

The BaltMet Promo Story

Concrete steps towards joint regional marketing



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Foreword

DEAR READER,

Baltic Sea Region's competitiveness potential as a common marketing area is not yet fully exploited. Baltic Sea Region (BSR) does not have a shared identity nor a recognized image. The BaltMet Promo project aimed to face this challenge by a new and innovative approach by enforcing the BSR identity through doing collaborative promotion for the BSR in the global markets.

The project supported the objectives of the EU Strategy for the Baltic Sea Region (EUSBSR) in the field of attractive and competitive cities and regions. BaltMet Promo had a coordinating role of Horizontal Actions related to regional identity building, in the implementation of EUSBSR.

BaltMet Promo was based on the cooperation of Baltic Metropolises Network (BaltMet formed by 11 major cities in the Baltic Sea Region) and the Baltic Development Forum. Creation of profitable BSR products was based on extensive demand and supply research. Tour-

ism Pilot produced a Live like locals concept for Japanese tourists promoting it in Tokyo at two travel events with excellent feedback. Talent Pilot organized a Baltic Sea Region–Japan Coproduction Forum during the Scanorama Film Festival and produced a virtual guidebook on international film coproduction. Investment Pilot produced an Investor's Guide.

BaltMet Promo succeeded in creating BSR products and established a regional method for the creation of new products, which can be marketed in different parts of the world. These were also the first steps for the region to do joint marketing and identity building in global markets.



Matti Ollinkari
Head of International Relations
City of Helsinki

Building a regional identity by creating promotional Baltic Sea Region products for tourists, talents and investors in the global markets

The BaltMet Promo project aimed at joining forces in promoting the Baltic Sea Region on a global scale.

The project was based on the cooperation of Baltic Metropolises Network (BaltMet formed by 11 major cities in the Baltic Sea Region) and the Baltic Development Forum, who both promote internationally the Baltic Sea Region as an integrated, sustainable and prosperous growth region. The goal of the project was to strengthen the common Baltic Sea Region identity by creating a dynamic transnational and multi-sectoral community of professionals to attract tourists from other continents, talents from the creative sector as well as international investment projects to the Baltic Sea Region.

The funding came partly from The European Union Baltic Sea Region Programme. The project preparations started already in the spring 2008 and the two-year project lasted from the beginning of 2010 until the end of 2011.

The two years of the project have been an interesting and rewarding start of a journey hopefully about to continue. Plans written to the project application years ago have become actions, intentions have turned into concrete products and real results have been achieved. Also, an incredible amount of learning has happened, both on individual and organizational level. New colleagues have been met and new ideas for cooperation have emerged. It has been proven that joining forces in marketing the region truly makes sense.

This publication tells the story of BaltMet Promo: it introduces the project process, the partners, the pilot programmes and their outputs, as well as identifies the success factors and lessons learned during the two-year project.

Enjoy the story of our rewarding journey!

<http://www.baltmetpromo.net>

A new and innovative approach of doing collaborative promotion



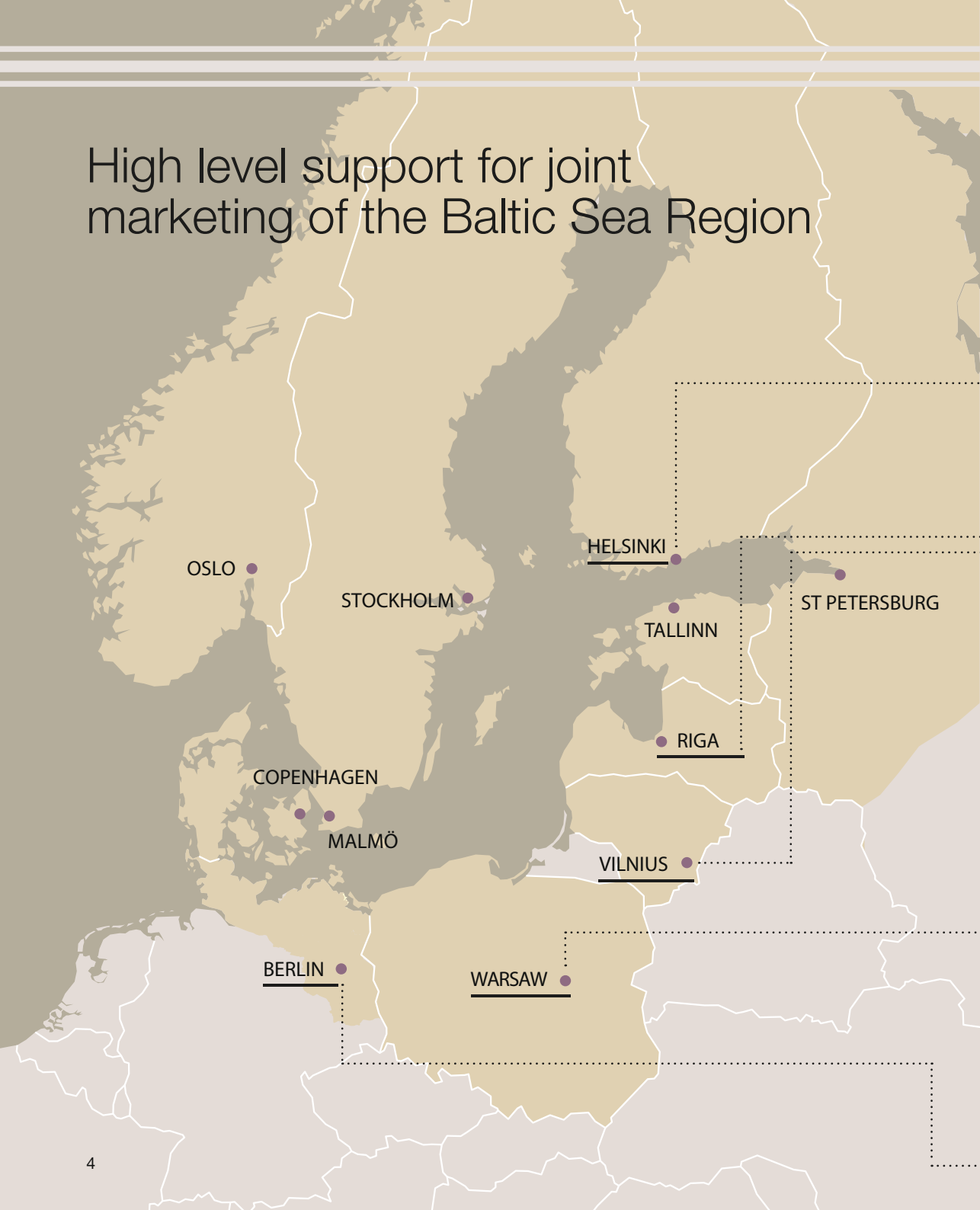
BaltMet Promo is a valuable investment for the EU funded Baltic Sea Region Programme: Project partners reviewed transnational, national and regional branding efforts and opened new perspectives on how to market the Baltic Sea Region on external markets and in different sectors. BaltMet Promo is drawing the attention of the distant outsiders to the region allowing them to discover an attractive tourist destination. Partners also strengthened identity inside the region.

