



Linking Estonia and Latvia
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through cooperation in active tourism and developing
tourism marketing and skiing infrastructure” /
„Active tourism – attractive feature of Madona and Põlva“

ACTIVE TOURISM AND RECREATION STRATEGY 2020 AND ACTION PLAN 2015 FOR PÕLVA AND MADONA REGION

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I Introduction

Every place represents a value itself for living, working and tourism, that we would like to share with other people in local and in foreign markets with the objective to increase an attention among them. Involving citizens and companies in the region, gives a great opportunity for local authorities to establish services and conditions to market the region and specific place. Põlva parish and Madona region have decided to develop a common marketing strategy approach and action plan for marketing both Põlva and Madona region in order to introduce active tourism and vacation opportunities in the region. For small places it is common that marketing activities are developed and implemented as much as possible in cooperation with local authorities and private entrepreneurs in the region. This means that all partners, companies and organizations that are involved in the network, market the place which in this case, is either Põlva or Madona region. Põlva region includes Põlva city and nearby municipalities of Põlva parish and Madona region includes Madona city and nearby local municipalities. Alone the local municipality or private companies will not be able to achieve the same results, especially in the condition of limited resources. The active tourism and recreation strategy and action plan is developed by Know-how Centre under the management of project manager Toomas Danneberg in close and active cooperation with Põlva parish and Madona TIC and local companies in the field of active tourism and recreation.

II Mission

To guarantee sustainability and competitiveness of active tourism and recreation in cooperation with active tourism and vacation services providers in common complementary network.

III Vision

To introduce Madona and Põlva region as "the centre for active tourism and recreation" by increasing the number of visitors and spendings on active tourism and vacation services with the objective to become the most popular "active tourism and recreation centre" in the country by 2020.

IV Objective of marketing strategy

Madona and Põlva region marketing plan motivates the residents of the country to travel to Madona and Põlva regions, stimulates travelling to Madona and Põlva regions by residents of other countries and encourages residents to make use of active tourism and vacation services in the region.

V Marketing strategy 2020

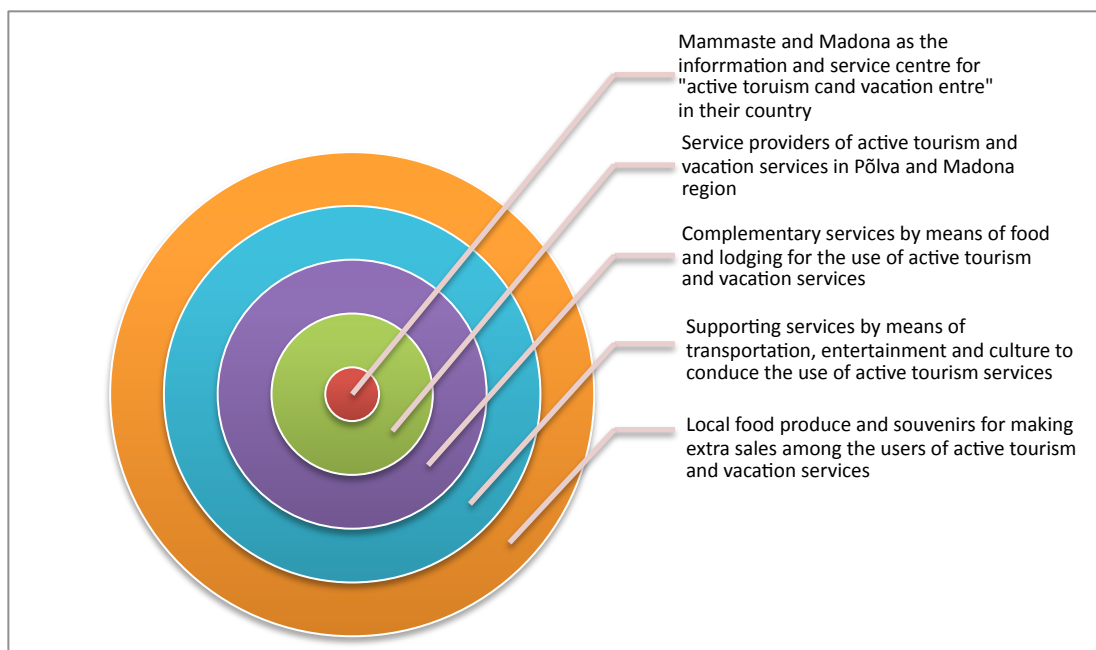
Põlva and Madona region are both in their home country the "centre for active tourism and vacation" by combining active tourism and recreation opportunities, offered by different service providers, into a unified service package, and creating awareness and preference through co-marketing activities.

