

Marketing activities

related to the small ports in
the Central Baltic region



EUROPEAN UNION
European Regional Development Fund



CBSmallPorts REPORT

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2021
Pori

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Introduction to the CBSmallPorts project

The Central Baltic sea Region is formed by sailing and boating areas in Finland (incl. Åland), Sweden, Estonia and Latvia. The area is known as a boating and sailing region with various types of small ports. E.g. some of the ports are located next to large cities, others in the areas of natural parks. The small ports provide services to boaters and other users of the small ports. In the Central Baltic area, several small ports have performed a lot of activities and investments both in safety and resource efficiency. However, at the moment, a common platform for information and marketing aimed at boaters is missing. CBSmallPorts will gather the relevant information, accomplished investments in the CB area and all essential resources into one joint network in order to have all the services widely used — and utilized for further marketing. Instead of various separate web apps, the project will formulate a common online platform [CBSmallPorts](#) combining the information both for boaters, other service users and small ports.

In the CBSmallPorts project activities, the main theme is climate friendly leisure time in small ports, with a focus on energy supply and use — especially on the efficient use of energy by boaters and other small port users. The objectives of the project can be achieved through strengthened cooperation. The main reason for collaboration is that despite being located in different areas, the small ports all face the same issues: short sailing season, competition of people's time and limited financial and skills resources for the port development.

Essential tasks include composing an online energy auditing tool for defining the energy efficiency of ports, manual for small port investments, marketing strategy, and open online [CBSmallPorts](#) platform to combine the data found in different sources and applications. In addition, the project will execute investments supporting environmental approach, energy efficiency and green values in marketing.

This document presents both the CBSmallPorts marketing strategy and the marketing activities of the project. Both these aspects are based on a survey distributed among the stakeholder in order to map the current situation of the small ports in the

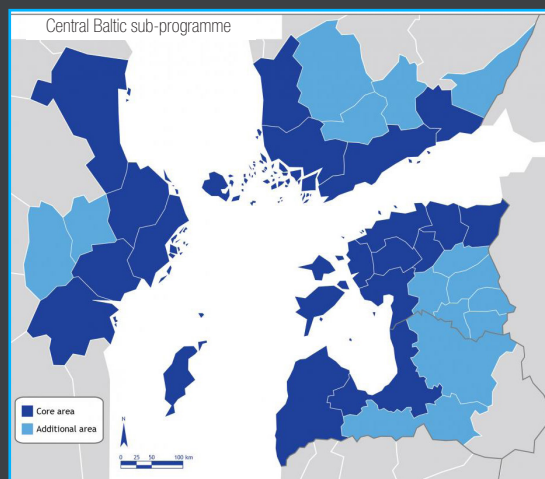
Central Baltic area. These results are also briefly summarized in the next chapters.

1.1. Summary of the marketing strategy

The aim of the strategy is sustainable development of the Central Baltic small ports' network, contributing to increased competitiveness, return and popularity of tourism services in local, regional and foreign markets.

This destination marketing strategy provides a framework that will inform and support CB small ports' integrated marketing approach. We will do this by: Raising awareness and knowledge of key destination experiences and events; Capturing and growing the number of people considering a boating to the Central Baltic region; Converting potential visitors; Growing the network of small ports in the destination.

The scope of the strategy is to research the Central Baltic Sea region, based on the Central Baltic programme area, which consists of parts of Finland, Sweden, Latvia and Estonia as shown in the area map below.



Picture 1. The map of the Central Baltic area – marked with dark blue (source: www.centralbaltic.eu)

The users of the document are the partners of the project CBSmallPorts, small port professionals, project professionals and educational institutions, and stakeholders in the CB area. The above-mentioned user groups can implement the suggested activities directly in their field of competencies or take this as a sample for development of further short term or long-term strategies in related fields and territories.

Due to the pandemic situation of COVID 19 all over the world, the recent marketing tools have to be reviewed, as they do not meet the constraints and limitations of meetings, communication and other marketing activities. That is why the Marketing strategy focuses on the "new normal" marketing tools that are more related to web and digital solutions and contactless or distant marketing.

At the same time, in the “new normal” situation the importance of face-to-face contacts and internal communications within smaller interest groups cannot be ignored, as it creates a special feeling of boating, unity of boaters’ community, experience and exchange of adventure stories. It is equally important to maintain the direct contact between the boaters and the project team in order to provide the main target group — boaters — with more accurate and detailed information about the importance of energy efficiency and environmentally friendly solutions in the small port infrastructure and how such solutions improve service quality.

The strategy names various marketing tools and activities that will help to increase recognition and attractiveness of the CB area as an environmentally friendly boating destination with high-level services in the ports. The marketing activities, e.g. workshops, digital and printed information materials and utilization of social media, are also integrated in the marketing strategy, although they are already put in the project activities plan. The main theme of the project and marketing strategy is climate friendly leisure time in small ports having a joint aspect: “We are stronger together”.

The joint marketing strategy is based on the project application and management system (eMS) and on the web-based marketing survey carried out between November and December 2020, organized by the project partners, collecting 59 responses in total— as well as on partners’ interviews, small ports’ information and desk search.

1.2. Summary of the communication and marketing activities

The communication and marketing activities in CBSmallPorts are vast. They include making of the online platform [CBSmallPorts](https://sub.samk.fi/projects/cb-small-ports/) for marketing, meetings and events (site visits, workshops, seminars), online communication and marketing (webpages, social media, videos) communication material (e.g. posters, rollups, leaflets), and participation to the most appreciated fairs of boating in Finland, Sweden and Germany. All material can be found on the project website (<https://sub.samk.fi/projects/cb-small-ports/>) when formulated and published, as well as in the online platform to be developed.

The data collected for this report included a survey made to small ports, expertise and knowledge of project partners and common marketing tools of the field.

Description of the current situation

The CBSmallPorts project develops energy efficiency and the level of small ports' services in the whole Central Baltic area. One of the project objectives is to improve efficient usage of energy by boaters and other small port users. Until now, various small ports have done a lot to invest both in safety and resource efficiency services. CBSmallPorts gathers the relevant information, investments done in the CB area, and all essential resources into one joint network in order to have all the services widely used and utilized for further marketing. The main focus in all activities is on supporting environmental approach, energy efficiency and green values.

2.1. Small ports in the CB area

The emerging network of small ports, located in the central part of the Baltic Sea, covers small ports and guest piers in all project partner countries (Sweden, Finland, Estonia, Latvia), with most of the small ports located not more than within a comfortable one day sailing distance from each other.



