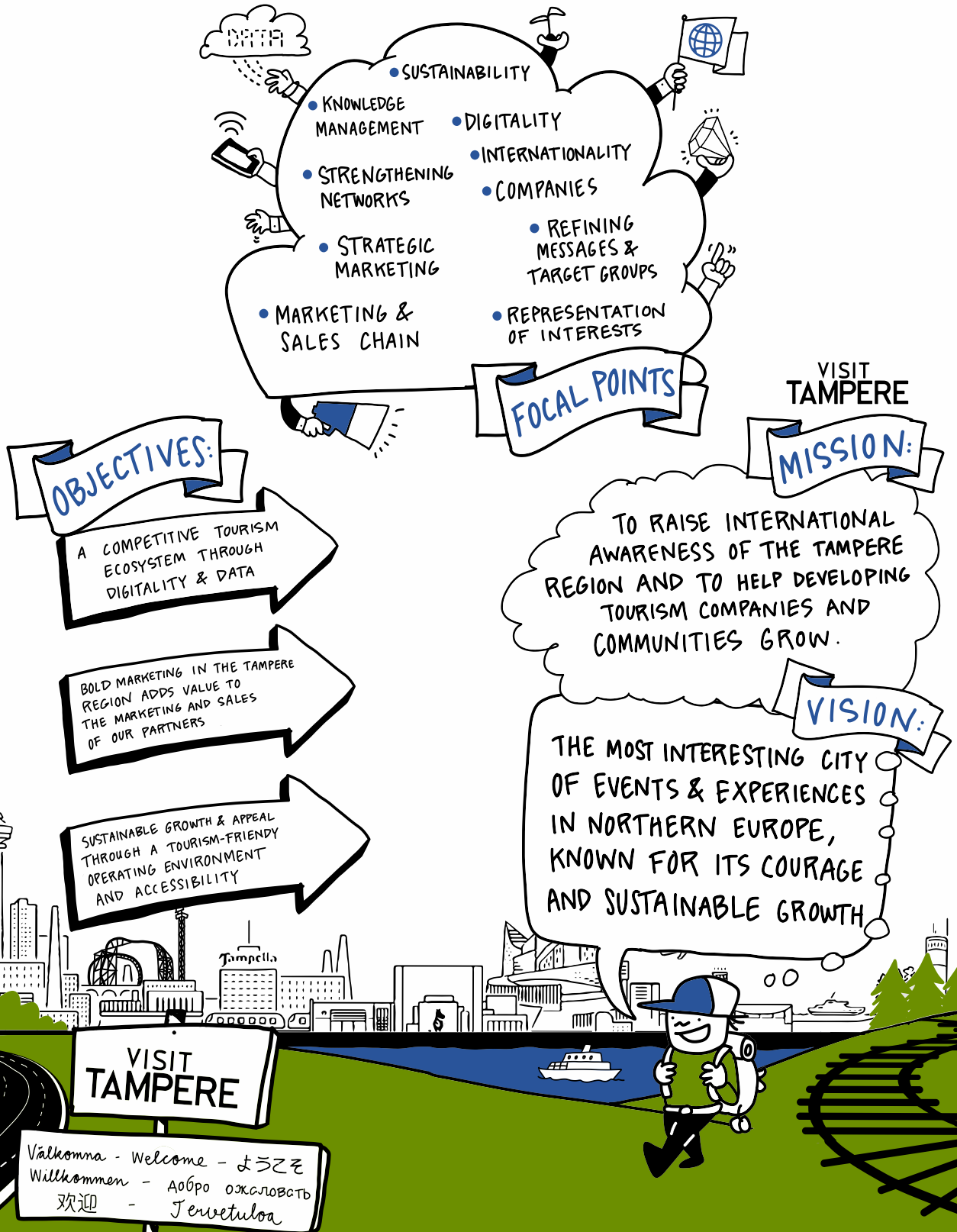


Tourism Strategy

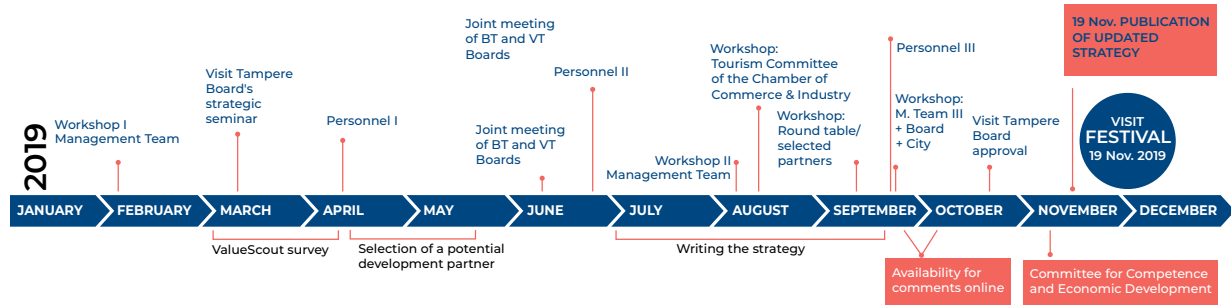
SUSTAINABLE STEPS **2020-2025**



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DESCRIPTION OF THE STRATEGY PROCESS



The Tampere Region Tourism Strategy has been prepared in horizontal cooperation by engaging personnel, the boards of directors of the company and its parent company Business Tampere Oy, partner companies and stakeholders. The starting point was to expand the operational guidelines prepared in Visit Tampere's first year of operation in 2017 into a shared operational and development strategy for the region. In total, more than 260 people participated in the process.

The work started in February 2019 at a seminar of the Board of Directors of Visit Tampere by defining strategy work guidelines and the company's long-term objectives. The Board considered the obstacles and enablers for smooth development, as well as strengths and weaknesses. The background material included market and competitor analyses of the second-largest cities of Nordic countries and the most important Finnish tourism cities. The discussion was prepared for with a ValueScout survey, which was sent to more than 360 tourism operators. There were 97 responses. The survey examined the emotional impressions and target state of respondents concerning Visit Tampere with a measurement method that reveals hidden growth potential in the market and helps understand the real motives of customers or consumers.

At the staff day in April, Visit Tampere's own approach was analysed and compared with the ideal actor based on the research results, while considering the company's priorities in relation to future trends and forces for change in the field. In June, Visit Tampere's customer promise, primary tasks and prerequisites for success were reviewed under the guidance of Nina Vesterinen, Senior Advisor at FCG Suunnittelu ja Tekniikka Oy, who was selected to facilitate the strategy process.

At the joint meeting between the boards of directors of Visit Tampere and its parent company Business Tampere in June, the Learning Café working groups focused on target profiles for tourism and events in Tampere, on the forces for change and silent signals affecting Visit Tampere's approach and tasks and on how to develop the tourism ecosystem in the region and take account of new players in particular.