Keywords for the strategy:

- Centre for active tourism and vacation
- Diversified service options with the above average service quality
- Natural environment that is worth for discovering
- Service companies in the network market the region as a whole
- Creating remarkable experience among visitors and turning them into advocates.

Strategy is meant for binding active tourism and vacation activities between different service providers so that it will create a stronger and more extensive perception about active tourism and vacation services offered by Põlva and Madona region in the mind of existing and potential visitors (figure 1). It's a selection of different active tourism and vacation opportunities, services and conditions that a single service provider is not able to achieve through its own marketing activities. In doing this we create a network of active tourism and vacation service providers in Põlva and Madona region, which leads to the idea of marketing the places as "the centre for active tourism and vacation". Both places have much in common and have very strong potential to create a remarkable experience for visitors to become "the centre for active tourism and vacation". Being "the centre for active tourism and marketing" Põlva and Madona region wish that the visitors would share their positive experiences and acting as advocates and marketers.

Figure 1. Marketing strategy for "active tourism and vacation centre" of Põlva and Madona region 2020



Põlva and Madona regions are marketed as "the regions for active tourism and recreation" in their region and respectively in Estonia and Latvia. The central point for "the active tourism and recreation centre" will be the information and service centre located for Põlva region in Mammaste (Mammaste Tervisespordikeskus) and for Madona region in Madona, with Tourism Information Centre.

Companies and organizations at different levels (figure 1) who are part of the "the centre for active tourism and vacation" network, must be able to guarantee a certain quality standard in offering services (quality standard must be developed by Põlva and Madona regions during the first year of the project) in Põlva and Madona region.

VI Target groups

According to the essence and nature of active tourism and vacation services and the strategy for active tourism of Põlva and Madona region, appropriate target groups are defined on the basis of RISC model. Risc model determines and describes the target groups based on their value-judgement and needs. This is international survey and in the Baltics TNS is conducting the survey once every two years. This mapping shows what is important for specific target groups, what they value and what media they consume. Besides the end users (table 1), business customers and organizational customers are defined in table 2. Organizational customers include schools, training schools and organizers of different active tourism, recreation events and sport camps.

According to the marketed services of active tourism and vacation, it is important to approach market segments that want to change, to improve their lifestyle and either care about themselves and others or want to establish themselves. About 40-50% of people belong to these two segments.

Table 1. Target groups for "the centre for active tourism and vacation" of Põlva and Madona region: end users

	CARING Looking for change and have a caring attitude and behaviour	DISCOVERING Looking for change and have a self-establisher attitude and behaviour
Demographics	<ul style="list-style-type: none"> ○ Middle-aged ○ Large share of women ○ Family-people 	<ul style="list-style-type: none"> ○ Young ○ Half in age of 15-25 ○ One third in age of 26-35
Attitude	<ul style="list-style-type: none"> ○ Clear values and principles ○ Care about others ○ Care about themselves ○ Committed to family, family is important ○ Looking for inner balance ○ Interested in mental advancement 	<ul style="list-style-type: none"> ○ Looking for challenges and new experiences ○ Want to differ from others, personality is important ○ They play with identity and experiment with boundaries ○ Hungry for enjoyment ○ They dream about fame and richness ○ Outer-beauty is important
Lifestyle	<ul style="list-style-type: none"> ○ They miss free-time ○ Recreation in nature, health-related services and activities are important ○ Self-improvement, reading, music ○ Travelling in home- and foreign country 	<ul style="list-style-type: none"> ○ Mobile and activity-intensive. ○ Listening music, watching movies, sport, video and computer games ○ Hanging-out with friends
Behaviour	<ul style="list-style-type: none"> ○ Work as self-establishment activity/tool, important is sharing the same principles with employer 	<ul style="list-style-type: none"> ○ Work for high practical value, high willingness to go work for abroad (especially in