Altogether the project has laid the grounds for future branding activities in the region. BaltMet Promo features a firm and wide partnership involving public, academic and private actors. Partners are committed to implement joint activities actively and smoothly. That is what European cooperation is supposed to achieve. The project has demonstrated how to create added value and make the best out of co-financing from the European Union's territorial cooperation funds.

Susanne Scherrer, Director

Managing Authority/Joint Technical Secretariat
Baltic Sea Region Programme 2007–2013

High level support for joint marketing of the Baltic Sea Region



The Baltic Sea Region is the most natural focus for the City of Helsinki's international activities. Without exaggeration, the region can be described as one of the most appealing macro-regions in Europe both in terms of business opportunities and tourism development. In view of today's globalized world, it seems clear that joint marketing efforts between the major cities provide significant added value and a win-win scenario for us all.

Jussi Pajunen
Mayor, City of Helsinki

Nowadays good news hit the headlines less frequently than reports on tragedies, disasters and economic failures. Baltic Sea Region has a number of success stories, modern life style in harmony with surrounding nature, talented people in arts, music, design, science etc. In the Baltic Sea Region, healthy competition goes hand in hand with close cooperation. Joining creative ideas and forces is the best way to gain visibility and attract world's media attention with good news.

Andris Ameriks
Vice Mayor, City of Riga

BaltMet Promo enables Warsaw to improve its visibility in the world. It also adds to the recognition of the city a story related to the Baltic Sea Region, allowing to associate the city with some features common to the entire area – its climate, geographical location and economic potential. The participation in the project and its outcomes will help to better define Warsaw and show its undoubted qualities. Another advantage of the project is that it provides a valuable experience of cooperating with other cities, being an opportunity to interact with and get to know other cultures, and also to see your own city in the context of other cities of the region and better perceive your own strengths and weaknesses.

Hanna Gronkiewicz-Waltz
Mayor, City of Warsaw

The future belongs to those, who are creative, be it a person, organization, country or even a whole region. Creativity is one of the key components to success in any field. Edward de Bono, father of creative thinking, once said: "As competition intensifies, the need for creative thinking increases. It is no longer enough to do the same thing better." Therefore creative ideas give vitality to solutions that are implemented in our everyday life – from new businesses and advanced technologies to decisions applied to social or economic issues. The forte of the Baltic Sea Region is talented people and fresh ideas. We have already established best practices, and it is time for all of us to start implementing those ideas in order to create incredible new things. Together.

Artūras Zuokas
Mayor, City of Vilnius

The countries bordering the Baltic Sea form a dynamic and innovative European model region. By building a network between the region's urban centers, these cities are reinforcing their strengths and potential, and thereby generating new momentum for the entire economic area. As an outward-looking city with strong ties between academics, research, and business, a flourishing tourist sector, and vibrant creative industries, including film, this momentum benefits Berlin. That is why Germany's capital city is proud to support the BaltMet Promo project, which was set up to market the strengths of the Baltic Sea Region to Europe and the world.

Klaus Wowereit
Governing Mayor, City of Berlin

BaltMet Promo Product Development

New Baltic Sea Region product concepts
Joint transnational BSR promotion
Towards a common BSR marketing platform



Expert organisations played a key role

PROJECT COORDINATION

AALTO UNIVERSITY SCHOOL OF ECONOMICS, CEMAT

Based on CEMAT's strong contribution to the creation of BaltMet Promo project contents and consortium, it was natural for us to take on the role as project coordinator. CEMAT has played a central role in running the project activities, administration and financial management. Our academic expertise and methodological knowhow contributed to project's research agenda and pilot product building. For us, BaltMet Promo has been a platform to expand expertise in international project management. The two-year experience of building new supra-national products in a multidimensional project has shown that the key to success is extensive stakeholder cooperation and networking based on genuine triple helix cooperation.

CITY OF HELSINKI

City of Helsinki was the Lead Partner of BaltMet Promo and therefore responsible for project preparation, project coordination and project management. Together with CEMAT, city of Helsinki was the hub of most information and knowledge during the project. This provided a unique viewpoint and thus allowed the city to all the time be on top of what was planned in the pilots and how the planned actions and products were, from their part, building the big picture of an interesting region for the tourists to visit, film talents to do cooperation projects and international investors to invest in.

City of Helsinki was very dedicated to work together with the cities in the Baltic Sea Region already before this project, but based on this experience, it is once again proven that cooperation really is both valuable and interesting. From the point of view of the city, BaltMet Promo was an excellent tool to build a common Baltic Sea Region identity at home and abroad.

RESEARCH

THE RESEARCH INSTITUTE OF THE FINNISH ECONOMY (ETLA)

As a partner of the project, The Research Institute of the Finnish Economy (ETLA) was responsible for the demand research in Investment, Tourism and Talent Pilots.

In Investment, ETLA studied the motives of firms to invest in the Baltic Sea Region (BSR). In Tourism and Talent, ETLA outsourced the field work to be done in Japan. In Tourism, the research focused on the attractions of the BSR among the Japanese tourists. In the Talent Pilot, the research team interviewed a large amount of Japanese film specialists about the possibilities for cooperation between BSR and Japanese film makers.