Picture 2. New reconstructed and built small port in Latvia – Liepāja yacht port



Picture 3. Newly built small port in Latvia – Salacgrīva small port



Picture 4. Winter outdoor storage in Ventspils, Latvia



Picture 5. Pāvilosta small port services

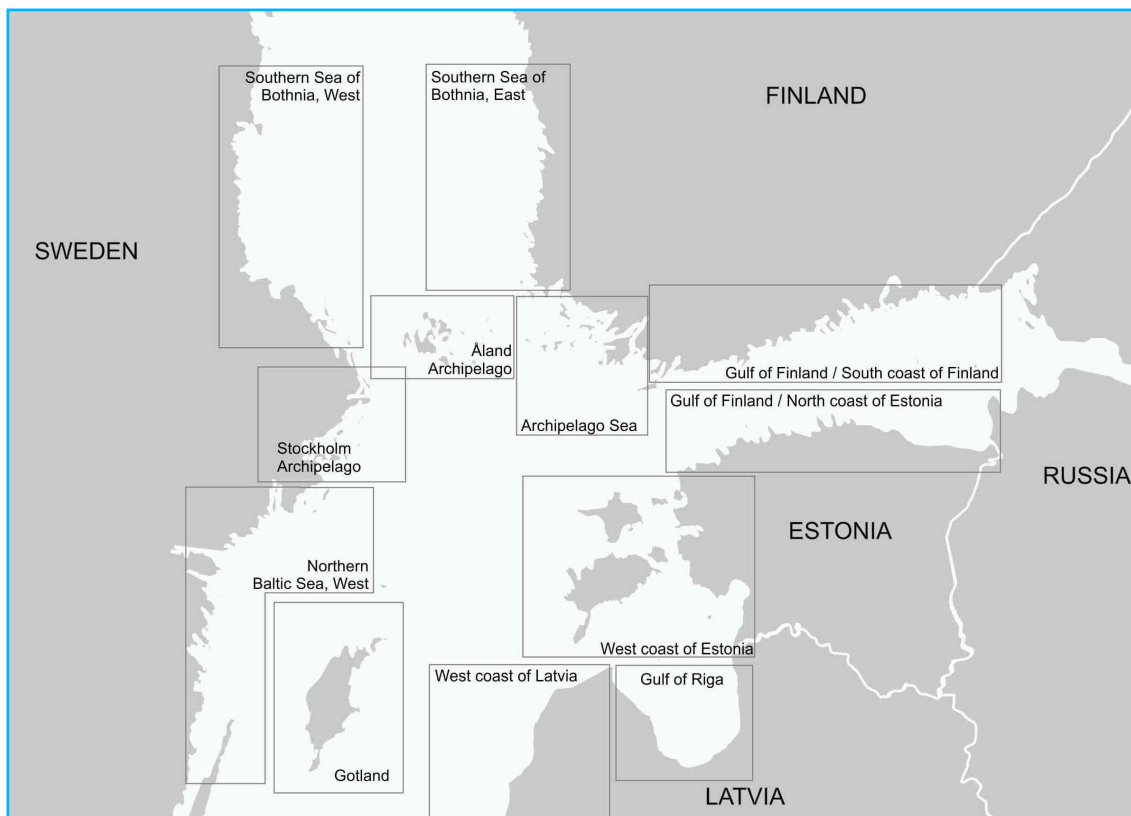


Picture 6. Mērsrags small port services

Small ports in each country have their own characteristics.

The Central Baltic area is divided into 12 sailing regions within the project:

-
1. Southern Sea of Bothnia / West,
 2. Southern Sea of Bothnia / East,
 3. Åland Archipelago,
 4. Stockholm Archipelago,
 5. Sea of Archipelago,
 6. Gulf of Finland / South coast of Finland,
 7. Gulf of Finland / North coast of Estonia,
 8. West coast of Estonia,
 9. Northern Baltic Sea / West,
 10. Gotland,
 11. West coast of Latvia,
 12. Gulf of Riga.
-



Picture 7. A map of Central Baltic small ports sailing regions

In the following, the regions and small ports of each project country are described.

2.1.1. Finland

In Finland, there are hundreds of small ports in the Central Baltic area. The areas of the Gulf of Finland/South Coast of Finland include boating alongside the Finnish coastline as well as to the Estonian side of the Gulf. Turku archipelago has hundreds of islands, and it gathers boaters from the area itself, from the Gulf of Finland/South Coast of Finland, as well as from the Southern Sea of Bothnia, and from the East area during the sailing season. The Southern Sea of Bothnia has less islands than the Sea of East of the Archipelago, and the routes can be rocky and partly shallow, especially closer to the shore. The Southern Sea of Bothnia, East provides destinations on mainland and on islands, both cities and historical destinations. Visit Finland offers more information on their website: <https://www.visitfinland.com/en/>.

2.1.2. Åland

Åland has small ports on the main island, the two largest ones in Mariehamn, as well as on the smaller islands, especially on the east side of the main island. Åland has its own boating community. Also, the meeting point for boaters from Finland. The small ports provide natural wonders and access to historical sights. Public transportation system (ferries and busses) is good, and provides boaters and non-sailing small port visitors, and additional opportunities to visit the islands Visit Åland offers information for tourists on their website: <https://www.visitaland.com/en/>.

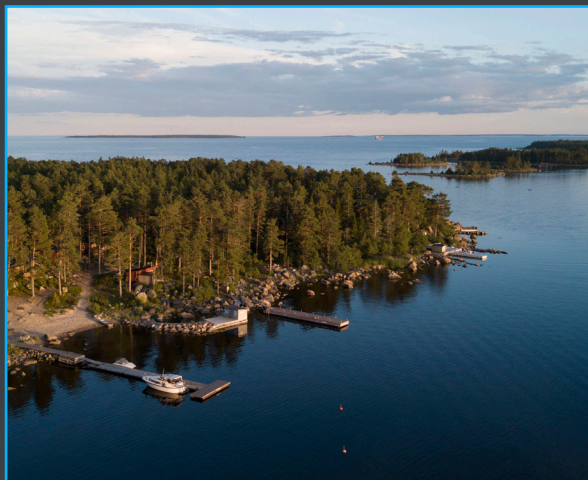
2.1.3. Sweden

In Sweden there are hundreds of small ports in the Central Baltic area. The territory of Sweden in the Central Baltic area consists of four regions: Southern Sea of Bothnia, Stockholm Archipelago, Northern Baltic Sea and Gotland.

The Southern Sea of Bothnia, named also as Jungfrukusten or the Maiden Coast, is the coastal area of Gästrikland and Hälsingland. It stretches about 200 kilometers from its southernmost point Öregrund all the way up north to Höga Kusten or the High Coast. The name Jungfrukusten comes partly from the island of Storjungfrun outside Söderhamn, and partly from the area's maiden-like nature (jungfru means maiden or virgin in Swedish). In the archipelago, there are more than 4,500 islands, plenty of beautiful sandy beaches, and genuine, idyllic fishing hamlets. The coastline of the area is versatile — from open bays to smaller archipelagos. There are many natural small ports and anchorages in the region.

In addition, there is a well-developed service for you boaters. Along Jungfrukusten there are about 20 guest small ports and 60 guest piers to dock. Several small ports have a slipway, crane and other yacht lifting equipment. Official waterways are well-measured and charted in digital navigation systems, and the nautical signs are correct. Swedish Sea Rescue Society has five well-placed stations in the area.

The Stockholm Archipelago is a huge area surrounding Stockholm, the capital, with hundreds if not thousands of small islands. Sailing within the archipelago is a tricky thing: with sudden drops in depths, navigation challenging without modern plotters and GPS, the archipelago is not a lazy man's sailing area. Gotland, Sweden's largest island provides a bit of medieval Sweden. Visit Sweden offers more information on their website: <https://www.visitsweden.com/>.



Picture 8. Enskär small port located in Söderhamn



Picture 9. Klacksörarna small port located in Söderhamn



Picture 10. Rönnskär small port located in Söderhamn



Picture 11. Fyrhamn small port located in Storsjöfrun Island, Söderhamn

2.1.4. Estonia

There are more than 70 small ports on the Estonian coastline. Estonian small ports are divided into two sailing regions: Gulf of Finland/North Coast of Estonia and West Coast of Estonia. Estonia has small and big yacht ports to choose from, located across the coastline and on the islands. In a matter of days, or in some cases hours, you can reach Estonian ports and small ports from neighboring countries such as Finland and Sweden. The shortest route from the northern coast across the Gulf of Finland to Finland is just 25 nautical miles.

The West Coast of Estonia includes Pärnu and the Estonian islands. Pärnu is the summer capital of Estonia, famous for its sandy beaches, lovely atmosphere and numerous festivals. Islands in the western part of Estonia, also called the Estonian archipelago, are largely known for their sandy beaches. The waters are shallow and rocky; following the fairways is usually necessary when sailing near the coast.

Hiiumaa and Saaremaa are the biggest islands of the West Estonian islands and popular destinations among domestic holiday makers. Both islands offer sights of scenic beauty with vast unpassable juniper forests, meadows and leaf forests and important old lighthouses. The history of these islands is interesting, and the wood building style is worth seeing. Both islands are connected to the mainland with around the year service by small ferries and have various good guest small ports.

The islands of Vormsi and Manija have numerous small ports and many sightseeing attractions and offer ethnic culture and lifestyle of the locals.