	<ul style="list-style-type: none"> ○ Interested in healthy food ○ Activities in nature ○ High commitment to family ○ Social values are important 	<ul style="list-style-type: none"> ○ younger segment) ○ Active in sport ○ Sport and healthy life-style for outer-beauty ○ Spend a lot of time outside home ○ Wish to share their opinions, views in society
Media usage	<ul style="list-style-type: none"> ○ Regular newspaper readers ○ Remarkable TV-watchers: news, broadcasts about nature ○ Diversified internet usage, communication in internet both private and business communication 	<ul style="list-style-type: none"> ○ Social-life oriented magazines, technology magazines ○ Big TV-watchers: comedies, reality shows, science-fiction ○ Internet and social networks as communication environments

Marketing and communication activities targeted to the customers in foreign markets, should also be built based on the segments described in table 1. This way we are able to develop a communication platform on the same basis. The difference will occur when planning communication channels for foreign and local market.

Table 2. Target groups for "the centre of active tourism and vacation" of Põlva and Madona region: businesses and organizations

	ORGANIZATIONS public organizations, unions, non-profit organizations, schools, etc.	BUSINESSES Medium and large companies, ministries, state companies
Kids / student camps	X	
Training-camps	X	
Public organizations that promote healthy lifestyle	X	X
Sport-days / camps	X	X
Summer and winter events and days	X	X
Seminars, trainings	X	X

VII Differentiation

Põlva parish and Madona region will be able to create a meaningful difference in place marketing only when they focus on strengths and uniqueness of the region. Active tourism and vacation is the area to focus on in Põlva and Madona region and the differentiating factor will be "The Centre" for active tourism and vacation field.

Differentiation

PÕLVA REGION - THE CENTRE FOR ACTIVE TOURISM AND RECREATION IN ESTONIA

MADONA REGION - THE CENTRE FOR ACTIVE TOURISM AND RECREATION IN LATVIA

With the objective to transfer both places into the idea of "THE CENTRE" for active tourism and vacation, Põlva and Madona take responsibility and task to become a leader and as example to other places in this field in the region and country by 2015.

For achieving differentiation, the following principles are crucial:

- FOCUS- we are specialized in active tourism and recreation services
- CENTRE - we have gathered together the services of active tourism and vacation and created information and service centre in physical and also in virtual form (in internet)
- NETWORK - we have developed a network of service providers in active tourism and vacation field who are able and willing to guarantee agreed quality level
- NATURAL ENVIRONMENT - we offer to enjoy active tourism and vacation services and activities in a very diversified and rich environment in every time of the year
- ENABLING SERVICES - we bring out the supporting and complementary services that increase the usage of active tourism and vacation services (figure 1)
- PUBLIC EVENTS - events and activities that serve the public interest in the field of active tourism in every season and media coverage
- LOCAL CRAFTSMANSHIP and CULTURE - we indicate the places where to purchase and consume the local produce and experience the local craftsmanship

VIII Communication

In marketing, the main activity will be the communication of "The centre for active tourism and vacation" message for both Põlva and Madona region among the target groups specified in table 1 and 2. In communication the main principle is to inform, educate and involve target groups as illustrated in figure 2.

Figure 2. Communication approach for Põlva and Madona region

INFORM	EXPLAIN / EDUCATE	INVOLVE
Creating awareness about the place's active tourism and vacation centre, its services and activities	Explaining how and demonstrating the benefits of consuming active tourism and vacation services and activities in the centre of active tourism and vacation	Involving target groups' representatives in order to know their considerations, needs and interests in the field of active tourism and vacation with the aim develop and implement activities in cooperation

Such approach enables us to create awareness, bring out the reasons why to prefer Põlva and Madona region for active tourism and vacation activities and involve target

groups and their representatives into organization and implementation of active tourism and vacation activities.