In August, the Tourism and Convention Committee of the Tampere Chamber of Commerce and Industry took a stand on the division of labour and roles of Visit Tampere and other actors in order to achieve strategic objectives. In September, the round table discussions with the representatives of partner companies worked on and prioritised draft proposals to support the implementation of the strategic objectives, and considered the benefits of the reforming partnership model and the role of partner companies in the network.

In late September, Visit Tampere staff discussed target group outlines and actions to achieve the strategic objectives. The Board of Directors, the Management Team and representatives of the City of Tampere focused their attention on Visit Tampere's role in comprehensive tourism management and on indicators of tourism development and performance indicators.

The strategy draft was open for comments on the Internet for two weeks. There was not a particularly high number of online responses. There was a general desire for practical measures to implement the strategy. The grades were as follows: the region tourism vision 3.6/5, Visit Tampere mission 3.6/5, the strategic objectives 3.7/5, the roles of the action sets 3.6/5 and the school grade (4 to 10 scale) for the whole package 6.9.

In November, the Board of Directors of Visit Tampere and the City of Tampere's Committee for Competence and Economic Development approved the tourism strategy at their meetings. The Strategy was published on 19 November 2019 at the Visit Festival.

The achievement of the strategic objectives will be reviewed and updated during the annual Visit Festival. The dialogue with Visit Tampere, partner companies and stakeholders will continue.

<https://business tampere.com/tampere-region-tourism-strategy/>

FORCES OF CHANGE FOR THE FUTURE

Digital transformation: A penetrating force whose effects extend across the board. Online information is constantly available to the customer before, during and after the trip. New digital ecosystems are emerging all the time. Real-time capability, increase in recommendation marketing, artificial intelligence, virtual tourism, gamification and visuality all serve as a new language for tourism. The importance of data and analytics in strategic decisions is growing. The platform economy has created new players, such as Airbnb.