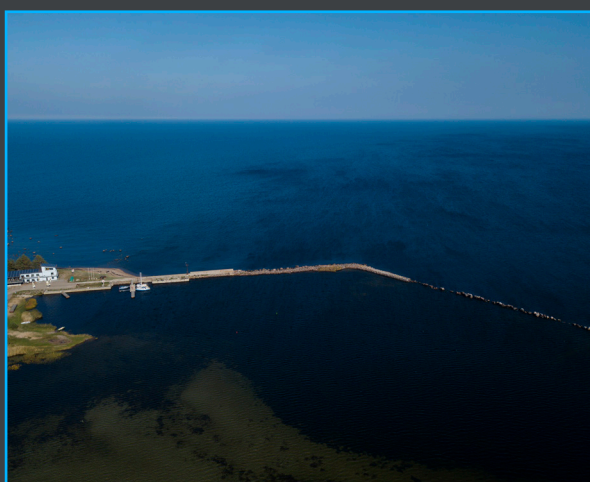
In the region, the water is shallow, so you mainly have to follow the fairways, and navigate accurately at entry from the sea. Official waterways are well-measured and charted in digital navigation systems, and the nautical signs are correct.

In several small ports of the islands, the depth is under 2 m. Some small ports have entries recommended only in daylight. Some ports, e.g. Haapsalu, might be harder to reach by West winds, because the bay is shallow and choppy.

Generally, Estonian small ports are well equipped for yacht mooring, ports have cleaning and repairing services, and all yachts are provided with detailed maps of water routes. In addition, the cost of renting a yacht is lower than in other popular resorts. Visit Estonia offers more information on their website: <https://www.visitestonia.com/en/>.



Picture 12. Estonian small, private port in the island



Picture 13. Vergi small port



Picture 14. Kaberneeme small port

2.1.5. Latvia

There are 19 small ports in total in the Latvian coastline. Latvian small ports are divided into two regions: West coast of Latvia (Liepāja, Pāvilosta, Ventspils) and Gulf of Riga (Roja, Mērsrags, Engure, Jūrmala, Rīga, Skulte, Salacgrīva, Kuiviži).

The Latvian coastline is straight, shallow and sandy, and there are no natural small ports and anchorages in the region. It is advisable to choose a port for stopover. Official waterways are well-measured and charted in digital navigation systems, and the nautical signs are correct.

In the small ports, large investments have been done recently, and the development is still ongoing. In 2020 almost all (90%) of the Latvian small ports provide services such as: port entrance and aquatic area with proper navigation signs; protection from waves; minimum depth alongside the quays and access way (fairway) 2.5m; at least 10 properly marked visiting mooring places for small crafts; reception of waste and wastewater; electricity and drinking water available on the quay; washing facilities and water toilets.

Nine ports have a slipway/crane and other yacht lifting equipment, building up of yacht storage facilities (outdoor/indoor).

All of the Latvian ports have safety posts (heaving line, boat hook, life buoy, and ladder) and fire safety equipment, ensuring emergency kit; the lighting in the small port area and quays are available; 10 small ports have 24h security (fencing, video surveillance systems etc.). The information is available on the internet in at least two languages at: www.eastbaltic.eu.

From 2017 until 2020 the number of berths has increased more than 2,7 times (now there are more than 730 spaces available in Latvia). The ports vary greatly in size and in the number of guest places, : from 40 places in Salacgrīva yacht small ports: there are small cozy marinas and up to 200 mooring places in the center of Rīga, City Yacht Club. Latvia Travel offers more information on their website: <https://www.latvia.travel/>.



Survey to the small ports

A survey was carried out with the aim to identify the current marketing situation of small ports in the Central Baltic area. The goal of this survey was to identify small ports in the Central Baltic region representing partner regions with a potential to form the background for be included in the project's marketing strategy and, consequently, those to be included in all marketing materials that will be developed within the project.

Data gathered with the survey identified the small ports that would form the network of the Central Baltic region. In addition, it clarified the current situation of the marketing actions of the ports and their needs for new knowledge, methods and tools to support the marketing and promotion of the small ports towards target markets.

The survey was done using the Google survey tool and it took place from 10th of November 2020 to 14th of December 2020. In total 56 questions were included, divided into three sections: Port Information, Statistics, Current Situation of Marketing Actions of Small Ports. Project partners were using their existing contact databases for identifying the ports the survey would be sent to. In addition to the online survey, individual interviews with the project partners were held. The focus of the interviews was on gathering the missing information and more detailed discussion of the survey results.

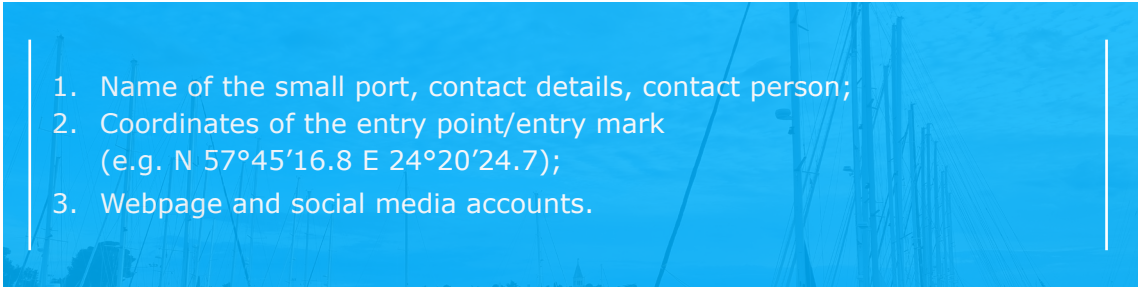
The results of the survey and the collected information have been used for the development of the marketing strategy and for identifying the network of small ports in the CB area.

3.1. Survey overview

In response to the survey only 57 answers were received, even after various reminders and personal communication. Although this number may be considered as insufficient for quantitative data analysis, the aim of the survey was to identify the current activities in small ports' marketing, and further plans and expectations of the small ports in this regard. Since the ports that submitted to the survey represent the CB area as a whole, we were able to provide some conclusions based on qualitative information collection.

The representation of respondents per country was: Finland – 16, Sweden – 23, Estonia – 11, Latvia – 7. All the small ports that represent the project partners replied to the questionnaire.

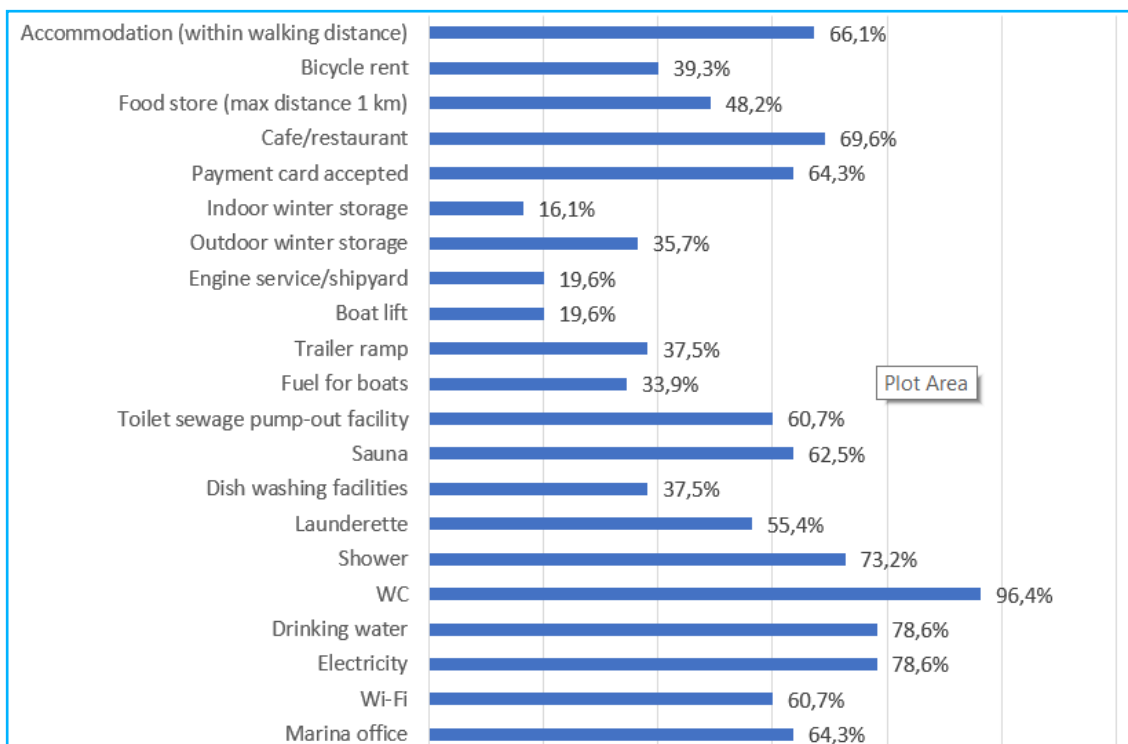
The survey collected contact information about the ports in the CB area, which can be used in creating the basic data base of the CB ports:

- 
1. Name of the small port, contact details, contact person;
 2. Coordinates of the entry point/entry mark (e.g. N 57°45'16.8 E 24°20'24.7);
 3. Webpage and social media accounts.