Awareness and visibility

- Põlva and Madona region need better :
 - awareness
 - one concept in communication
 - physical and virtual information and service centre
 - visibility
 - installation of signs
 - advertisements and sales promotion materials
 - creating an internet site for active tourism and recreation and involving all service providers in the network

Explaining to target groups

- Educating target groups
 - explaining the benefits of active tourism and vacation activities and services to people
 - learning at the information and services centre (Mammaste in Põlva and Madona TIC and Madona TIC representation office in "Smeceres sils")
 - communication of target group experiences in internet and printed materials

Involving target groups

- Public events like for example nordic walking, learning together active tourism and vacation activities
- Creating database of visitors for personal marketing communication: reminders, information, events calendars, invitations to events, feedback, etc.

Message.

Development of the message on the basis of strategy and differentiation. Strategy tells us that we have to market Põlva and Madona district as the network of organizations and companies involved in active tourism and vacation services and activities. Differentiation tells us that specialization is one of the key elements in collecting the active tourism and vacation services and activities into one "the centre" concept which has its own information and service centre (Mammaste and Madona) with both physical facilities and internet environment (homepage or portal).

Long-term objective is to establish a very strong perception among target groups and decision makers about Põlva and Madona region as the centre of active tourism and vacation respectively in Estonia and Latvia by year 2015.

IX Information and service centre for "active tourism and vacation centre" in Põlva and Madona region

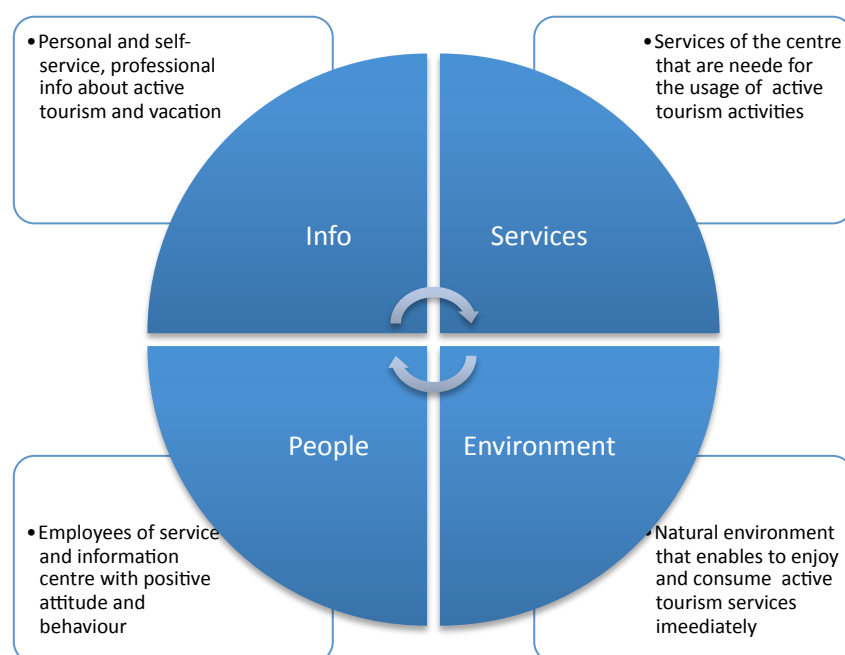
The centre for active tourism and vacation.

Marketing place as the region, it is crucial to establish a central point for the region which will be so-called meeting point where visitors are coming to gather information about the region's active tourism and other tourism information and consume services. This central point will also act as the starting point for active tourism activities for the whole region. This central point has information about all service providers and vice-

versa. Visitors must be able to reach to the centre directly or through the service providers that belong to the network of active tourism and vacation service providers. The information and service centre as so-called "Meeting point" should be either operated by municipality, by private operator or in private-public partnership. The place will be developed with full range of information and other services by 2015.