The economic development of the BSR is an important topic for ETLA, and hence participating in the project was seen very important. Good planning and timing of the outsourcing was of crucial importance for the project.

COMMUNICATIONS

GREATER HELSINKI PROMOTION

Greater Helsinki Promotion Ltd, the investment promotion agency for Greater Helsinki Area was responsible for coordinating the marketing communications of the three pilots. External marketing communication agencies were contracted to plan and implement activities that would best serve the individual pilot goals as well as build one solid story to promote the Baltic Sea Region.

The main outputs produced were the BSR Investor's Guide, Live like locals brochure to highlight the BSR as an attractive tourism destination for the Japanese tourists, and a virtual guidebook in BSR-Japan coproduction in the film industry.

During the process it was proven that there are clear advantages in coordinating the marketing communication activities centrally when building a regional identity. The further we go geographically from the region, the more it makes sense to cooperate and to tell the same story.

CITY OF HELSINKI

In addition to the Lead Partner role, city of Helsinki was in charge of project communication. A communication plan was created in the beginning of the project and it was implemented, mostly without outside resources. For internal communication, a social media platform was created. Project partners used it quite actively to share information and documents and also to discuss project issues.

The two most important tools in external project communication were the project website and 7 issues of newsletter that were sent to close to 800 recipients during the project. The project also got good media coverage in several countries.

RESEARCH

CITY OF WARSAW

City of Warsaw was responsible for coordinating the supply research on the existing promotional products and services of the 11 metropolises in the areas of investment and tourism. In Tourism, the research focused on the supply of lifestyle tourism services in BSR with special focus in mapping the services targeted to Japanese tourists. In Investment the research consisted of an analysis of the investment drivers in 11 cities of the Baltic Sea Region. Both studies were outsourced to international consultant agencies. International projects are important for City of Warsaw as they provide a valuable experience of cooperating with other cities. Participation to BaltMet Promo project was considered very successful and useful.

AALTO UNIVERSITY SCHOOL OF ECONOMICS, CEMAT

For CEMAT, the project was a perfect match by its contents, as we have a strong research background in tourism, talent attraction, and investments. In BaltMet Promo we carried out a large empirical study of the international cooperation in filmmaking in the Baltic Sea Region and with Japan. It was rewarding to see how the study directly served the pilot product building process. We hope that new cooperation between the region and Japan in filmmaking will emerge.

Bottom-up approach with top-down support

BaltMet Promo project strived to promote a common identity and to create global visibility for the Baltic Sea Region. The rationale behind the project has been that the Baltic Sea Region does not exist as a region with shared identity and recognized image, nor has the marketing of the region developed in a structured and systematic way. BaltMet Promo faced this challenge with a new and innovative approach: a bottom-up approach was selected and the common identity building was done by creating concrete products in three fields. The partners jointly designed and promoted Baltic Sea Region services and products for tourists from other continents, creative talents and international investors.

In the pilot projects, a method for collaborative product development for a macro-region was tested. In the future, the method can be transferred to other markets and thematic areas.

In addition to the concrete promotional product building made in the pilots, the BaltMet Promo project aimed at facilitating policy dialogue between the project and key stakeholders on issues related to the promotion and branding of the

region. During the two-year project, four Policy Roundtables have been held with stakeholders in order to reflect on the issues of regional identity building and branding of the region based on the experiences and lessons learned from the pilot projects.

National promotion agencies, regional and city governments, EU projects, pan-Baltic organizations, academia and business have taken part in the Policy Roundtable discussions. By combining both public and private actors, the project has brought out the region's strengths as a destination for tourists, talents and investors. The aim of the discussion has been to find clear suggestions and create an Action Plan on how to proceed with the joint marketing work of the Baltic Sea Region started in the BaltMet Promo project.

Policy Roundtables have also functioned as a coordinating group of the Horizontal Action, a role given to BaltMet Promo by the European Commission. This means that BaltMet Promo coordinated the horizontal activities related to regional identity building as part of the implementation of the EU Strategy for the Baltic Sea Region.



Live like locals concept invites tourists to experience the true Baltic Sea Region

The aim of the Tourism Pilot was to attract more tourists to the Baltic Sea Region and test the marketing of the region as one tourism destination. Cities of Berlin, Copenhagen, Helsinki, Malmö, Oslo, Riga, Stockholm, St. Petersburg, Tallinn, Vilnius and Warsaw create a lively region full of tastes, fashion, design, nature, architecture as well as cultural and historical heritage. The Baltic Sea Region is internationally well-connected with world-class airports and airlines serving almost any destinations. The region creates endless opportunities for design, shopping, eating, history, culture, music and nature, but it is still one of the hidden jewels in the global tourism sector.

The Tourism Pilot focused on creating a tourism concept aimed at the Japanese. The target groups of the pilot were Japanese tourists, but also Japanese tourism operators and incoming tour operators in the Baltic Sea Region. The concept was based on thorough research. Comprehensive material was gathered from tourism sector, both from Japan – how they wish to travel and what they like to do in the region – and the Baltic Sea Region's existing products and services for tourists.

Based on the research, a lifestyle concept was created and promoted in the Japanese tourism industry. This included different travel offers, e.g. experiences related to the nature, trends, cuisine, culture and leisure activities.

Cooperation between public organization and private service providers was of the greatest help in producing a new tourism product that can be used in the region.

LIFESTYLE CONCEPT A NEW TOURISM THEME

Live like locals concept was initiated after the travelling habits of the Japanese tourists were investigated. There is a growing interest in experiencing the tourist spots as locals, getting to know the real lifestyle of the Baltic Sea Region people on top of enjoying ordinary sightseeing spots. Especially young female travelers are interested in this type of travelling. Also the Japanese travel trade welcomed the idea and considered it to be a fresh style to promote tourism destinations for Japanese audience. Marketing the cities together strengthens a new way of looking at the Baltic Sea Region as one, each city complementing the other.