Value orientation: Responsibility and ethical values are becoming global megatrends of consumption, and individuals' personal values are increasingly important.

Growing individuality: Individual freedom and the opportunity for self-expression are increasingly important. People want to emphasise their personality and are constantly looking for new opportunities for it through products and services. The trend of growing individuality is also reinforced by the increased choice of products and services and by the expanding possibilities for individually customised solutions. Increasing individuality in tourism means, among other things, decreasing popularity of traditional group trips. In addition to millennials, individuality is also valued by, for example, Asian tourists, whose numbers and economic impact are constantly increasing. The number of Chinese tourists in particular continues to grow strongly worldwide.

Environmental awareness and climate change: The concern about climate change has reached almost everyone, and environmentally conscious choices are increasingly important. Climate change will create an even greater need for year-round activity services. Local tourism is also growing. In addition, emissions can be reduced by increasing the length of stay of tourists at one site. In tourism, this is reflected in, for example, the growing popularity of sustainable tourism.

Sustainable tourism: According to the World Tourism Organization, sustainable tourism refers to tourism that takes full account of its current and future economic, social and environmental impacts. Sustainable tourism addresses the needs of tourists, the tourism industry, the environment and the local community alike. Sustainable tourism can be analysed through three aspects. Sustainable tourism...

- 1) optimises the use of environmental resources, which are a key part of tourism development, maintains essential ecological processes, helps conserve natural heritage and biodiversity and minimises the negative environmental impacts of tourism.
- 2) respects the socio-cultural authenticity of host communities, preserves the built, living cultural heritage and traditional values and promotes intercultural understanding and tolerance.
- 3) ensures viable long-term economic activities that offer benefits for all stakeholders, including stable employment conditions and livelihoods. In addition, sustainable tourism contributes to the well-being of the local community and reduces economic inequality.

The three dimensions of sustainable development must be balanced in order to ensure long-term sustainability.

Changing and fragmented demand: Millennials are constantly dealing with foreign languages and cultures and are keen to share information. They are highly individualistic and family-oriented, while older generations feel a sense of solidarity with their extended family and with the citizens of their own country. Millennials have liberal values. They spend money instead of saving, and travel is one important form of consumption. Millennials are looking for authentic experiences and adventures. They are digital natives for whom information technology is a matter of course and who value responsibility.

As demand becomes fragmented, service expectations are even more divided. Tourists are more demanding and more cost-conscious. Travel is a means of expressing personal status and identity. Trends include Snacking (short holidays, lots of experiences, efficient use of time), Staycation (holidaying close to home), DIY (do it yourself) and Workcation and Bleisure, which combine work and leisure.

Growing and advancing Tampere: By 2030, Tampere aims to be an appealing and lively city with 300,000 inhabitants, and the most attractive city of experiences in the Nordic countries. The aim is to be the European Capital of Culture in 2026. The Five-star City Centre vision is to create preconditions for 15,000 new residents and 15,000 new jobs in between 2015 and 2030.

- The Tampere Deck Arena will be a new landmark and world-class event arena right in the city centre. The entire Deck project will involve approximately EUR 500 million of investments, with a total area of 120,000 floor square metres, and the Arena is aimed to have more than 1 million visitors per year. The Deck Arena will act as a multi-purpose arena for 15,000 event-goers or 13,000 ice hockey match-goers. There will also be a 285-room hotel, the second casino in Finland, 1,000 homes and the potential for a total of 1,250 jobs.
- The railway station area will be developed into the Tampere station centre, the first two parts of which are expected to have approximately 200,000 floor square metres. This area is planned to have around 3,000 jobs and 2,500 occupants as well as a modern transport and service centre.
- The tram will increase the city's appeal and improve the accessibility of city centre destinations.
- Särkänniemi, one of the most popular family destinations in Finland, will become an even more diverse focus of year-round tourism, with the aim of being a top destination of sustainable tourism and great experiences.
- Tampere Congress & Events District (Tampere CED) already offers dozens of event spaces for tens of thousands of visitors in the immediate vicinity of the Deck Arena.
- Overnight stays at accommodation establishments in Tampere have grown continuously for the last 5 years, and the growth is expected to continue.