- o Information and services centre must work and operate in principle (figure 5) that it will create a remarkable experience for visitors. For that reason clear principles has to be developed and on the basis of this principles the information and services centre will be in operation by 2015

Figure 5. The concept for information and services centre of "The centre of active tourism and vacation" - CREATNG REMARKABLE VISITOR EXPERIENCE



- o In Põlva the information and services centre for "active tourism and vacation centre", will be Mammaste Tervisespordikeskus (Mammaste Recreation Centre). For the future purpose they could consider to change the name to more appropriate name that describes much better the core idea of the centre .The Tourist Information Centre in Põlva should be merged into the new information centre in Mammaste Tervisespordikeskus. This means that Mammaste stays as the central point for tourist information and the tourist information centre in Põlva town will act as subsidiary service centre. In addition 2-3 self-service kiosks (touch-screen computer-based information stand and one type of brochure about the active tourism and recreation services in the region) should be developed and placed in Põlva region at either hotels, shopping centres or restaurants, cafe.
- o For Madona Tourist Information Centre, taking into account the natural environment, the choice of tourist services and active tourism opportunities available, the Madona TIC should develop a subsidiary information and services centre at Madona Recreation and Sport Centre in "Smeceres sils". This means that

Madona TIC stays as the central point for tourist information and the tourist information centre in "Smeceres sils" will act as subsidiary information and service centre. In addition 2-3 self-service kiosks (touch-screen computer-based information stand and one type of brochure about the active tourism and recreation services in the region) should be developed and placed in Põlva region at either hotels, shopping centres or restaurants, cafe.

- o In table 3, Põlva and Madona region information and service centre with its functionality and services is described.

Table 3. The functionality of the information and service centre of the Põlva and Madona region centre for active tourism and vacation

	Mammaste Recreation Centre	Madona TIC
Central facility	Mammaste Recreation Centre	Madona Tourist Information Centre
Subsidiary with personnel	In Põlva town	In Madona sports and recreation centre at "Smeceres sils"
2-3 self-service information centres	In most important hotels, restaurants or cafes	In most important hotels, restaurants or cafes
Web-home	So-called landing page in internet "Centre for active tourism and vacation in Põlva region. The logic behind the web-home is based on the marketing strategy presented on figure 1. From this page the user can navigate and go to services and service providers involved in this network. The web-home is managed by the operator of information and service centre.	So-called landing page in internet "Centre for active tourism and vacation in Madona region. The logic behind the web-home is based on the marketing strategy presented on figure 1. From this page the user can navigate and go to services and service providers involved in this network. The web-home is managed by the operator of the centre - Madona TIC.
Information service	Printed information about the active tourism and vacation opportunities in Põlva region	Printed information about the active tourism and vacation opportunities Madona region
	Electronic information about active tourism and vacation - information kiosk in the centre and touch-screen infokiosk outside the centre for self-service purposes In addition 2-3 self-service information kiosks (electronic and printed information)	Electronic information about active tourism and vacation - information kiosk in the centre and touch-screen infokiosk outside the centre for self-service purposes In addition 2-3 self-service information kiosks (electronic and printed information)
	Advising visitors on active tourism and vacation services available by the information and service centre in Mammaste	Advising visitors on active tourism and vacation services available by the information and service centre in Madona and "Smeceres sils"
	Printed and electronic information about tourism opportunities in Põlva region.	Printed and electronic information about tourism opportunities in Madona region

Services	<p>Taking into account the functionality of the centre and activities and services that could be provided in surroundings by the centre during the week upon request and during the weekend full-time basis.</p> <ul style="list-style-type: none"> o ski-rent o ski maintenance o nordic-walking: rent and coaching o massage o football equipment rent o rent of disc-golf equipment o coaching of activities provided by the centre or connected to the centre (e.g. using tracks for running, skiing) o Shower, sauna, etc. 	<p>Taking into account the functionality of the centre (at Smeceres sils) and activities and services that could be provided in surroundings by the centre during the week upon request and during the weekend full-time basis.</p> <ul style="list-style-type: none"> o ski-rents o ski maintenance o nordic-walking: rent and coaching o massage o coaching of activities provided by the centre or connected to the centre (e.g. using tracks for running and skiing) o Shower, sauna, etc.
Supporting services	<ul style="list-style-type: none"> o Food o Accommodation o Seminar facilities o Event management and facilities on active tourism 	<ul style="list-style-type: none"> o Accommodation (at Smeceres sils) o Event management and facilities on active tourism and vacation
Additional services	<ul style="list-style-type: none"> o Parking for camping cars 	<ul style="list-style-type: none"> o Parking for camping cars (at Smeceres sils)

Table 4. The services of the centre for active tourism and vacation provided by network in Põlva and Madona district based on the marketing strategy framework presented in figure 1.

