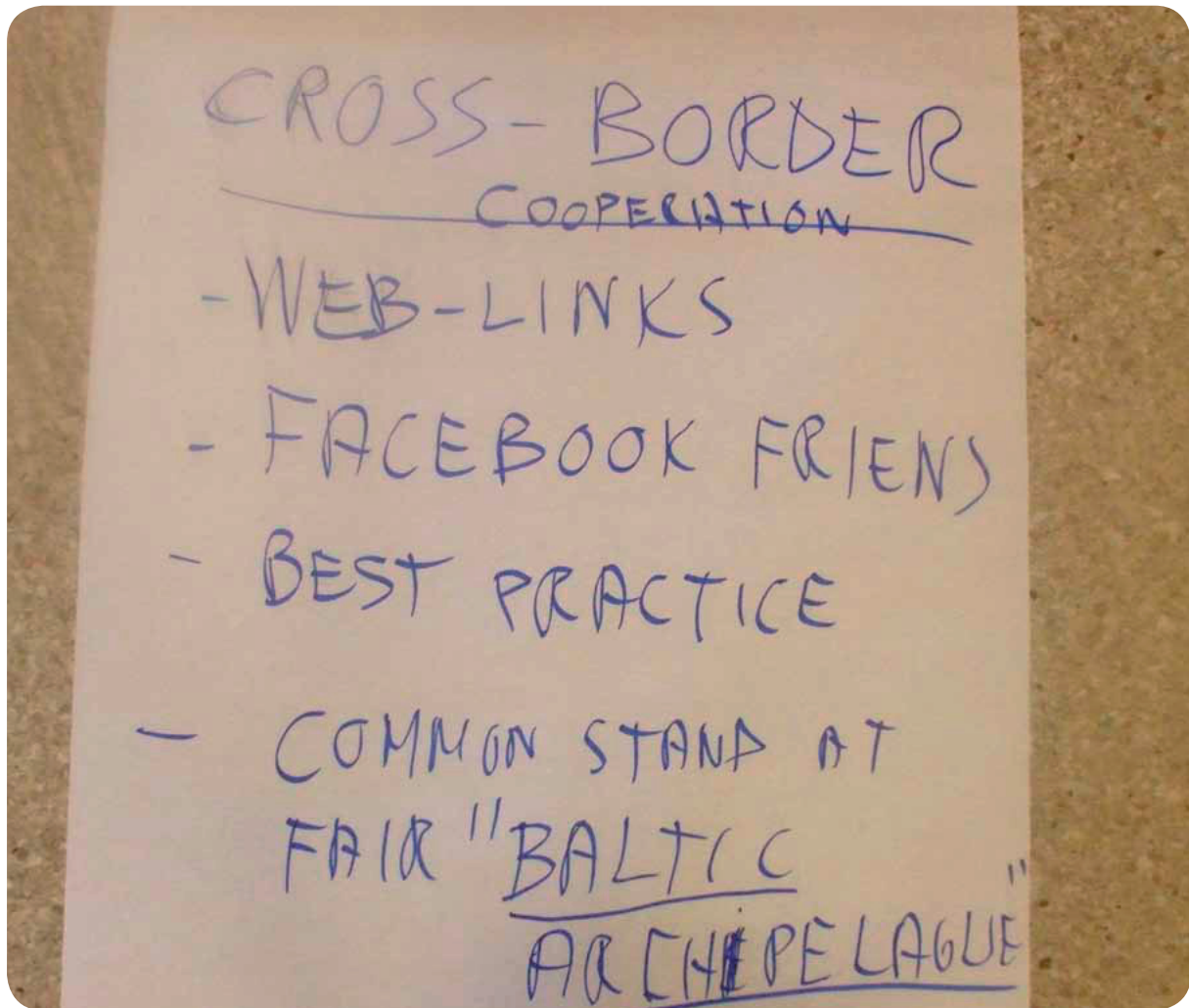
They also bought a common domain ”Visit the archipelago” for marketing

Results of the project:

A lot more customers wintertime, more employments for women at the islands, better conference services and facilities, more profit for the companies and they kept networking after the project had finished. When one hotel was full they could recommend guest to another hotel

Cluster in horse industry, France

Cluster initiative started 10 years ago by efforts from the region of Normandie-Basse and the regional horse industry to create horse councils with representation from all different organisations.