CURRENT SITUATION ANALYSIS (SWOT)

Strengths

- Accessibility
- Safety and security
- Compact yet urban centre
- Diverse urban nature, always close by
- Students as a competence resource and an injection of international life into the city
- Congresses
- High-quality hotel capacity
- Events (many different target groups, multi-layer culture)
- Sports (e.g. Ratina stadium, the future Arena)
- Restaurants (high-quality restaurant culture)
- Tampere Hall (the largest congress centre in the Nordic countries), Särkänniemi (amusement park, one of Finland's most popular family destinations), Tampere Exhibition and Sports Centre (all kinds of events all year round)
- Title of Sauna Capital

Weaknesses

- Location (with reservations)
- Capacity (with reservations)
- Air connections
- Short stays
- Companies' international business expertise
- Productisation of nature
- Leadership and visibility
- Knowledge management
- Roles and responsibilities of various actors – lack of clarity
- Focal points
- Lack of native international talents

Opportunities

- Tampere Congress and Events District, Deck Arena, casino
- Tram
- Finland Railway
- Lakes and the future lake nature centre
- Viikinsaari island (good development potential)
- Digitality (high-level local expertise)
- Increasing cooperation with Visit Finland

Threats

- Scarcity of resources
- Lack of clarity in roles
- Rapid market changes
- New players -> Access to manpower

VISION

“The most interesting city of events and experiences in Northern Europe, known for its courage and sustainable growth.”

The Tampere region’s tourism vision boldly looks forward to 2025. The region offers visitors breathtaking destinations and services. Travellers enter the area and hope that the services of interest to them will be easy to reach. Tourists — or tourist euros — know no municipal borders. There must also be no limits to cooperation and development in tourism.

Our growing region and environment are changing rapidly. People move around more and share different views and experiences with each other. The constant change in our built environment enables and supports the emergence of a diverse urban culture. New functions and the mixing of functions create a layered, multifaceted and multicultural life.

The competitiveness of our region and tourism companies requires sustainable growth and opportunities to create new business and develop existing business. Growth means better sales and market share, increased value and size, the creation of networks and the development and sharing of know-how. New international markets are an integral part of growth.

Courage and renewal are essential for growth. Sustainable growth takes into account the economic, socio-cultural and ecological effects while protecting and, at the same time, building development opportunities for the future. Responsible behaviour is an increasingly important factor for customers.

MISSION

“Visit Tampere’s mission is to raise international awareness of the Tampere region and help developing tourism companies and communities grow.”

Visit Tampere’s mission, its ‘house rules’, consists of two mutually reinforcing elements: opportunities to create new business and develop existing business, and raising awareness of the region through marketing and communication.

We want to help development-oriented and -capable tourism enterprises and operators to grow internationally. This requires us to build a new kind of partnership and have genuine interaction. In order to grow, our partners need to take risks, develop new services and products and be willing to leverage modern technologies, such as digital services, which can improve productivity and customer orientation and reach new customer groups.

Increasing the profile of the Tampere region and the number of tourists and visitors is a common goal of Visit Tampere and our partners. Visit Tampere’s role is to market our region as a city of events and as a travel destination. The primary task is to get tourists interested in our region before they arrive. Visit Tampere’s focus is on international markets.

Companies are responsible for marketing their own services and products both domestically and internationally.

CRITICAL SUCCESS FACTORS

Critical success factors are factors that contribute to the success of tourism in the region in the long term. They are things that absolutely must be implemented in order to achieve the vision. The determination of critical success factors took into account the current situation and factors of future change. Similarly, critical success factors guided the planning of strategic objectives and operating policies so that the focus of operations is on the issues most important for achieving the vision.

The key success factors for achieving sustainable growth relate to competitiveness and the development of the capacity and willingness for renewal, an innovative business environment and networks supporting reform as well as socially responsible business. Similarly, the critical success factors associated with internationalisation relate to improving accessibility and raising profile.

Competitive tourism ecosystem

Ecosystems can be described as networks of interdependence between partner enterprises, entrepreneurs, research, public administration and third-sector actors. Ecosystems are aimed at, for example, increasing the emergence of new innovations and knowledge. Cost-effectiveness is also an important driving value of ecosystem thinking. Ecosystem members share a common goal and seek to trade with each other to achieve it. By sharing information and services with partner companies, an individual company's investment in such activities may be smaller than it would be without cooperation between partner companies. The common goal also reduces the risk to a single company.