According to the Japanese conception of the region and the demands from the target market, the Baltic Sea Region Live like locals travel packages were built around three themes. Helsinki and St Petersburg represented design, nature and easy access to rich cultural life, the Baltic Cities offered historical World Heritage sites and nature harmony, whereas Berlin and Warsaw introduced the visitors cultural power spots and history of the cities.



Baltic Sea Region LIVE LIKE LOCALS

バルト海沿岸地域のご紹介

BLOGGERS EXPERIENCED THE REAL LIFESTYLE

The lifestyle concept was tested straight away with real Japanese tourists. A contest was arranged for Japanese bloggers: the winners were to win a trip to the Baltic Sea Region area, test the Live like locals travel package – and blog about it. Three bloggers, focusing on tourism, design, fashion and lifestyle, were selected out of 32 applicants, and the trips were arranged during summer 2011.

Each winner had a different trip to the region: one experienced Helsinki and St. Petersburg, second three Baltic cities and third Berlin and Warsaw. Their programs included both traditional sights and experiences from local ways of living. The bloggers wrote about their experiences throughout their trips, thus spreading the word of travelling in the Baltic Sea Region through social media.

The bloggers enjoyed their trips and wrote very positive comments about their experiences. Their visits to the region received some media attention as well.



LIVE LIKE LOCALS BROCHURE FOR TOURISM ORGANIZATION'S USE

To package the Live like locals concept under one umbrella, a stylish tourism brochure was created both in English and Japanese. The brochure covers the whole Baltic Sea Region and offers information about the cities of Berlin, Copenhagen, Helsinki, Malmö, Oslo, Riga, Stockholm, St. Petersburg, Tallinn, Vilnius and Warsaw.

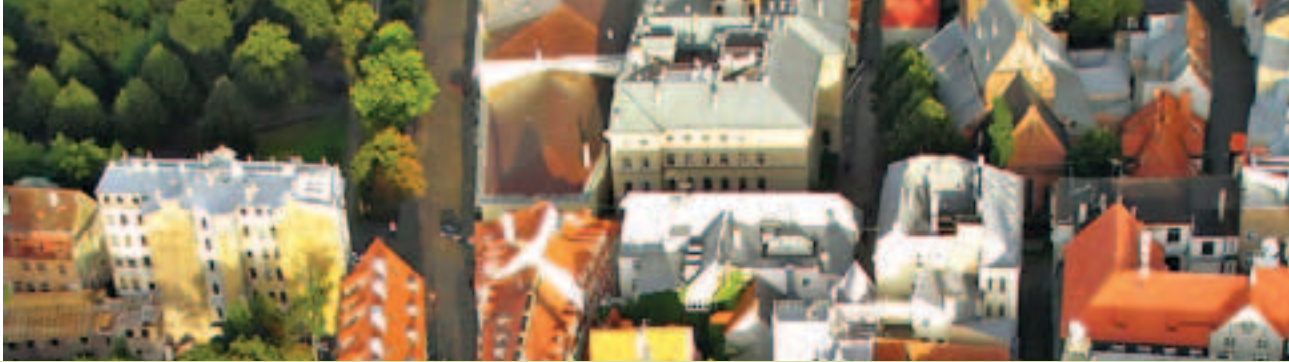
The brochures were distributed in two different events in Japan, but in the future they could also serve as a useful tool for tourism operators both in Japan as well as in the Baltic Sea Region to promote the area as a whole. The brochure both in English and Japanese and more information on the events and bloggers trips can be found at

www.baltmetpromo.net/pilots/tourism-pilot/.



Regional marketing is a challenging task since each city is used to see other cities as their rivals. In BaltMet Promo project competition was overcome by cooperation, and regional marketing efforts succeeded better than expected."

Linda Pukite, City of Riga, coordinator of the Tourism Pilot



INTRODUCING THE CONCEPT FOR JAPANESE MARKET

The Tourism Pilot organized two events in Tokyo to promote the Live like locals concept to the Japanese tourism professionals. The aim was to distribute information about the region and utilise the bloggers' experiences as a proof of concept for the Live like locals theme.

The first BaltMet Promo Tourism event was organized on 30 September at the JATA Travel Showcase 2011 in Tokyo Big Sight. JATA Travel Showcase is Asia's largest tourism exhibition with more than 100,000 visitors per year. At the event the Live like locals concept and BSR cities were presented along with the BaltMet Promo project. Three bloggers also shared their feelings of their trips.

The second Tourism event, a separate seminar and marketing event was arranged on 4 October 2011 at the Imperial hotel in Tokyo. There too the concept of Live like locals and the three different destination packages and the cities involved were presented. Also the bloggers were interviewed about their experiences. An elegant reception with cuisine from the BSR and Japan was arranged for networking, and almost 100 key players of the Japanese tourism industry and media attended the successful event.

Local trainings were also organized in the partner cities within BSR in order to spread the information on the created tourism product concept.

BUSINESS POINT OF VIEW

For Japanese tourists, the truth is that, one Baltic Sea Region city alone is not attractive enough. All available funds should go to marketing the whole region together.

Sakari Romu
Sales Director, JAPAN
Finnair

BaltMet Promo "Live Like Locals" concept was accepted by Japanese travel trade and audience as a very fresh marketing strategy and new style of promotion. However, this was just the first step, and for all of us to get the fruit from the tree, more information and continuation of this kind of marketing is needed.

Shigeyoshi Noto
Managing Director
Foresight Marketing, Tokyo

TOURISM PILOT PUBLICATIONS

BALTIC SEA REGION AS A TOURIST DESTINATION – JAPANESE VIEWS

The study forms the Demand Research for Tourism Pilot. The research has been done by Integrate research institute (Tokyo) with the help of Foresight Marketing (Tokyo). The aim of the research was to understand how Japanese people feel about travelling abroad, and their expectation for the destination, and to discover new travel contents for the Baltic Sea Region.

BaltMet Promotion Market Research: Tourism Final Report. Integrate and Foresight Marketing. 9.9.2010.