This information is stored and will be used for the preparation of marketing materials. All the respondent small ports provided their contact information, webpage and social network links. There are only 8 ports that left the web representation question blank which means that in general ports are well presented online.

The data of available technical services was collected, as well. This data will form the background for the marketing materials that will be developed during project implementation.

The received data shows that most (78% and more) of the small ports provide all the basic services (electricity, water, shower/WC) that are needed for welcoming sailors. About one third of the respondent small ports provide wintering services and are equipped with a trailer ramp. In general, small ports are ready to welcome tourists and to offer the services needed (see Picture 15).



Picture 15. Services and facilities available at small ports. CBSmallPorts online survey - December 2020

The survey showed that the small ports of the area are still using the traditional port management and berth reservation system. 72% of the small ports are not using any online management systems. Among those who do use the online management system, the most popular are www.dockspot.com and www.marinamia.eu.

As an answer to the request on collecting data on visiting ports, only half of the small ports (53%) are collecting this data and were ready to share that with the project.

In general, small ports understand the necessity of marketing activities and online presence. Most of the ports (79%) have participated at boat shows of the region to spread information about the port. Allt for Sjön in Sweden and Vene/Båt in Finland are the most mentioned boat shows.

As the main communication channels small ports mention:

- Social media (Facebook – most mentioned, Instagram – less mentioned)
- Port webpage
- Printed material
- Boat shows
- The notion of “Our guests are our ambassadors” is very important within the sailing community, and of course it is of the most importance for small ports is general

Small ports have developed and are using the following printed marketing materials:

- Small ports guides
- Brochures
- Handbooks

Most of the small ports mentioned that it is important to have printed material available at the port.

The communication channels and marketing materials mentioned above are, according to the ports of the survey, important for further communication and development of the marketing activities. The most important information for the sailors is related to navigation, available services, and other practicalities. This information should be easily found on the internet, it should be comparable and understandable.

In general, the small ports refer to the following main marketing needs:

- Presence in social media, networking, making of a common easy-to-find online system
- Information availability, sharing and common events
- Developed tourism product offer for sailors

Only some ports mentioned that they already cooperate with the local tourism information center. On the other hand, there is an understanding that the information on tourist attractions around the port area should be easily available.

Reaching out to the end-users of the small port services is the key to successful marketing. Thus, the collaboration with the sailing community is of great importance. Only 20% of the respondent small ports host a Yacht Club at their territory. It means that special attention should be dedicated to addressing the sailing community through the events and other communication channels.

The most attended regattas of the region were identified in the survey:

- Regattas & events in Estonia -

- Moonsund Regatta (Muhu Väina regatt), biggest sailing event in Estonia, <http://muhuvain.ee/en>
- Dago Regatta (around Hiiumaa island) <http://jkdago.ee/voistlused/dago-regatt/>
- Serial competition Kärkla Purjutuur, 9 legs May to September, <http://jkdago.ee/voistlused/kardla-purjutuur>
- Tallinn Maritime days
- Sõru Regatt, season closing event in the end of September.

- Regattas & events in Latvia -

- Gulf of Riga Regatta
- Pāvilosta Open
- Ruhnu Sauna Regatta (Roņu pirts regate)
- Auda Autumn Cup (Rudens kauss)

- Regattas & events in Lithuania -

- Klaipėdas yacht club opening and closing regatta

- Regattas & events in Finland -

- Kotkan Meripäivät - Kotka Maritime Festival (<https://meripaivat.com/>)
- Loviisan Venefestivaali – Small Ships’ Race (<https://laivasilta.fi/>)
- <https://www.suomalainenpursiseura.fi/160>)

- Regattas & events in Sweden -

- <https://nynashamn.se/uppleva/evenemang>, <http://www.nynashamnyachtclub.se/>
- Dykdalben, Högtidsregattan segelvik.com

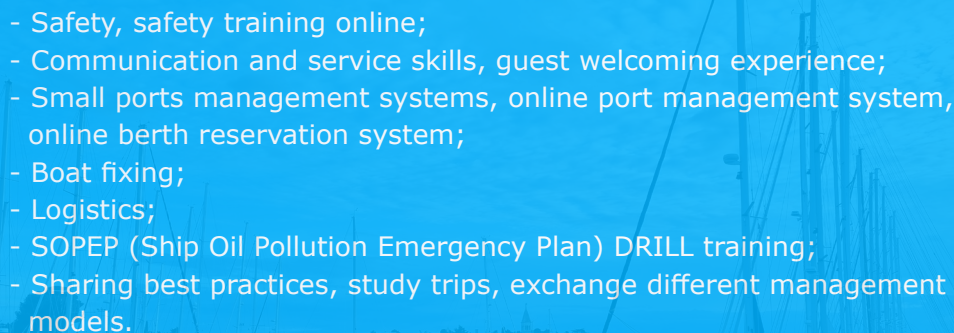
- International Regattas -

- https://www.nnmk.ee/index_est.php
- Kuršiu mariu regata
- Tallinn Sailing Regatta
- Muhu Väina regatta, www.muhuvain.ee
- GoRR, www.gulfofrigaregatta.eu

This list was provided by the small ports.

Training as part of the small port development and improvement of the provided services, is quite important. However, only 22% of the ports expressed interest into training and developing the additional skills. There are various reasons for that, e.g. 26% of the small ports answered that they do not have any full-time employees. Most of the ports have seasonal employees. Therefore, during the busy season it is hard to find time for training.

Among the subjects of interest for training:

- 
- Safety, safety training online;
 - Communication and service skills, guest welcoming experience;
 - Small ports management systems, online port management system, online berth reservation system;
 - Boat fixing;
 - Logistics;
 - SOPEP (Ship Oil Pollution Emergency Plan) DRILL training;
 - Sharing best practices, study trips, exchange different management models.

Study trips and best practices are often mentioned in other questions as well (e.g. expectations), it is considered to be the best way of receiving new information.

3.2. Survey conclusions and recommendations

For the development of the network of the CB area small ports of the area it is important to identify all, or at least the major part of the small ports in the CB area. So identifying the small ports of the CB area is one of the tasks of the project. As a starting point we are considering the small ports that have already participated in one or other port related EU project. The identified small ports should be included in the marketing materials (route map, image map).

At the same time the survey showed that the selected approach of identifying the ports that have participated at the EU project, might not be sufficient since some of the ports of this Survey stated that they have never participated in any EU project. To better identify small ports the other sources of information will be used as well.

Statistical data of visiting boats is missing. That would be very useful and would help to identify the potential target market. The other sources on statistics are being identified.

3.2.1. SWOT analysis of the small ports in the CB area

To get an overall picture of the existing situation of the small ports in the CB area and to evaluate potential development directions, a SWOT analysis was made. The main conclusions are:

1. Despite being located in different areas, the CB small ports all face the same issues: short season, competition of people's time and limited financial and skills resources for the port development.
2. Essential tasks for developing the area within the project include composing a manual for small port investments, communication strategy, and open online CB-

SmallPorts platform to combine the data found in different sources and applications. In addition, the project will execute investments supporting environmental approach, energy efficiency and green values in marketing.

3. The small ports in the CB area are well developed: they offer a wide range of services beside the basic services (electricity, water, WC, shower), but also sauna, fuel, crane, technical services, winter storage etc.