The development of a competitive ecosystem and the strengthening of networks are critical success factors of an attractive region. They enable the creation of new products and services, the growth of business and the strengthening of the competitive position as a result of cooperation and development in parallel.

The amount of information in tourism has increased significantly as a result of digital transformation. Numerous studies, statistics, target market data and diverse other data available from different sources enable success and growth in the tourism and event markets. Combining and utilising different information helps make the right decisions and choices in the target market.

The environment and objectives for sustainable business and growth must be defined while taking into account economic, social, environmental and cultural sustainability and security. Long-term planning and ensuring continuity are essential to building an operating environment that supports sustainable growth. Knowledge, foresight and the identification and preservation of attraction factors are key to this.

Digital availability

Digitality is making rapid progress in the tourism and event sectors. The winners in the international competition are areas that can be found, compared and bought all year round. A company that is not available for reservation and purchase digitally is excluded from all electronic sales channels. That is why Visit Tampere is constantly training and informing partner companies to help them keep up.

A visitor arriving in Tampere can easily find Tampere's products, services and various events in various digital channels in an uninterrupted chain of services. Companies have invested in digitality, allowing visitors to search, find and compare Tampere regardless of the time of day. In addition, products, services and events can be purchased quickly, and products are easy to compare.

Domestic and international attractiveness

Year after year, Tampere has been one of the most appealing domestic destinations. Tampere is recognised by strong growth and numerous investments (Tampere Deck Arena, Särkänniemi area, tram).

Internationally, the spotlight has been on 'runner-up cities', which are not yet well-known internationally. These cities are characterised by good, high-quality hotel capacity and constant investment in the adventure and tourism sectors.

Universities and the scientific community play an important role in the attractiveness of the city as a place to study, work and invest in. With its merger in January 2019, the new Tampere University has become even more competitive and internationally networked.

STRATEGIC OBJECTIVES AND OPERATIONAL GUIDELINES

A COMPETITIVE TOURISM ECOSYSTEM THROUGH DIGITALITY AND DATA

Visit Tampere promotes the digitality of partner companies, where e-commerce, including reservations, is an integral factor. The whole process must go smoothly and without interruptions in real time, from design to booking and payment. Visit Tampere is involved in the search for suitable digital platforms and systems (open interfaces) which partner companies can use and which serve the shared ecosystem. The provision of training and practical assistance is part of this whole, as is the provision of the information in question to support activities.

Knowledge management

Numerous studies, statistics, market data and diverse other data available from different sources enable success and the Tampere region's growth in the tourism and event markets. Combining and utilising different information helps make the right decisions and choices in markets.

Information and data are acquired and shared in cooperation with Business Finland, other cities and partner companies. Information is shared and distributed to partners, other stakeholders and, in particular, the media. Information and data are processed and market intelligence is used to support decisions. In collecting data, partner companies have an important role to play in providing information about customers' experiences and the development of their own business to Visit Tampere to generate valuable information on the impact of measures.

Strengthening local, national and international cooperation and networks

Visit Tampere is primarily responsible for strengthening local, national and international cooperation and networks. Visit Tampere is reshaping the Visit Tampere Partners model and strengthening the partnership paths and dialogue with partner companies. In addition, partner companies are actively involved in developing the partnership model and the Visit Tampere Partners network. Partner companies are encouraged to operate sustainably, digitally and internationally through incentives.

Partner companies influence the content of the partnership events, and Visit Tampere offers the most attractive and inspiring training and discussion opportunities to improve business. New and developing partners are acquired for the network through opportunities open to all. In addition, the division of labour and responsibilities is being clarified between partner companies and Visit Tampere.

Visit Tampere participates actively in local, national and international networks (Visit Finland, Finland Convention Bureau, ICCA, CNF, Suoma, Tampere Chamber of Commerce and Industry and entrepreneur associations).

BOLD MARKETING OF THE TAMPERE REGION ADDS VALUE TO THE MARKETING AND SALES OF PARTNERS

Strategic marketing

Visit Tampere is responsible for strategic marketing, which means finding value, producing value and communicating value to tourists with effective measures. It is, above all, courage, competence and creativity. This identifies Tampere's potential for success in international and domestic markets, strengthens the Tampere brand and effectively disseminates its messages.