Horse councils became steering group for a Horse cluster. The Horse cluster was sponsored from the region, the ministry and the horse industry. Members were horse companies that payed a fee according to their economic turn-over. Being a member of the cluster was seen as a quality mark and the cluster could offer the members access to resarch for innovations and also credits.

Visions for the cluster is to make the region known as a horse territory and increase the export of competition horses.

Icelandic horse companies in Sweden

Recently started a project for training icelandic horse companies and make them cooperate in a network

Divided into 7 regional networks with a contact person promoting activities in each region

Also a common national website www.islandshastforetagarna.se with news and activities like trainings, meetings etc In one year 350 companies have joined

Will develop more common marketing in the country and international, as some of the companies works with tourism (bed and box, touringiding etc).

Summary

- Networking • Vision • Activity plan • Cooperation with authorities and research
- Timetable • Organisational form • Budgets

Workshop – Cluster networking in practice.

Gunilla Sterner, Stockholm County Administrative Board

1. Discuss in national groups how cooperation will take place in your region.

- What do you expect from this project?
- What do you want to gain from it?
- How can you cooperate between companies, and with research, promoting organisations and public sector?
- Some visions?

A. Finland

Brainstorm

- Web page of the existing Ringroad / Circle road. The Ringroad connects islands and mainland in the Åboland Archipelago with ferry traffic and it is popular to use bicycles to travel on the road.
- The local Finnish cluster could be based on this Ringroad.

Specialities along the road:

- Cultural sites • Water • Archipelago

Different activities could be developed according to season, different themes can be used to attract visitors all year round.

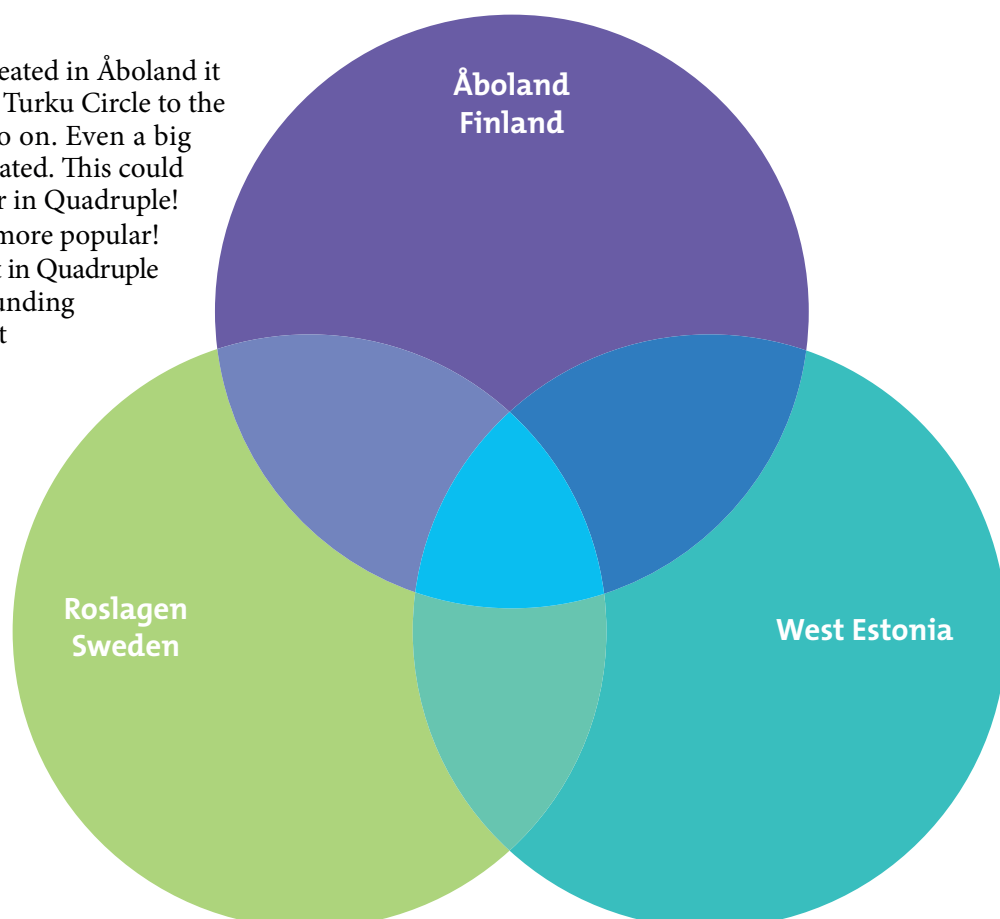
Wintertime for example:

- Music • Architecture • Churches

One can build packaging and travel on the Ringroad on the existing network Turku Touring.