Service / Function	Põlva region - the centre for active tourism and vacation	Madona region - the centre for active tourism and vacation
Regional information and services centre for the centre of active tourism and vacation	Mammaste Recreation Centre	Madona Tourism Information Centre
Service providers of active tourism services and facilities	<ul style="list-style-type: none"> o Mammaste TSK o Taevaskoja Salamaa o Taevaskoja turismi ja puhkekeskus o Matkajuht o Lokko talu o Veete kanuumatkad o and others 	<p>Skiing bases:</p> <ul style="list-style-type: none"> o “Lido mount” (from Madona 19 km), o “Reku mount” (from Madona 6.km) o and others
Complementary services: food and accommodation	<ul style="list-style-type: none"> o Pesa Hotell o Männi Talu o Taevaskoja Salamaa 	<ul style="list-style-type: none"> o Hotel “Madona” and cafe “Kore”. o Hotel and café

	<ul style="list-style-type: none"> o Taevaskoja turismi ja puhkekeskus o Värskä o Sanatoorium/Veekeskus o and others 	<ul style="list-style-type: none"> “Rudzons”. o Hotel “Jānis”. o Hotel and café “Smeceres krogs” o and others
Supporting services: transport, entertainment, excursions	<ul style="list-style-type: none"> o Tammekännu Vabaajakeskus o Taevaskoja turismi ja puhkekeskus o Tuuliku Reisid o AS Kagureis o and others 	<ul style="list-style-type: none"> Transport services o “Savejie M”. Recreation measures o Madonas city recreation centre. o Guide service by Madonu and Madonas region o and others
Products with local origin	<ul style="list-style-type: none"> o Süvahavva loodustalu o Sikahansi talu o Kõlleste kommimeistrid o Kioma keraamika o Sanders Silm (seebid) o and others 	<ul style="list-style-type: none"> o “Lazdonas piensaimnieks”. o Sweet pastry “Krumina bekereja”, “Slageris”. o Caprine milk-based products- farm “Livi” o and others

In the table the companies or organizations that are listed, are as first examples of those who provide active tourism and recreation services (according to the logic presented in figure 1) and can guarantee a certain quality in providing these services. The number of companies that will be involved in the network will be decided in the course of the strategy implementation by Põlva parish for Põlva region and by Madona TIC for Madona region as the leaders and responsible organizations for the strategy.

X Marketing activities

The following principles have been taken into account in the development of marketing activity plan:

- Promoting travelling to all regions, destinations and attractions within Põlva and Madona region.
- Promoting travelling to region's lesser-known and under-utilized destinations.
- When marketing outside region, promote travelling to all destinations in the region.
- Stimulating travelling to lesser-known and under-utilized destinations and work with these destinations in the development of regional and related tourism marketing programs.
- Making the best use of resources by applying cooperative partnership and funding techniques, where they serve region's best overall interests in attracting travel to and within region.

By year 2015 for Põlva region:

- o Mammaste recreation centre operates as the information and services centre for "active tourism and vacation centre"
- o Mammaste recreation Centre has established a branch office in Põlva city and 2-3 self-service information kiosks (touch-screen infokiosk outside the centre for self-service purposes)
- o Kids playground at Mammaste information and services sector
- o Outdoor physical training facilities for adults

- o Have built camping-type cottages. The building capacity will be decided during the first year of the project, 2011
- o Have finalized the work and conditions for parking the caravans
- o Mammaste Recreation Centre has created a seminar facility with the capacity of 15 persons
- o Develop and implement internet based portal or website about active tourism and vacation in Põlva region. Website that involves all companies (table 4) and organizations in the network of active tourism and vacation services.