RESEARCH OF THE TOURISTIC PRODUCTS AND SERVICES IN 11 CITIES

Research on touristic products and services in 11 cities of the Baltic Sea Region i.e., Berlin, Helsinki, Riga, Warsaw, Vilnius, Stockholm, Tallinn, Copenhagen, Oslo, Malmö and St. Petersburg.

HumanGraph Sp. z o.o.: BALTMET PROMO PROJECT - SUMMARY REPORT (November/December 2010)

Additional research has been made for the Tourism Pilot.

All publications and researches can be found on the project website
<http://www.baltmetpromo.net/publications>.



Baltic Sea Region–Japan Coproproduction Forum brings together next generation film talents

The idea behind the Talent Pilot was to attract creative talents to the Baltic Sea Region, in particular from the film industry. The Baltic Sea Region offers a wide variety of advantages for film industry: exceptional filming location and excellent transport connections, highly skilled industry professionals, active and innovative film scene, great schools as well as incentive funding possibilities – all the resources to create a significant film production. Around 100 million people live in the Baltic Sea Region, which offers a great market for international films.

The Baltic Sea Region film industry is very international: the vast majority of the industry actors have taken part in international projects and the interest is increasing. Additionally, the film industry actors in the region consider international coproduction to be of increasing importance.

The aim of the project was to bring together next generation film talents from Japan and the Baltic Sea Region. By arranging a Baltic Sea Region–Japan Coproduction Forum, the Talent Pilot created an opportunity for promising filmmakers to share experiences and find new ways to make films together. Additionally, a virtual guidebook was created to offer information on coproduction possibilities in the Baltic Sea Region as well as country specific information on film industries in the area.

HIGH-LEVEL SPEAKERS AND INTERNATIONAL NETWORKING

The aim of the Coproduction Forum was to exchange ideas about new projects, organize screenings and to look for ways to coproduction in film industry. The three-day hands-on event brought together 21 rising talents: 9 from Japan and the others from each Partner Cities of Berlin, Helsinki, Riga, Vilnius and Warsaw. At the same time additional 40 cinematographers of the region took part in the event.

The attendees participated in master classes, panel discussions, pitching of film projects, film screenings and informal meetings. They also received feedback to their film project plans from well-known film experts.

The event was held 11–13 November 2011 as part of the Scanorama European Film Forum in Vilnius, Lithuania.

The Coproduction Forum was moderated by world-famous British film producer Nik Powell, the winner of numerous film award, lecturer and cofounder of Virgin Records. Additionally, the event presented several keynote speakers both from Japan and the Baltic Sea Region. From Japan, producer and professor at Berlin Free University Dr Hiroomi Fukuzawa, the co-founder of the legendary NDF film studios Michiyo Yoshizaki and documentary filmmaker Takahiro Hamano shared their experiences and knowledge on international filmmaking.



The Baltic Sea Region representatives included German producer Dagmar Jacobsen, Polish documentary filmmaker Marcel Łoziński and filmmaker and theatre director Krzysztof Zanussi, and Lithuanian producers Rasa Miškinytė and Lineta Mišeikytė. The Forum also hosted film producers Lars Bredo Rahbek, Linda Krukke, Naoyuk Omura, Raimond Goebel and film directors Dome Karukoski, Katalin Godros and Maris Martinsons. The officials of UNIJAPAN and MEDIA DESK organizations revealed Japanese and European support schemes favoring coproductions for the participants of the Forum.

Apart from giving master classes and conducting seminars, the invited lecturers took part in round-table discussions and shared their experience with the young film professionals.

The Forum was a big success: the participants were very satisfied with the program, truly networked and exchanged ideas. They considered the Forum to be of real advantage for their future work.

For more information on the event and the detailed program it offered, see <http://baltmetpromo.net/pilots/talent-pilot>.

Baltic Sea Region–Japan COPRODUCTION FORUM

日本・バルト海沿岸国 共同制作フォーラム

FIELD TRIPS TO THE MEET LOCAL FILM INDUSTRY PLAYERS

Before attending the Coproduction Forum, the Japanese participants together with the Baltic Sea Region representatives took part in a pre-training field trip. They were organized by partner cities of Berlin, Helsinki, Riga, Vilnius and Warsaw.

The Japanese participants were hosted by the film industry expert and they were provided with a customized program: they got to meet local film industry professionals, visit film schools and get to know the local participants before the main event.

CONCRETE INFORMATION AND SUCCESS STORIES

In addition to the big event, Talent Pilot also produced a virtual guidebook for filmmaking in the Baltic Sea Region. The purpose of the guidebook is to provide information about international coproduction possibilities of filmmaking in the Baltic Sea Region: the strengths of the area in filmmaking, the benefits and concrete success stories of international coproduction and country specific information on film industry.

The information of the guidebook was gathered from the demand and supply research reports as well as the local talent experts. The guidebook is available online at www.baltmetpromo.net/BSRfilmguide.

“

Already since the beginning of the project, Talent Pilot has raised a lot of interest and provided an excellent opportunity to boost the cooperation between BSR and Japanese filmmakers.”

Ina Irens
City of Vilnius, coordinator of the Talent Pilot

BUSINESS POINT OF VIEW

Baltic Sea Region–Japan Coproduction Forum is the very first event of this size in the Baltic countries. Its content and mission is a close resemblance to the main values of the European Union – to be open and friendly to the whole world, initiate and create new platforms for communication with other continents and benefit from different experiences.

I hope that in the near future we will see many concrete results of this initiative and will enjoy successful new coproductions born in this Forum.

Gražina Arlickaitė
Director of European Film Forum Scanorama

TALENT PILOT PUBLICATIONS

JAPANESE–BALTIC SEA REGION FILM CO-PRODUCTION: JAPANESE VIEWS RESEARCH REPORT PUBLISHED

BaltMet Promo Film Talent Pilot attracts professionals from the creative sector. A special focus of the project is placed on young Japanese filmmakers and their willingness to collaborate on co-productions with young professionals from the Baltic Sea Region. The report covers the contemporary Japanese film production and distribution scene, detailing the special features and structure of the industry, as well as providing case studies of international film co-production.