Visit Tampere leads the planning of the measures and engages partner companies in the planning every year. Visit Tampere compiles an annual plan, and partner companies are actively involved in its planning and implementation. The dialogue is strengthened by various means at events, in face-to-face meetings with partner companies and through electronic channels. The annual plans are mirrored in the direction of strategic partners, such as Visit Finland, Finland Convention Bureau (later Business Finland), other strategic partners (e.g. transport companies) and regional policies.

Information and data are systematically used in plans and in implementing measures. Information and data are processed and target market intelligence is used to support decisions.

Refining messages and target groups

Visit Tampere refines marketing messages and target groups using the Tampere.Finland brand. Partner companies are also committed to target groups and marketing messages to maximise the dissemination of messages. Partner companies are encouraged to use common marketing messages through a range of incentives developed in the partnership network.

The Tampere region's visibility is being increased and strengthened in the selected target markets: German-speaking Europe, Japan, Russia, China and Finland. The international target markets are based on cooperation with Business Finland and other regions. In international markets, operations are always carried out in conjunction with Visit Finland, other regions and selected partner companies.

In Finland, operations are carried out in collaboration with partner companies. Visit Tampere coordinates the cooperation and ensures the visibility of the Tampere brand and the spread of messages on its own website and social media channels also in Finland. Where appropriate, other measures or channels are also used to spread the message when the target groups in the country have been refined. Partner companies play an important role domestically. They distribute and reproduce brand-compliant marketing messages, sales talks and visual materials (videos and images) to their respective target groups.

Unbroken chain of marketing and sales

Ideally, an unbroken chain of sales and marketing enables effective cooperation between Visit Tampere and partner companies as well as maximising results. The goal is for marketing and sales to be a smooth and consistent process that integrates seamlessly.

Visit Tampere selects channels and measures by market area, taking into account the special features of each market area. The emphasis in the channels is on digitality, as the number of individual tourists is growing globally and digital platforms play an important role in tourism development.

Courage to take action and make choices!

Visit Tampere facilitates and coordinates tactical marketing and sales operations in the region, both internationally and domestically. The tactical measures focus on digital channels. Visit Tampere coordinates and focuses on forming a clear message in tactical marketing and sales operations.

Partner companies are responsible for their own marketing and, in the case of joint operations, for sales, after-sales service and follow-up.

In domestic marketing and sales operations, partner companies play a leading role. Visit Tampere coordinates a uniform message and focuses measures for the months when the hotel occupancy rates in Tampere are known to be lower than the average in Finland. Partner companies are responsible for their own marketing all year round.

The social media channels and websites aim to reach the right target groups both domestically and internationally and to communicate stories and interesting phenomena using the Tampere.Finland brand. Visit Tampere's role is to communicate the interesting phenomena and stories of the region visually with videos and images. Partner companies create content, stories and phenomena in order to increase international awareness and maintain domestic attractiveness. Visit Tampere's website is becoming increasingly important in digital campaigns, which combine attractive marketing materials with existing digital sales channels, creating the most straightforward shopping path possible. The site is optimised separately for each language market. Partner companies should also review and develop their own digital channels, taking into account the needs of today's customers. Partner companies benefit most from Visit Tampere campaigns when their own websites and sales channels are in order.

The media and influencers that are selected in each market area play an important role in marketing. In general, destinations that use the media and influencers can raise their profile and thrive in global competition.

Visit Tampere's operations put an emphasis on influencers and the media. Established successful influencer-marketing concepts (such as Instagram) will be utilised and refined further. Visit Tampere and Business Finland invite influencers and media from the target market to the region together. In addition, other ways of increasing Tampere's visibility in the target markets are being explored. Partner companies play an important role in producing content and actively offer products, services and phenomena to Visit Tampere. These are used to compile visitor programmes for the media and influencers.

Tours and digital resale and direct sales channels

The success factors in domestic and international competition are the interesting and varied offerings of cities and partner companies (programme services, hotels, restaurants, etc.) that can be easily purchased digitally, online and from tour operators. This increases the city's visibility, makes purchasing easier and makes visible what is on offer.

In the pursuit of international customers, cooperation between different cities and partner companies is important. They are also offered tourism products that are not confined by the borders of countries, cities, municipalities or regions. It is important to make Tampere a part of the tours of the Nordic countries, the Baltic countries and Finland (Helsinki, Lapland, lake districts) for individual visitors and group trips.