By year 2015 for Madona region:

- o Sports Centre in "Smeceres sils" real designed amelioration:
 - Visitors center building which contains information on the Sports centre tender, changing rooms, shower, WC and ski maintenance room.
 - Administrative building (umpire premises, emulation organizer, press centre).
 - Tehnologys sites construction.
- o Madona Recreation and Sports Centre in "Smeceres sils" operates also as subsidiary for Madona TIC in the field of active tourism and recreation
- o Children playground at Madona Recreation and Spots Centre as "the centre for active tourism and vacation" in Madona region
- o Outdoor physical training facilities for adults
- o Develop and implement internet based portal or website about active tourism and vacation in Madona region. Website that involves all companies (table 4) and organizations in the network of active tourism and vacation services.
- o Develop active tourism routes between Põlva parish and Madona district for the travellers (by cars, by bikes). Today there is already available cycling travel rute between Southern Estonia and Northern Latvia.

XI Marketing programme

- Creating awareness about active tourism activities and conditions in Põlva parish and Madona region as "The centre for active tourism and vacation"
 - o collaborative marketing promoting region
 - o internet marketing, including social network portals
 - o on national internet-based tourism portals introduction of active tourism
 - o as newsfeed about the events in the region on partner websites
 - o broadcasts of different events
 - o signage on roads
 - o clubs, unions, associations, schools (incl. sport-schools) as channel creating awareness
 - o offers for businesses and organizations creating so "employee recreation" product, series of events
 - o collateral marketing promoting local-regional products
 - o Põlva and Madona tourism material
- Creating preference
 - o collaborative marketing
 - o stories and references by current users in internet marketing sites (website, partners websites, social network sites)
 - o personal information to current users through database marketing: creating advocates
 - o collateral marketing introducing local products

Table 5. Marketing activity plan for marketing Põlva region's "The centre for active tourism and vacation 2011-2015

	Activity	2011	2012	2013	2014	2015	Implementer	Budget (EEK)
1	Creating a concept of the website/portal (so-called landing page) for the centre of active tourism and vacation. Registration of the domain name. Languages used: Est, Eng, Rus, Fin , LV languages						Põlva parish	25 000
1.1	Creating design for the web-concept and programming the webpage						Põlva parish	50 000
2.	Creating an account in Facebook.com (+other social network sites strong in your country among our target groups) environment and developing a page with content and news-feed about active tourism and vacation services, facilities, and providing visitors experiences						Põlva parish	5 000
2.1.	Creation of the database of users by asking permission from visitors and also connecting the users from our service network partners into one database in Facebook (+other social network sites strong in your country among our target groups)						Põlva parish and network partners (service providers in the network)	20 000
3.	Promote and provide information on Puhkaestis.ee and visitestonia.com website about "Põlva - the centre for active tourism and recreation in Latvia"						Põlva parish	8 000

	Activity	2011	2012	2013	2014	2015	Implementer	Budget (LVL)
4.	Visibility of Põlva region as "the centre for active tourism and vacation" on regional and country-level homepages about tourism and recreation. Possibilities: banner-type advertising, link, information page, etc. Pages like: polvamaa.ee, matkaja.ee, etc.						Põlva Parish	5 000
5.	Põlva region "the centre for active tourism and vacation" information on the websites (on front page with link) of network partners in active tourism and vacation						Network partners	2 000
6.	Printed material about active tourism and vacation products "Põlva region - The Centre of Active Tourism a in Estonia						Põlva parish in cooperation with network partners	70 000
7.	Building awareness and preference among coaches, instructors, gym-teachers and decision-makers of schools, sports clubs, etc. by sending once a year printed and electronic version information package about Madona region active tourism opportunities and making an open day or weekend at the centre. Going through all the possibilities the centre offers. Once a year upgrading the database.						Põlva parish	15 000
8.	Advertisements on important road-crossings and nearby larger towns with the message "The centre for active tourism and vacation in Estonia" - Põlva region.						Põlva parish in cooperation with network partners	150 000
9.	Regular feedback from visitors of the information and service centres and all service providers in the network twice a year.						Põlva parish in cooperation with service partners	16 000