NISKANEN, EJA - KAKEO, YOSHIO - PETKOVIC, SILVANA - SEVERNS, KAREN Japanese - Baltic Sea Region Film Co-production: Japanese views. Research Institute of the Finnish Economy (ETLA). Discussion Papers no. 1228.

INTERNATIONAL FILM COOPERATION INSIDE THE BALTIC SEA REGION AND WITH JAPAN

Research explores international cooperation in the field of filmmaking in the Baltic Sea Region concentrating on the filmmaking companies and organizations and the significance of international cooperation in their operations. The study provides information about international cooperation in general, cooperation inside the BSR, and cooperation between BSR and Japan.

Paajanen M, Kupi O, Panfilo A, Urmas J (2011). International Film Cooperation inside the Baltic Sea Region and with Japan. Aalto University publication series Business + Economy 13/2011.

All publications and researches can be found on the project website <http://www.baltmetpromo.net/publications>.



Baltic Sea Region Investor's Guide presents attractive investment location

The underlying idea of the Investment Pilot project was to join forces in promoting the region as an interesting investment location and thus attract foreign direct investment to the Baltic Sea Region. The main aims were envisaged to foster a strong network of business development organizations in the region, thus creating a common identity and increasing the visibility of the Baltic Sea Region on an international level. Desired side effects were a sustainable co-operation of the partner cities based on the principles of best practices, which were aimed at enhancing the region's competitiveness.

IMPRESSIVE GUIDEBOOK TO ATTRACT INVESTMENTS

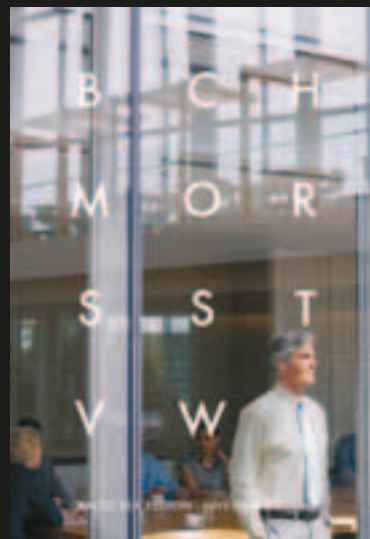
To raise awareness of the region and its competitive advantages, a Baltic Sea Region Investor's Guide was produced. The content of the guide was written based on a research about the factors influencing investment decisions and another research gathering information about the offering in the region.

The BSR Investor's Guide consists of two sections, the first introducing the 11 Baltic Metropolises and the second describing the strengths and strongholds of the region from the point of view of international investments. The guide presents the Baltic Sea Region as an integrated, sustainable and dynamic market that offers the world's best workforce.

The guide gives a good overall picture of the advantages of the region and its respective cities. It is also the first of its kind to ever present the Baltic Sea Region and its cities as one investment destination.

The guide was presented in two international fairs and also published online. A total of about 1,500 copies have been distributed to date and the guide has been downloaded more than 8,000 times. Therefore it is safe to say, that The Investor's Guide and the whole process of its creation was a success.

Local trainings were also arranged to introduce the guide to local networks. The pilot team prepared a generic presentation which



was then adapted locally to fit the local needs. In addition to introducing the guide, the local trainings were used to motivate and encourage the local colleagues and experts of other cities to cooperate when targeting geographically distant markets.

Investor's Guide can be found at www.baltmetpromo.net/pilots/investment-pilot/.

MATCHMAKING IN TRADE FAIRS PROVED TO BE A SUCCESS

International trade fairs are a commonly used method for investment promotion and were thought to be a good tool in promoting a larger region to international investors as well. Two events were selected to be the test events during the BaltMet promo project, namely MIPIM, the world's leading real estate exhibition and conference, in Cannes, France and the Hannover Messe Industrie (HMI), the world's largest industry trade fair in Germany. An investor's panel was arranged during both fairs to introduce the strongholds and highlights of the region. The panels attracted a nice number of participants and were received well among the participants.

What proved to be a good instrument was a matchmaking tool aiming at enabling enterprises and investors from abroad to get in contact with enterprises from the Baltic Sea Region. With more than 500 meetings held by the 92

participants and an average of 5.5 meetings per participant, the Matchmaking Event was clearly a success. Investment in the area was fostered and the identity of the region will surely rest in the participants' minds. The regional as well as interregional networks, which were created by the event, enable a further co-operation and strengthened the integration of the region.

NARROWER FOCUS TO INCREASE INTEREST

The benefits of this process are good cooperation with the partner cities, and the profound networks established between cities. Also the acquisition of ideas, best practices and lessons learned for future projects has been important. Though promoting the region in international trade fairs was proven to be a good tool in raising the awareness of the region among the potential investors, there were lessons learned.

For example, in the future it might be reasonable to choose fairs which have a more narrow focus on a specific sector that corresponds to already existing clusters present in the regions. Such an approach would certainly attract an even higher number of investors even though it might be hard to identify a certain cluster, which all the regions share expertise in. For instance, renewable energies, in particular solar modules, or life sciences are domains where the Baltic Sea Region cities excel.



The BSR Investor's Guide presents the Baltic Sea Region as an integrated, sustainable and dynamic market that offers the world's best workforce."

*Jörn Exner
Berlin Partner, coordinator of the Investment Pilot*

BUSINESS POINT OF VIEW

The BSR Investor's Guide is more evidence that collaboration in the field of investment promotion makes economic sense and can have a real impact for the region. Invest Sweden has a long history of collaboration and we look forward to continuing to work with our colleagues around the Baltic Sea.

Börje Svanborg
Vice President
Invest Sweden

INVESTMENT PILOT PUBLICATIONS

**WHY DO FIRMS INVEST IN THE BALTIC SEA REGION?
RESEARCH REPORT**

The factors affecting Foreign Direct Investment (FDI) in the Baltic Sea Region were investigated in three ways. First, the factors affecting FDI in general. Secondly, the characteristics of FDI in the Baltic Sea Region. Thirdly, the investment motives through two firm questionnaires: firms participating in the MIPIM real estate fairs and Finnish firms active in the Baltic Sea Region (Finpro register).