4. The small ports' society is missing one common, effective network to work together with limited financial resources.

5. Very good navigation aids and high-quality charts make navigation interesting to boaters who are looking for something unknown, undiscovered yet.

6. The weather conditions and the fragile ecosystem affects the number of the boaters.

For full text of the SWOT analysis, see attachment No 1.

3.2.2. Recommendations

The Survey has been a great source for understanding of the marketing needs of the small ports of the region. As result, the following was concluded:

1. Focus on online information spreading

Internet (both webpages and social media) is the main source of information. Valuable, practical, updated information is the key for successful marketing of the network of the small ports.

The small ports mention the importance of developing a better online coverage on available ports, preferably in one webpage. Information on navigation, services and facilities should be easily accessible across different sites as well.

Speaking about the Central Baltic region in general, ports mention that there is not enough information on the ports and their services. Ports would like to see the network of ports as a more developed tourism product, e.g. easy-to-find advice on the things to do on the coast, rental services, general travel advice.

The project result, online platform [CBSmallPorts](#) aims to collect and make easy-to-find the needed information.

Use of online management systems is underestimated in the region. Only a few ports are using an online management system (both for the port management and berth reservation). But there is a growing interest in knowing more about existing solutions.

Digitalization of small ports could provide better and comparable data (including visiting boats statistics) as well as function as another tool for spreading information on the network and growing online presence.

Ports mentioned the need of training on communication (including online), technical knowledge and port management knowledge. However, ports showed overall low interest in training that may be related to the very few full-time employees in the

ports, and for the seasonal employees there are too many other priorities during the season, so training is left out. Furthermore, small ports might not have available budget for training.

Cooperation with the Tourism Information Centers might be underestimated in the region, only few ports have mentioned TIC as information channels.

There is still a high demand for the developed printed marketing materials, and since all the developed materials will be uploaded for online use, it is important to develop the materials considering its online layout.

The COVID-19 situation has augmented the need of online information since the number of face-to-face contacts has really decreased due to governmental restrictions. One of the challenges of the project is to find new ways and alternatives to the previous ways of spreading information, e.g. boat shows.

2. Speak about navigation, practicalities and services

Ports have clearly named the need for easy-to-find, updated, practical information about the port. Depth, length overall (LOA) and width is the most important information that should be published "everywhere".

Marketing materials and communication should always be based on advice on navigation and information about practical needs of the sailors.

Although online communication is very important, ports still consider that printed materials are of a great value (brochures, maps, small port guides) and ports would like to have those available on site.

It is planned to develop two printed marketing materials during the project: Sailing Routes in the Central Baltic, that would include examples of sailing routes targeted to different audiences, and Image map, the map of the CB area with strategically important ports to encourage navigation in the region. The developed materials will be available both on online and in a printed version.

3. Connect with sailors

Collaboration with the sailing community should be improved. Sailors are still the main (the most trustworthy) and the best way of spreading the information. It is important to identify communication channels to reach out to the sailing community.

Establishing contacts with the sailing community is important for spreading the information about the network. Some ports mentioned that there is no cooperation between a local yacht club and the port, for the development of the network of ports it is crucial to improve collaboration between the port and the sailor. Participation at the events and regattas is planned within the project.



Current marketing activities in the Central Baltic area

Based on the results of our survey, it is evident how marketing activities should rely both on useful information and on expertise. Henceforth, when it comes to our project CBSmallPorts, a holistic approach, which includes and synergizes the different activities of the different Work Packages, not only is recommended, but necessary. Particularly, if we look at the activities of the Work Package T1, “Energy efficient small ports”, we can easily identify elements that the survey described above have recognized. These elements not only show the importance of the investments related to a sustainable development of the small ports, but also highlight how much both port operators and sailors value their implementation.

This leads to the second aspect, which is expertise. Many, if not all the partners involved in CBSmallPorts project, have had – and are still having – experiences in other international projects which highlighted both resource efficiency and marketing. This has created a large pool of experts in their own fields, which can draw from their own knowledge and expertise to suggest, guide and implement ideas and concepts for our marketing activities.

4.1. Knowledge from previous projects

A good example of expertise and good practice can be retrieved in the implementation of the CB PortMate project and its final result, the PortMate.eu tool (www.portmate.eu). CB PortMate focused heavily on safety and resource efficiency, which are, as described above, highly valued aspects regarding small ports and recreational sailing. The project, which ended in 2019, provides a very useful starting point to reflect on the marketing strategies needed to promote the Central Baltic Area. The importance of visual elements, especially videos, as well as the contribution of experts and partners, in relation to the content creation, are all crucial aspects to include in any development of marketing activities. However, these elements also need to be clearly designed with a well-defined idea of the target audience, to better tune the

message to their frequency. Finally, the very creation of the portmate.eu platform, gave the possibility to further reflect on its impact, its challenges and strengths, something that could be easily transferred to CBSmallPorts activities has fundamental experience. For example, the difficulties in increasing its base users, as well as the issue related to the creation, update and maintaining of the page contents, will be addressed further in the development of our WP T2 activities, with specific regard to the online platform.

Riga Planning Region and Kurzeme planning region during the projects “Smartports” (2017-2018) and “EST-LAT Harbors” (2018-2020) were working on the development of joint marketing activities to promote the network of the small ports in Estonia and Latvia, and East Baltic Coast as a sailing destination. The project gave a possibility for the small ports to receive investments into infrastructure thus developing as a modern sailing destination attractive for sailors. The joint marketing activities, such as participation in boat shows and development of the Harbor Guide of the destinations have been highly appreciated by the sailing community and other stakeholders. The gained expertise in marketing of the small ports will serve as a solid background for the developing of the Marketing Strategy for the small ports in the CB area.

In the next sections, we will briefly describe the lessons learned, as well as different types of possible implementations, regarding both resource efficiency and marketing.

4.2. Lesson learned

Like said, in the CB PortMate project, emphasis in terms of marketing and making the investments to be seen was mostly put in developing of www.portmate.eu. Even though the platform is nice and usable, and it contains indeed all the quality videos and material produced during the project it hasn't really been used that much. Reasons could be that from a boater point of view there is a limited amount of small ports you can find information about. In addition, updating and promoting of the platform stopped when the project ended. There are also so many other competing sites, apps and sources for information on small ports. Although port operators should find the safety and resource efficiency related information useful in their port development but while all the materials are in English it takes that little extra effort or push for them to really start reading, using it and trusting in what they read.

Lessons learned from this is that if you do valuable and useful material for small port development and marketing make sure that you use at least the same effort for advertising your achievements. Social media channels work well, and it might be worth paying that little bit of extra for added visibility in them. Local language always works best and nourishes trust better than English or other foreign languages. This is the case especially when talking about small port investments and financial risks.

What was done in CB PortMate could be used further:

- The country-specific and regional videos with drone and hand camera footage showing nice sceneries of the ports and surroundings.
- The approach videos for newcomers safe arrival to ports which makes the first visit safe and give information in visual form of the port in question.
- Videos showing the safety and resource efficiency investments, but maybe with a bit more selfie type personal touch.

In CBSmallPorts investments are concentrated on energy efficiency that is only part of resource efficiency.