	Activity	2011	2012	2013	2014	2015	Implementer	Budget (LVL)
10.	Activity calendar of seasonal activities of the Põlva region - "The centre of active tourism and vacation" on websites, on Facebook site and on partners websites.						Põlva parish	16 000
11.	Information (either advertising or general information) about Põlva region as the centre for active tourism and vacation in the camping info-atlas, guides for Baltics, Scandinavian and German						Põlva parish in cooperation with network partners	50 000
12.	Information days at schools, sport clubs about the opportunities of Põlva region the centre of active tourism and vacation						Põlva parish	20 000
13.	Building awareness and preference about Põlva region the centre for active tourism and recreation among the human resource, training managers of medium and large companies in Latvia						Põlva parish	75 000
Total (EEK) marketing investment for the years 2011-2015								527 000

Table 6. Marketing activity plan for marketing **Madona** region's "The centre for active tourism and vacation 2011-2015

	Activity	2011	2012	2013	2014	2015	Implementer	Budget (LVL)
1	Creating a concept of the website/portal (so-called landing page) for the centre of active tourism and vacation. Registration of the domain name. Languages used: Est, Eng, Rus, Fin , LT languages						Madona TIC	1 200
1.1	Creating design for the web-concept and programming the webpage						Madona TIC	2 300
2.	Creating an account in Facebook.com (+other social network sites strong in your country among our target groups) environment and developing a page with content and news-feed about active tourism and vacation services, facilities, and providing visitors experiences						Madona TIC	230
2.1.	Creation of the database of users by asking permission from visitors and also connecting the users from our service network partners into one database in Facebook (+other social network sites strong in your country among our target groups)						Madona TIC and network partners (service providers in the network)	1000
3.	Promote and provide information on Visitlatvia.lv website about "Madona - the centre for active tourism and recreation in Latvia"						Madona TIC	500

	Activity	2011	2012	2013	2014	2015	Implementer	Budget (LVL)
4.	Visibility of Madona region as "the centre for active tourism and vacation" on regional and country-level homepages about tourism and recreation. Possibilities: banner-type advertising, link, information page, etc.						Madona TIC	230
5.	Madona region "the centre for active tourism and vacation" information on the websites (on front page with link) of network partners in active tourism and vacation						Network partners	100
6.	Printed material about active tourism and vacation products "Madona region - The Centre of Active Tourism a in Latvia						Madona TIC in cooperation with network partners	3200
7.	Building awareness and preference among coaches, instructors, gym-teachers and decision-makers of schools, sports clubs, etc. by sending once a year printed and electronic version information package about Madona region active tourism opportunities and making an open day or weekend at the centre. Going through all the possibilities the centre offers. Once a year upgrading the database.						Madona TIC	700
8.	Advertisements on important road-crossings and nearby larger towns with the message "The centre for active tourism and vacation in Latvia" - Madona region.						Madona TIC in cooperation with network partners	6800
9.	Regular feedback from visitors of the information and service centre and all service providers in the network twice a year.						Madona TIC in cooperation with service partners	700

	Activity	2011	2012	2013	2014	2015	Implementer	Budget (LVL)
8.	Advertisements on important road-crossings and nearby larger towns with the message "The centre for active tourism and vacation in Latvia" - Madona region.						Madona TIC in cooperation with network partners	6800
9.	Regular feedback from visitors of the information and service centre and all service providers in the network twice a year.						Madona TIC in cooperation with service partners	700
10.	Activity calendar of seasonal activities of the Madona The centre of active tourism and vacation on websites, on Facebook site and on partners websites.						Madona TIC	700
11.	Information (either advertising or general information) about Madona as the centre for active tourism and vacation in the camping info-atlas, guides for Baltics, Scandinavian and German						Madona TIC in cooperation with network partners	2300
12.	Information days at schools, sport clubs about the opportunities of Madona the centre of active tourism and vacation						Madona TIC	900
13.	Building awareness and preference about Madona the centre for active tourism and recreation among the human resource, training managers of medium and large companies in Latvia						Madona TIC	3400
Total (LVL) marketing investment for the years 2011-2015								24 260

XII Control and improvement

Once a year the analysis of the marketing plan will be carried out in order to evaluate and compare the actual results with planned activities and changing external environment and if necessary, changes will be made to the plan for the next period.