*KOTILAINEN, MARKKU - NIKULA, NUUTTI
Why do firms invest in the Baltic Sea Region. Research
Institute of the Finnish Economy (ETLA). Discussion Papers
no. 1229.*

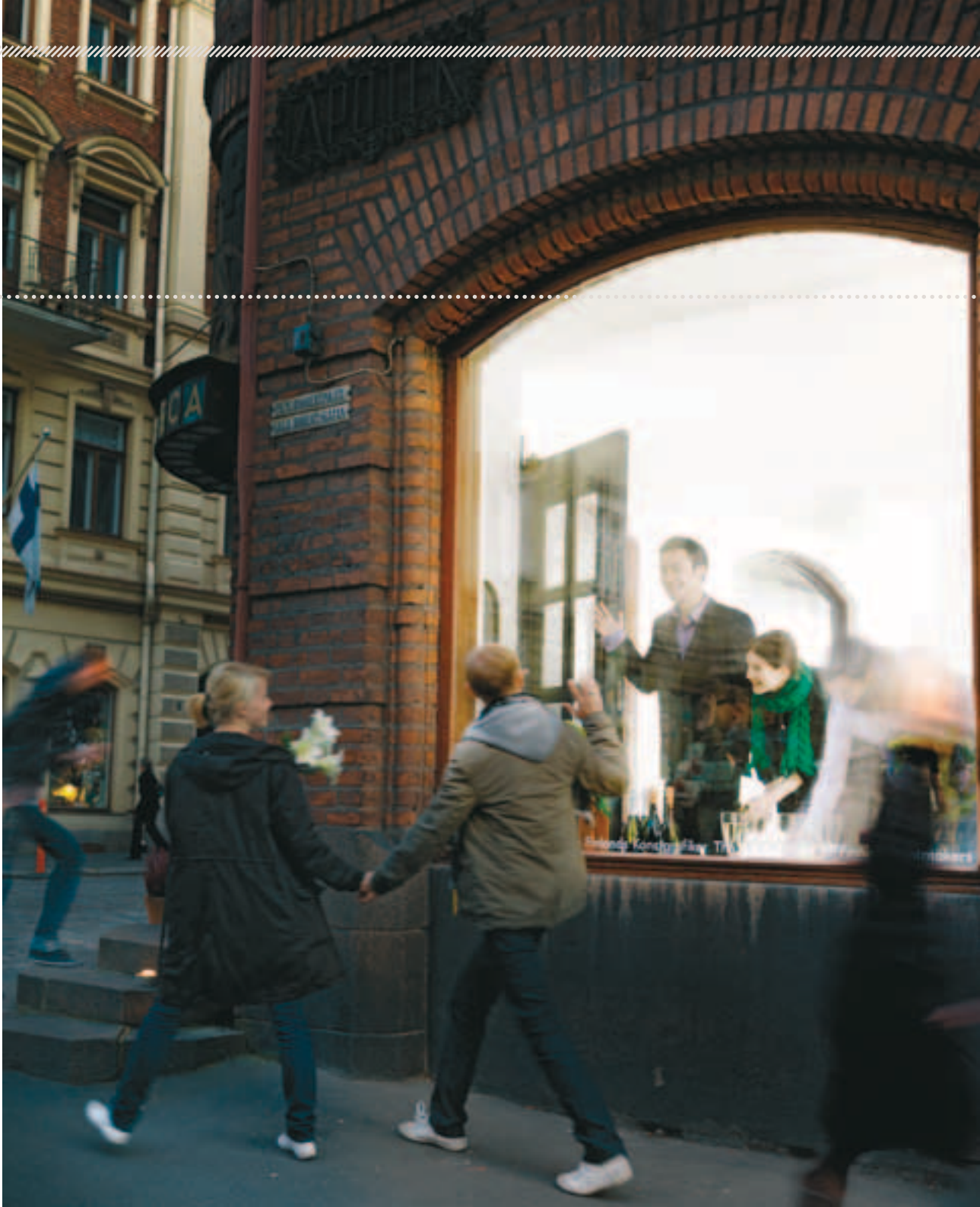
**ANALYSIS OF THE INVESTMENT DRIVERS
IN 11 CITIES**

Analysis of the investment drivers in 11 cities of the Baltic Sea Region i.e., Berlin, Helsinki, Riga, Warsaw, Vilnius, Stockholm, Tallinn, Copenhagen, Oslo, Malmö and St. Petersburg.

*Kantor Doradcy w Zarządzaniu Sp. z o. o: Analysis of the
investment drivers in 11 cities of the Baltic Sea Region i.e.,
Berlin, Helsinki, Riga, Warsaw, Vilnius, Stockholm, Tallinn,
Copenhagen, Oslo, Malmö, St. Petersburg. Version from
XII. 2010 r.*

Additional research has been made for the
Investment Pilot.

All publications and researches can be found on the
project website
<http://www.baltmetpromo.net/publications>.



The quest for a Baltic Sea Region identity and brand – Recommendations

During the two-year project, the Policy Roundtables of the BaltMet Promo functioned as a link between the project and several relevant stakeholders in the region. To help the future marketing work, a Policy Action Plan was created based on the Policy Roundtable discussions and experiences and lessons learned from the Pilot activities, as well as an input from other marketing initiatives.

The Action Plan explains the benefits of regional cooperation in promotional activities and aims to encourage policy makers in national ministries and government agencies to take dimensions of regional marketing into account, and, ultimately, to create conditions favorable to improve regional cooperation in marketing the Baltic Sea Region.

REGIONAL MARKETING NEEDS COORDINATION

There is a variety of activities, networks and organizations working on marketing the Baltic Sea Region as a common region. Will and ambition for working together exist, but the work lacks long-term perspective and coordination. There is a clear need for coherent and consistent story of the region.

At the same time, the countries and main cities of the region are also active in trying to build their own brands. In addition, the lack of a single decision-making authority and linguistic, political and cultural differences create challenges for region branding. Nevertheless, there are several advantages in joint marketing:

- A larger market and more opportunities can be marketed, which gives more impact and more outreach internationally.
- Places that are less known or with less positive images can benefit from tagging onto the more positive or better known images of other places.
- By pooling resources costs can be reduced through economies of scale.
- The possibility of transnational product development that provides e.g. thematic tours covering several countries.