Moreover, the partnership upon which CBSmallPorts has been built includes many partners with a lot of experience in port development as well as in marketing activities. The instance mentioned above regarding the www.portmate.eu platform is just an example of the work and research that has been done in the preparation phase - and that it is continuously improved and developed as more experience is gained. In addition to the personal experience, the network that has been built throughout the years has proven to be very important to define the activities of our project. In fact, it would be preposterous to start from scratch when much expertise has been developed, not only in relation to the projects the different partners have been involved, but also regarding other projects that have been and are still implemented. Indeed, during the past years, many projects concerning the development of small ports have been funded by different organizations. As an extremely valuable foundation for our project, during the application phase, we collected information on some of these projects (based on the Baltic Sea Region) and tried to identify strengths and weaknesses, as well as creating contacts with some of the involved organizations. We collected the most prominent ones into a list - which is far from being a complete and exhaustive list:

- 30MILES - Small port every 30 miles apart - Development of services for lively water tourism in the Eastern Gulf of Finland
- ADAPT - Assuring Depth of fairways for Archipelago Public Transportation
- CoMET - Internationally competitive maritime education for modern seagoing and high-quality port services
- FamilyPorts - Green and Family-friendly Archipelago Ports
- MASAPO - Development of Maritime Safety in the Small Ports in the Baltic Sea Region
- SEASTOP - Modern ports in historic waters
- Smart Marina - Contemporary harbors with soft energy technology
- SmartPorts - Modern and attractive small ports network through cross-border interactive information system, joint marketing and improved port services
- Sustainable Gateways - Small ports - sustainable gateways to coastal national parks
- PortMate - Safely connected sustainable small ports in Central Baltic region
- EST-LAT Harbors - Improvement of sailing infrastructure and yacht harbors network building in Estonia and Latvia

Even though sometimes the projects' main goals can differ, it is interesting to note how sustainability, resource efficiency and marketing appear to a certain degree in each of them. This is not the place for an extensive analysis of each of them, but the analysis of these projects provided us with a deeper understanding of what is needed in terms of experience and expertise — and it is something that we are including while developing CBSmallPorts activities.

Finally, based both on the results of the data provided by the survey and on the experiences that the partners have been having working in small ports development projects, it is evident the lack of a common strategy on the marketing of the Central Baltic as a destination.

There are several examples of implementation of promotional activities done by local entrepreneurs and port owners. While many of these activities show the commitment and the commitment to promote their services, they also fall short of a broader view.

The lack of an overall common vision, not only on a central Baltic level, but also locally, within the destination they are implemented, is one of the biggest challenges to face and to consider. Local conflicts, as well as narrow views on what is considered positive and beneficial for their own small port, could create tensions and difficulties in the cooperation. However, based on the experience and on the common challenges that all the Central Baltic Area destinations are facing, a joint effort is not only recommended, but highly desirable in order to improve the common image of the area and, ultimately, increase the number of visitors.

4.3. The main marketing activities implemented within previous projects

To form the network of the CB area, countries and ports have done a lot to improve and equalize the services in the area. Several projects have contributed to small ports' marketing activities in the local and international market. For a list of the ongoing and finalized projects and their results, see attachment No 2.

4.3.1. Development of informative materials

There are prepared different informative materials in almost each project. Small ports have developed and are using the following printed marketing materials or digital versions of the materials that are published on the project's web pages:

SMALL PORTS GUIDES, MAPS AND BROCHURES

Within the project EstLat Harbors a map of the East Baltic port network was printed (about 10 000 copies) and three editions of East Baltic Coast (Estonia and Latvia) Harbors Guide were published (in total about 20 000 copies). The brochure was handed out in boat shows and partner yacht clubs free of charge. Free PDF for downloading is available on the web page www.eastbaltic.eu. Both materials received high appreciation from the sailors and full editions were spread out during the boat shows. A price list for separate services in Latvian ports (wintering and winter storage) was prepared, but it did not arouse much interest among boat show visitors. In project 30 Miles suggestions for sailing routes were elaborated and published on the web page <http://30miles.info/routes/>. In total 60 route examples are presented and offered for boaters to use.

HANDBOOKS, MANUALS AND PRACTICAL GUIDES

In the project PortMate practical guides for boaters and port professionals were elaborated and published on the web (www.portmate.eu). Although these materials are more dedicated to safety, resource efficiency and integration of new technologies in the small ports, they show the existing infrastructure, high-level services and modern technologies; the materials are addressed to boaters and other port visitors and thus can serve as effective marketing materials, promoting small ports in the project territory. In the project Batseco Boat (<https://batseco-boat.eu/>) very specific publications were prepared about technical solutions of the sewage collection (catalogue of pump-out stations) in small ports. The project FamilyPorts published Joint architectural vision. The project Sustainable Gateways produced a publication on the issues related to the ecological, social, and financial sustainability of small boat small ports. The project Safe Sea published training materials of safety on the water in the sea for further use.

LEAFLETS AND NEWSLETTERS

In the project PortMate regular newsletters were prepared to inform port and project professionals, stakeholders and authorities about project progress and achieved results.

All printed materials were handed out during local and international regattas, visits to yacht clubs and other face-to-face meetings with direct target groups, thus strengthening cooperation between the sailing communities in different countries.

4.3.2. Videos

Videos have been prepared in several projects and on different themes.

PROMOTIONAL VIDEOS are prepared in following projects: EstLat Harbors, Smart Marina and PortMate. They are published on the project web pages and the main goal is to show the specific values, local traditions and available services in the small ports.

EDUCATIONAL VIDEOS are prepared in project PortMate, and they are dedicated to safety, resource efficiency and integration of new technologies in the small ports. In 30 Miles project Safe Harbor video course was filmed, where safety issues in small ports and boating are discussed. The series includes 29 training videos, as well as a legal training package implemented in cooperation with a law firm.

INFORMATIVE VIDEOS are prepared in project EstLat Harbors - to show the entrance way into the small ports in Estonia and Latvia. In PortMate - safe approach videos to small ports in Finland, Åland and Sweden. In 30 Miles the Safe Approach video series shows a safe approach route by boat to 30 Miles ports. The goal of these approach videos is to support and facilitate navigation to 30 Miles ports.

4.3.3. Web solutions and development of web pages

- In the project Portmate (www.portmate.eu) a web app was developed as an information source for boaters and small port managers who wish to know more about boating safety and resource efficiency and green values of the small ports. It offers practical guidance on how to sail safely. For small port managers there is information on how to develop their port to be safer and more resource efficient. In the project Masapo an app for viewing small ports virtually in beautiful 360°panoramas was developed. The project Seastop had a new mobile play for the visitors in the boat fairs launched.

- In the project "SmartPorts" the booking system www.marinamia.eu was developed by the Estonian project team. The booking system serves for pre-booking of the stay in the port not only in EU countries, but also in Norway and the United Kingdom (18 countries in total).

- Mainly all projects created new web pages. Within the EstLat Harbors project the web page www.eastbaltic.eu was developed, where all small ports in Latvia and Estonia are presented. The Batseco Boat project has a web page www.batsecoboat.eu, where detailed information about sewage collection systems is provided, and in project 30 Miles also web page <http://30miles.info/> where information about safety, route planning and different practical issues is available. The PortMate project's web page <https://www.portmate.eu/> provides guidance videos on resource efficiency solutions and installations — the site was expanded to users by an open access ICT solution. The SmartPorts project used www.helloports.com, SeaStop project had <https://seastop.se/>, Sustainable Gateways <https://www.metsa.fi/projekti/sustainable-gateways/>.

4.3.4. Activities in social networks and work with mass media

In most of the projects, parts of the activities are devoted to publications on social media such as Facebook, Instagram and Twitter accounts as well as YouTube channels. The project teams have worked with journalists and prepared articles on different boating topics, which are published in printed and digital media. More information about activities in social networks and work with mass media can be found on the above-mentioned projects' web pages.

4.3.5. Participation in boat shows

Starting from 2016, Latvian and Estonian small ports were represented in the largest boat show in Europe, "Boot" in Düsseldorf (by projects EstLat Harbors, Smart Ports). Starting from 2017, many of the projects were represented in boat shows in Finland in Vene / Båt, in Sweden in Allt för Sjön (by e.g. projects 30miles, EstLat Harbors, EASTBALTIC Harbors, Smart Ports, Smart Marina, Seastop). In addition, the small ports of Latvia and Estonia were represented in Poland in Wind and Water event since 2017 (within the project EstLat Harbors).

The reached number of boaters in the boat shows in total is about 15 000 (stand visitors, during four years, participating in four boat shows per year).

Due to COVID 19 in 2021, all boat shows were cancelled, so projects are facing a challenge to find new tools to reach the target audience. That is a reason for making a new marketing strategy to promote the CB small ports in a new and effective way.



Target groups and marketing tools to promote the Central Baltic are

This section is dedicated to describing the target groups of the marketing strategy and the necessary activities to be done to reach the stated goals.