In the future, partner companies' own direct sales channels, global retail and recommendation channels and interfaces between these will be important both in Finland and internationally. Partner companies' own direct sales channels (such as Bókun, BookVisit) are online stores on partner companies' own websites that enable products to be sold 24 hours a day, regardless of time and place. From the customer's point of view, buying is easy, quick and effortless. Resale channels (Finnair Now/here, Airbnb Experiences, Hotels.com, Booking.com, Ebookers) also allow cross-selling and wider packaging of products into a single package. Recommendation marketing is important and also a part of direct sales and retail channels. Partner companies should also take into account separate recommendation channels, such as TripAdvisor, in their activities.

Visit Tampere trains and inspires partner companies to use digital direct sales, retail and recommendation channels. In addition, Visit Tampere connects actors and helps to enable cross-selling between the different actors. Visit Tampere will make these direct sales channels even more accessible on its website and social media channels, thus strengthening the customer journey. To be effective, businesses need to have more of their own online stores and to be involved in the appropriate sales channels.

As global direct sales and retail channels become more important, tour operators also play an important role. As individual numbers of tourists increase, leisure tour operators specialise in different group travel products (such as fishing and cycling tourism) and also commercialise the offering to individual visitors. Tours in Finland and the Nordic countries play an important role.

Visit Tampere and Business Finland play a significant role in the tour operator's work. Visit Tampere and Business Finland meet tour operators at workshops and fairs in the target market. In cooperation with Business Finland, tour operators that sell products to international target groups are invited to the region. Partner companies will be encouraged and urged to take action in the target market. Visit Tampere leads the planning, coordinates the programme and selects companies from the partnership network to be included in the visits. Partner companies, for their part, develop interesting products and services and actively offer their products for the introductory visit. In addition, partner companies are responsible for sales and follow-up.

Science and research as a strength of the Tampere region

The growing range of conventions in the Tampere region and the new arena strengthen Tampere's significance in the congress and convention business both at home and internationally. The Tampere university community and internationally networked scientists provide a good basis for the growth in the number of international congresses in Tampere.

The Tampere business sector is a major partner, which increases Tampere's attractiveness for business conferences and incentive trips in Finland and internationally.

The revenue and employment impact of the congress and business-event sector is significant for cities. Visitors to a congress have a long stay relative to leisure travellers (5 days) and spend more money than average tourists. A single congress delegate spends EUR 1,340 during their visit (FCB, Delegate Survey 2016).

Tampere Convention Bureau (TCB) is part of Visit Tampere and draws potential international scientific actors to the city. TCB also encourages local scientists to organise congresses in Tampere. Tampere's recently reorganised university community is a major strategic partner for TCB. TCB leads the search processes for congresses using the Tampere brand, company offerings and services to influence the location of congresses. Search services are developed in cooperation with the university, and the aim is to focus on the health, technology and social research in Tampere. Dialogue with partner companies will be strengthened to enable the Tampere congress and convention sector to respond to expanding needs. In addition, partner companies are involved in the process of applying for congresses where possible and offer locations for congresses. TCB, in cooperation with the Finland Convention Bureau and partner companies, takes various measures to increase awareness of Tampere as a congress and business conference city at international and domestic level. TCB also maintains contact with international scientific organisations and business conference organisers.

Tampere is an important area of domestic business conferences and incentive trips. The renewing and growing supply in Tampere also offers additional potential for pursuit of international target groups. Visit Tampere will refine the objectives and explore the potential of partner companies to meet the need for incentive trips and business conferences. Where appropriate, opportunities for incentive trips and business conferences will be organised for partner enterprises.

European Capital of Culture application

Tampere's application for the European Capital of Culture is a key element in promoting the tourism and event business. It produces positive images of the operating environment and builds the area's attraction and retention power and a high quality of life, attracting visitors from different segments. The experiences arising from culture also affect the business conditions of companies, improving business experience, innovation and renewal capacity as well as the competitiveness and value creation of the region. Visit Tampere participates in the Capital of Culture application projects as an expert, marketer and developer of affected ecosystems together with Business Tampere.