There is competition and rivalry between the nations and cities within the Baltic Sea Region, but the regional marketing needs to clearly specify where cooperation ends and competition begins. Recipes for success include well-defined common goals, de-centralized team building and products based on research. An excellent lesson from BaltMet Promo was also that in the absence of a strong common identity building sub-brands can be a way forward. For future joint marketing work, the Policy Action Plan recommends the following steps:

- Create a common brand and communication platform for the region: A set of values and overall messages that can be utilized for different purposes and products.



Common marketing and branding of the region is a long-term process. In two years, BaltMet Promo has successfully kicked off the process, which will hopefully continue in the future."

Marcus Andersson, Baltic Development Forum, coordinator of Policy Dialogue and Public Affairs

- Perception research and inclusive consultation: A research on how the region is perceived both internally and externally is necessary for the brand platform. Additionally, an inclusive consultation process with the regional key stakeholders is needed.
- Prioritization: Prioritizing of focus areas, based on strengths and focus sectors of the region, needs to be done in order to unlock considerable synergies and complementarities.

CONTINUOUS FUNDING BRINGS LONG-TERM PERSPECTIVE

Naturally EU funding plays an important role in supporting different Baltic Sea Region marketing and branding efforts. However, to create a long-term impact, a few years is too short for a project – a sustained focus is needed to achieve any sustainable impact. Also, the administrative requirements of EU funding hinder the work of the organizations working with promotional efforts, as they would need to act fast to seize opportunities and tackle changing market conditions. To improve the funding, the Action Plan recommends:

- Easier and faster tendering procedures.
- Long-term funding to provide consistency and durability of projects.
- More alignment of funding to utilise different sources in order to create long-term conditions for marketing of the Baltic Sea Region.

The recommendations above and on the following pages have been defined in order to encourage policy makers in national ministries and government agencies to take dimensions of regional marketing into account, and, ultimately, to create conditions favorable to improve regional cooperation in marketing the Baltic Sea Region.

POLICY DIALOGUE AND PUBLIC AFFAIRS PUBLICATIONS

PLACE BRANDING AND PLACE PROMOTION EFFORTS IN THE BALTIC SEA REGION

The purpose of the report is to map existing organizations, networks, projects and activities that are geared towards marketing the Baltic Sea Region, or considerable parts of it. The objective is to promote synergy and coordination between different initiatives and to facilitate a wider discussion on the international branding and attractiveness of the Baltic Sea Region. It also puts forward a number of recommendations for the future marketing of the region.

Marcus Andersson: Place branding and place promotion efforts in the Baltic Sea Region – a situation analysis. October 2010.

All publications and researches can be found on the project website

<http://www.baltmetpromo.net/publications>.

The quest for Baltic Sea Region identity and brand – Recommendations

Policy recommendations for tourism

At present, there is no forum for tourism cooperation in the Baltic Sea Region that continuously concentrates on the touristic development and marketing of the area. However, it makes the most economic sense to engage in cooperative promotional activities, especially on geographically distant markets. This is exactly what the Live like locals product was aiming at: promoting a wide area with some common as well as distinctive features to experience.

For future development in tourism industry of the Baltic Sea Region, the BaltMet Promo recommends the following:

- Create a common tourism strategy laying the basis for common Baltic Sea Region tourism products that can be marketed outside the region. Tourism stakeholders on national, sub-regional and city level need to work together with tourism businesses to activate this.
- Development of new international markets: National Tourism Organisations, city marketing organisations
- and other tourism stakeholders need to discuss how the region jointly can reach more markets.
- Development of selected Baltic Sea Region environmentally sustainable products and services.
- Development of a common internet platform making tourism offers more systematic and comprehensive.

Policy recommendations for talents

In terms of attracting talents, there is considerable scope to globally promote the Baltic Sea Region as an area of top-quality, innovative higher education and to initiate cooperation and promotion projects aimed at attracting young, creative talent. The region has a lot to offer but the opportunities need to be made known.

To lure some more talents to the Baltic Sea Region, the BaltMet Promo recommends the following:

- Market the Baltic Sea Region as a higher education area globally.
- Improve the mobility of students and researchers within the region.
- Increase talent and business cooperation through e.g. internship programmes.
- Launch new initiatives to market the area internationally to talents in the creative sector e.g. design, film, music etc., supported by training and education.

Policy recommendations for investments

There are clear-cut economic benefits of joint investment promotion, especially on distant markets. Bundling investment opportunities and engaging in joint promotional activities makes the marketing even more efficient. With more joint investment efforts the relatively small actors in the Baltic Sea Region could achieve both more impact and more outreach internationally.

Another argument for increased regional cooperation in investment promotion is the high levels of intra-regional FDI taking place in the region, and lower levels of extra-regional trade and investments, and the fact that the region's share of global investments is falling.

To increase the flow of investments to the Baltic Sea Region, the BaltMet Promo recommends the following:

- Separate transnational resources and top-down policy support to complement bottom-up activities.
- Prioritize and focus on critical mass with clearly defined sectors and clusters that are strong in the region: cleantech, renewable energies, ICT, life science and logistics.
- Position the area as a green region and a global frontrunner in the cleantech sector.
- Co-locate investment promotion offices abroad to achieve information synergies and cost savings.
- Collaborate in non-competitive areas to increase efficiency and overcome the lack of institutional incentives for collaboration.
- Continue the new initiative *Baltic Sea Region Investment Agencies* aiming at improved cooperation in investment promotion.

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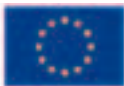
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Part-financed by the European Union (European Regional Development Funds)

This publication is an output of a partly EU-funded project *BaltMet Promo* – *Creating promotional Baltic Sea Region products for tourists, talents and investors in the global markets*, lead by City of Helsinki, coordinated by Aalto University School of Economics, CEMAT.
www.baltmetpromo.net