5.1. The planned marketing tools of the project

- Web-based **CBSmallPorts** platform, that will be used as an example in studies of both environmental, business and tourism students by university partners and beyond.
- Image map of the CB sailing area that will give the first impression of the sailing region and work as an extended business card of the region.
- Brochure "Sailing routes in the CB area" (printed and digital, with links to video materials) and a book of small ports, that gives detailed information of the offered sailing route samples.
- Individual marketing materials (printed, digital, specific format) for particular small ports or/and groups of ports.
- F2F meetings with boaters and port professionals (regattas, site visits and other events).
- Participation in boat shows inside and outside of the CB area.
- Work with social media including Facebook, Instagram, YouTube, Snapchat and WhatsApp to share project activities, promote results and market events. Media articles (newspaper, radio, TV) is a tool to share the project progress and results to a wider audience. General audience will have an open access to the communication and dissemination through chosen interactive social media channels and websites with information, media articles and other relevant material shared.

5.2. Marketing tools selected for target groups of the project

Different target groups are defined with the aim to promote the CB sailing area in the most effective way, and marketing activities are carefully planned to find the most effective channel for each target group. Target groups cover the geographical location inside CB area (Sweden, Finland, Estonia, Latvia) and outside CB area (Germany, Poland, Denmark, Lithuania, Russia).

BOATERS AND OTHER SMALL PORT USERS is the main target group, and they are the main users of the established ports' infrastructure, information channels and materials. In order to reach the boaters, the following *marketing tools* will be used:

- WEB BASED **CBSmallPorts** PLATFORM — to give specific information about the CB sailing area and improvements in the infrastructure of the small ports and to book the stay in the ports using the integrated booking system.
- IMAGE MAP — to give an inspiration for sailing holidays and represent the CB sailing area.
- BROCHURE "SAILING ROUTES IN THE CB AREA" — in order to provide more detailed information for planning the sailing holidays in the CB area.
- F2F MEETINGS — to give presentation of the CB sailing area and to provide information about certain ports and services during boat shows, regattas and meetings in yacht clubs.
- PARTICIPATION IN BOAT SHOWS — for direct contact with boaters to answer the actual questions, give suggestions, and to give a live presentation of the small ports network.
- SOCIAL MEDIA — to ensure regular reminders about the CB area as a well-developed sailing region and to give a visual representation of small ports technical information (YouTube videos about entering the port territory, sailing adventures and regattas, Facebook posts about tourism offers in the surrounding and events in the small ports, photos of the small ports and sailing in Instagram account, etc.).
- INDIVIDUAL MARKETING MATERIALS FOR CERTAIN SMALL PORTS OR REGIONS — to give specific information about the region, the network or the port, its services and additional values; to convince boaters to choose a particular port for their stay.

During high season, i.e. in summertime, the marketing has to be done in the small ports by presenting the ports' infrastructure and services, by F2F meetings to reach the boaters and other port users in the regattas, sailors' events and yacht clubs. The key in marketing effort is the everyday use of social media, such as Facebook, Twitter and YouTube, combined with social media campaigns. In addition, social media accounts (Facebook, Instagram, YouTube, WhatsApp) will be utilized in sharing the project activities, in promoting results and in marketing events.

During low season, the marketing is mostly done through F2F meetings in yacht clubs and other events, boat fairs, as well as with dissemination of the printed material such as leaflets, image maps, and brochures. Social media is used for promoting the network platform and for sharing marketing photos and videos.

SMALL PORT PROFESSIONALS are the service providers in the small ports as well as small ports owners. This target group is important as a key player in boating in its widest meaning. Small port professionals are the main link to the boaters, developing tourism products offered for boaters.

In order to reach small port professionals, the following marketing tools will be used:

- **WEB BASED CBSmallPorts PLATFORM** — to give specific information about the CB sailing area and small ports network, to share knowledge about the most effective energy efficiency solutions, safety, green services and experiences in the field; to give information about different workshops and other educational events; to provide possibility for promotion of the port in the integrated booking system.
- **IMAGE MAP** — to represent the CB sailing area and show the port's location in the network.
- **BROCHURE "SAILING ROUTES IN THE CB AREA"** — to show the belonging to the particular sailing route and to help plan the improvement of the offered services (e.g. neighboring ports don't have a petrol station, no repair services or winter storage in the surrounding), inspire other small ports to join the network.
- **F2F MEETINGS** — to give a presentation of the CB sailing area and improve the cooperation among small ports;
- **PARTICIPATION IN BOAT SHOWS** — for direct contact with small port professionals thus strengthening of the network and a live presentation of the small ports network.
- **SOCIAL MEDIA** — to give the latest information about events in the small ports, improvements in the ports of the network and to provide facilities for promotion of particular ports in wider media networks.

Most of the marketing activities dedicated to small port professionals have to be done during low or off season, as summertime is full with activities in the port management and providing of the services. Social media activities can be done all year round.

GENERAL PUBLIC is the widest target group that covers local inhabitants, visitors, tourists. It is important to work with this target group as it forms a potential sailors' community, ambassadors of the improvements in infrastructure and attractive environment and energy efficiency solutions.

In order to reach general public, the following marketing tools will be used:

- **IMAGE MAP** — to give a presentation of the CB sailing area and the coastal area with ports as a tourist attraction; the map will work as an extended business card of the project.
- **INDIVIDUAL PRINTED MATERIALS FOR CERTAIN SMALL PORTS** — to give information about the port and tourism values in the surrounding areas.
- **SOCIAL MEDIA** — to give visual information about small ports, sailing adventures and regattas, tourism attractions in the surrounding areas and events in the small ports, photos of the small ports and sailing in Instagram accounts etc.

Work with the general public target group has to be done mostly in the sailing season as visual materials can be distributed in sailing events and published in social media.

PROJECT PROFESSIONALS & EDUCATIONAL INSTITUTIONS is an important target group. The demonstrated actions on energy efficiency and environmentally sustainable solutions will lead to actions and co-operation in and between different instances: municipalities, companies (especially SME's) and the general public, non-governmental organizations and ministries as legislators/regulators. Local, regional and national authorities will have a joint network of small ports to support blue growth in the Central Baltic area. Companies (enterprises, SMEs and infrastructure providers) do find opportunities in small ports to develop technology for better services and climate friendly solutions.

In order to reach this target group, the following marketing tools will be used:

- **IMAGE MAP** — to represent the CB sailing area, to show the port's location in the network; the map will work as an extended business card of the project.
- **WEB BASED CBSmallPorts PLATFORM** — to give ideas about the CB sailing area and small ports network, to give information about already tested energy efficiency solutions, environmentally sustainable solutions and experiences in the field; to give information about project experiences and possible partnership for next projects.

Work with this target group should be organized in low or off season (autumn, winter, spring), when most official meetings and seminars are organized.

STAKEHOLDERS are different interest groups. The target group entity covers local sailing clubs, regional boating clubs, scouts, NGO's working with rescue services, organizations and projects working for saving the Baltic Sea, and enterprises promoting archipelago areas. Enterprises that provide infrastructure and services to small ports recognize new business opportunities in small ports. Media writing about small ports and boating. SME's providing technology and services related to energy efficiency and environmentally friendliness in small ports. SME's providing services in small ports either as a port operator or SME related to activities in small ports.

In order to reach this target group, the following marketing tools will be used:

- IMAGE MAP — to represent the CB sailing area, to show the port's location in the network; the map will work as an extended business card of the project.
- WEB BASED **CBSmallPorts** PLATFORM — to give an insight into the CB sailing area and small ports network, to give information about already tested energy efficiency solutions, safety, ecology and experiences in the field; to give information about project experiences and possible partnership for next projects.

Work with this target group should be organized all year round, depending on the information that should be delivered to this target group.