SUSTAINABLE GROWTH AND APPEAL THROUGH A TOURISM-FRIENDLY OPERATING ENVIRONMENT AND ACCESSIBILITY

From regional marketing to comprehensive tourism management

The roles of Visit Tampere, partner companies and other stakeholders need to be clarified amidst the major changes in tourism and the expansion of the operating field. This way, the ecosystem works as efficiently as possible. The role of Visit Tampere is to promote the construction and development of the operating environment through strategic planning, representation of interests and development work. Visit Tampere leads, designs and implements measures in conjunction with partner companies and acts as the regional mouthpiece and represents interests in the travel and event field. The main areas in this are the Tampere region, the greater tourism areas and Visit Finland. This makes it possible to develop Tampere's internationalisation and to be a central part of the Finnish Lakeland.

Plans and measures must be based on data collected from different information sources and made clear. These actions are prepared openly in collaboration with partners, both face-to-face and using digital tools.

Visit Tampere's role is to serve as a platform for cooperation between entrepreneurs and public tourism operators, enabling regular meetings between different actors. Meetings will be ensured especially for the partners involved in the partnership model, but some of the opportunities will be opened to the whole tourism industry in the Tampere region. This will ensure the best possible flow of information and reach new companies interested in cooperation and internationalisation. Partners have an important role to play in bringing information to Visit Tampere on how tourists have experienced the services in the area.

Visit Tampere has an important role to play in highlighting the tourism perspective in the development of the operating environment. Visit Tampere coordinates and introduces in the dialogue the needs and aspirations of tourism, including town planning, infrastructure (such as Wi-Fi), the route network, safe guidance and legislation supporting tourism growth.

Improving accessibility is an essential prerequisite for the growth of Tampere's attractiveness and tourism. At the same time, the carbon footprint of transport is one of the most important sustainability challenges for tourism. The challenge will be met by investing in extending the stay of tourists arriving in Tampere, in direct flight connections and in sustainable public transport connections, especially on rails. Smooth rail connections serve both domestic and international travellers. In addition, Visit Tampere will improve and increase the sustainable mobility services available to tourists within Tampere and the region in cooperation with key stakeholders. The city centre and the surrounding areas are highly accessible by foot or bicycle, which brings a competitive advantage.

The goal is to create a sales platform (app) that provides all traffic information and tickets easily in one place. This includes up-to-date and accurate information on the connections of the Tampere airport, Helsinki airport (to the city region), the railway station and the bus station. In addition, the sales platform will integrate internal public transport links and information on parking places. The sales platform will be communicated through partner companies' own websites and the visittampere.fi site.

Strategic partnerships and active representation of interests at regional and national level are key to promoting sustainable accessibility. Sustainability can be made a competitive advantage vis-à-vis other areas by, for example, building a common and genuinely effective emission compensation model.

With partner companies, it is important to create a common vision and goal for sustainable tourism in the region, to engage the actors in implementing them and to provide companies with the tools to develop business sustainability.

Systematic development of partner companies' business and of an operating environment supporting sustainable growth will be promoted through Visit Finland's Sustainable Travel Finland

programme. The strategic objective is to bring the Tampere region into the programme as a destination and to engage the network of partner companies in this. The close interaction between the city and the countryside as well as the utilisation of local services and production are the foundation stones of sustainable tourism in the region and the region's attraction. The aim is to harness the potential of urban nature and the nature of the lakes more strongly than before as a driving force for tourism.

MONITORING INDICATORS AND METERS

Tourism development indicators and Visit Tampere's performance meters are linked to the strategic objectives. The indicators reflect the state and development of tourism in the region. The meters show the results and effectiveness of Visit Tampere's operational measures. They also contribute to the realisation of Visit Tampere's mission, giving the authors measurable goals and messages about what is important.

Impact: Development of the operating environment and the ecosystem – indicators

- Income from tourism, overnight stays, length of stay, comparison with competitor cities, event visitors and income, congress visitor numbers and their income effects
- Number of new tourism enterprises

Effectiveness and efficiency: Visit Tampere's operations

- Customer satisfaction, partners' degree of internationalisation, partners' involvement in campaigns
- Development of partner companies' turnover
- Number of partners' own online stores
- Effectiveness of campaigns
- Development of social media hits and number of visitors to the site
- Development of the number of congresses applied for and received
- Number of sustainability certificates
- Effectiveness of development projects

Capability: Visit Tampere's human resources and management

- Analyses produced to support operational management
- Job satisfaction
- Board's self-assessment