Circle cluster

- After the local cluster is created in Åboland it can be expanded from the Turku Circle to the West Estonia circle and so on. Even a big Baltic Sea circle can be created. This could be the Cross border cluster in Quadruple!
- Vision: more visitors and more popular!
- If we manage to show result in Quadruple it is possible to get more funding afterwards to develop what Quadruple initiated.



B. Estonia

- West Estonia is already now the same region
- Joint marketing
- County unions between companies
- Product development – be more versatile
- Workshops and seminars for entrepreneurs
- Make the tourism season longer

What to achieve from the project?

- Better cooperation between counties and the companies within them
- Better cooperation between Saaremaa, Hiiumaa, Läänemaa and the result would be a cluster named West Estonian Circle.

West Estonian Circle

- Goals: More visitors
- West Estonia is a green paradise
- Slogan: West Estonia - the healthy lung of Europe
- Incorporate guides, tour operators and all types of companies in the cluster.

C. Sweden

- Local obstacles are infrastructure and transportation. The coast runs vertical from north to south but the municipalities in Roslagen goes horizontal from east to west meaning the public transport often are not adapted to the needs in the coastal area and archipelago. It is also a rural problem with inefficient public transport. One idea is to cooperate to solve this problem and by this unite and create a common platform.
- Roslagsleden – the hiking track runs through several municipalities in the northern part of Stockholm county, ie Roslagen.
- Use Roslagsleden as platform for cooperation, joint marketing, create packages, make digital map for mobile phones.
- Roslagen is a well known brand
- Organised work within Destination Roslagen already, both municipalities and entrepreneurs involved. The big cluster exists.
- Create smaller clusters within Roslagen. Involve tourist organisations and business alliances.

2. Discuss in international groups how to cooperate across borders

- Cooperation between entrepreneurs in different states
- Cooperation between promoting actors and public sector
- What are the common visions?
- The aim of the project
- Which problems are we to solve?
- Which are the guidelines to use?

Group A

- Web links – involved Quadruple entrepreneurs should link to each other on their webpages
- E-teams should be friends on Facebook
- Even create a Quadruple group on Facebook
- Best Practise – Success stories of clusters
- Common stand at fair / exhibitions. Unite under the name of: “Baltic Archipelago”

Common themes – packaging tours

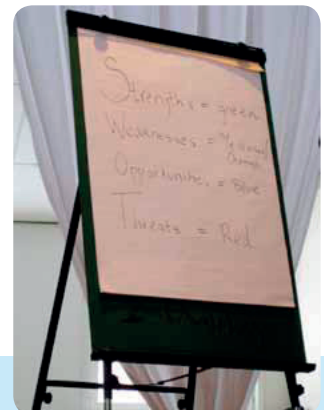
- Play Golf across borders – Golf experiences from three countries
- Diving in the Archipelago – package experiences in Est, Fi, Swe under a common theme.
- Viking archipelago – do different things in different countries.
- Archipelago Institute
- Tax reductions for returnees

Group B

- Find common denominator, for example our common Viking history
- We have similar ways of living in the coast and archipelago. Example: As a Swedish entrepreneur you have more in common with fellow entrepreneurs in the Estonian or Finnish archipelago than with entrepreneurs in cities like Stockholm.
- Commit to a vision!
- Arrange travels between our three countries based on a theme. For instance the Viking history, Bird watching etcetera.
- A chain of Circles - Based on the local cluster around the Åboland Ringroad, West Estonia Circle (Saaremaa, Hiiumaa, Läänemaa) and equivalent in Sweden – maybe Roslagsleden.
- Or; A big circle around the three countries – the Baltic Circle

Group C

- Rural culture connects us
- E-teams and Tourism networks should connect
- All entrepreneurs should benefit
- Inspiration – new knowledge
- Use existing networks and build a cluster upon them
- Viking archipelago
- 2011 – Europe’s cultural cities are Turku and Tallinn





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