Target group	Sub groups	Marketing tool	Channel	Expected result
Boaters and other users of small ports	Local people and visitors to small ports as boaters	Image map Brochure "Sailing routes in CB area" small ports book Individual marketing materials web-based CBSmallPorts platform F2F meetings Participation in boat shows Social media	Printed materials: in boat shows, regattas, yacht clubs, sailing clubs etc. Digital versions: on webpages of the partners, social media accounts	Increased number of visitors in the ports, boaters are more informed about energy efficient solutions and safety; raised awareness among boaters about solutions
Small port professionals	Infrastructure and public service providers, port owners	Image map Brochure "Sailing routes in CB area" small ports book web-based CBSmallPorts platform F2F meetings Participation in boat shows Social media	Printed materials: provided by project partners, in meetings, workshops, site visits; Digital version: by e-mails, on webpages, files' sharing platforms	Improved green infrastructure in the ports, well-educated port management team, strengthened port network.
General public	Tourists, visitors (arriving by land)	Image map Individual printed materials Social media	Printed materials: provided by Tourist information centers and in boat shows and tourism events. Digital version: on webpages Social media	Everybody is informed about the CB area as a well-developed sailing region with tourist friendly infrastructure. Increased number of tourists in the surrounding.

Table 1. Summary of the target groups and activities



Workplan

All partners will participate in the marketing actions and each contribution will be extremely valuable to reach the objectives and target values identified.

SAMK will provide the basic framework for the marketing operation. Moreover, the existing web app “portmate.eu” — created within CB PortMate of which SAMK was lead partner — will provide valuable data and information. SAMK is the responsible partner for building the online platform [CBSmallPorts](#).

RPR will coordinate implementation of the marketing work package in order to improve local and regional mobility and improve travel opportunities to small ports. Coordination of planning joint marketing materials and actions in CBSmallPorts is the responsibility of the RPR, as well as organizing participation at boating fairs outside CB area, e.g. “Boot” Düsseldorf.

KPR role will be the promotion of the Central Baltic as a safe and green sailing environment, not only to the local targets, but also to possible visitors from Germany, and other neighboring countries. By developing a marketing strategy with materials for CB area small ports. In addition, the partner has experience in preparation and design of printed materials for specific target groups.

EVAK will define example sailing routes to small ports in CB areas taking into account different user groups. EVAK will promote the Network of Estonian small ports in neighboring sailing regions and at further target markets. The reason behind this is that international cooperation and cross-border networking with similar organizations helps to harmonize understanding about sailing infrastructure standards, the needed service quality and procedures fluent to the port users, operators and decision-makers.

Söderhamn will take care of practicalities for participating at boating fair “Allt för Sjön” Stockholm, as well as will continue promoting small ports of the Söderhamn archipelago.



Results to be achieved

A network of small ports in the context of a marketing strategy is an effective and interactive cross-border information system. The strength of the CB area is in cooperation among ports with improved services and unified marketing. In general, guiding into the market (advertisement, indirect influence advertisement, direct sale and promotion) and use of communication channels are the key issues of this marketing strategy.

Instead of various separate web apps, the project creates a common online platform [CBSmallPorts](#) combining the information for boaters, other service users and small ports. Positive visibility in target markets of the CB area as the sailing destination. Increased knowledge and changed behavior about the energy efficiency in the Central Baltic small ports as a uniform region with various opportunities for climate friendly holidays.

The marketing materials will be provided both in digital and in printed versions to reach the audience more effectively. The printed version will be provided in the boat shows, regattas, workshops, conferences etc. events, also spread by partners in the CB network of the small ports. The digital versions of the maps, leaflets and brochures will be available for viewing or downloading on the webpages of the project partners and small ports, in the CB Platform and social networks.

The address of the project's web-based CBSmallPorts platform must be shown on all printed materials; the guests of the small ports of the CB area will spread information as the ambassadors of the network.



Evaluation

To support the process of achieving project results, internal evaluation will be done throughout the project. The indicators of the evaluation are the deliverables and project outputs described in the project application as well as the number of target groups met during the project.

The project indicators will be checked once in an evaluation period in progress meetings and in the steering group meetings. The steering group can propose changes to the project's implementation if found necessary. The lead partner makes the official change requests to the Central Baltic Joint Secretariat.

Attachments

Attachment No 1. SWOT Analysis

STRENGTHS	WEAKNESSES
<p>The largest range of services are usually available: the small ports all provide the services that meet the basic needs of boaters for safe stopping, meeting physiological needs as well as water and electricity supply — necessary for their onward journey, but there are also extra services usually available.</p> <p>Basic services are provided in all small ports of the network, but more than 50% of the ports offer extra services (sauna, fuel, crane, technical services, winter storage etc.). This is a key issue fulfilled for the visitors of the small ports, which emphasize issues related to arriving the small ports, such as the shelter the small port provides from the winds and waves, safe berthing, clear guideposts, including guest berth signs, and the availability of current information on depths, available berths and opening hours online. The visitors are looking for basic services, such as the general tidiness of the small port and especially the tidiness of toilets, showers and saunas, proper waste management, including both household wastes and boat-originated sewage, availability of electricity and tap water, laundry and dish facilities and a restaurant. In additional, bike rental is important as an extra service [1].</p> <p>The mooring spaces during the season are usually available up to 20% as extra spaces.</p>	<p>The lack of visitors' knowledge about the ports: the technical services provided are not widely known, especially for e.g. German, Danish, Polish, and Dutch sailors. The advertisement should be more active within the CB area itself and outside the area</p> <p>For small ports society there are three main weaknesses:</p> <ol style="list-style-type: none">1) missing one common, effective network;2) gaps in strategic planning;3) limited financial resources. <p>Separate marketing activities done in each of the small ports/ separate areas until now. One major online application offering information on small ports is missing (currently, the information on the small ports and their services is provided scattered in various sources).</p>

OPPORTUNITIES	THREATS
<p>The CB area is popular among boaters looking for a quiet and green destinations.</p> <p>Different small ports: Some of the small ports are modern, full-service ports. But some are located, e.g. on islands, that have been inhabited for centuries. Customer needs can vary greatly, some of them resulting from the individual characteristics of the persons concerned. However, there are guests whose appearance is conditioned by various external factors, including the location of a given small port. The wide range of services offered by the port makes it possible to meet a greater number of needs. It can be a factor influencing the attractiveness of a given port and help build a competitive advantage.</p> <p>The visitors for the small ports travel in multiple ways: travelling by camper van or trailer is significant.</p> <p>Very good navigational aids and high-quality charts makes navigation an interesting but full-time task when out at sea.</p> <p>The unique things what to offer to boaters (unique selling points):</p> <p>Saunas, long, sandy beaches, stunning nature and many cultural attractions in the area (lighthouses (e.g. in archipelagos), jazz festival (e.g. in Saaremaa), historical buildings and places are main highlights of the small ports offered in the CB area. The ports can offer nature trails nearby rich in flora, several historical values that are of great importance for outdoor life and recreation.</p> <p>Also, good food is a key issue for the stay (good restaurants, fishing and smoked fish offer etc.) and shops in the area of the port.</p>	<p>Kaliningrad and St. Petersburg (Russia) area are the restricted territory, visa issues for EU citizens are essential.</p> <p>The Baltic Sea is a busy sea (and gets busier): boaters will want to avoid the main shipping routes and fairways.</p> <p>Natural hazards such as small ports pollution, incl. pollution from ships influences the sensitive ecosystem of the Baltic Sea.</p> <p>High vulnerability to technological hazards (e.g. oil spills) due to fragile ecosystem.</p> <p>Covid-19 pandemic affects the number of the visitors and foreign boaters coming to the CB area.</p>

Table 2. SWOT analysis

Attachment No 2. Projects implemented in small ports in the CB area

In the Central Baltic area, several small ports have had a lot of activities and investments to promote and improve the qualitative services. To evaluate the impact of previous small port projects, the added value of the project results and investments were analyzed. As a result, the help that the achievements can offer for developing the network of small ports was discovered.

The most markable added value is seen in the projects which improved the quality of the services in small ports around the coastline of Sweden, Finland, Estonia and Latvia. In addition, those projects enhanced common networking and marketing activities. The result: CB small ports are well-developed, with good service small ports, which have to be combined into one network: The achievements of the previous projects can be elaborated as follows:

1. The project "30MILES" - Small port every 30 miles apart - Development of services for lively water tourism in the Eastern Gulf of Finland. The project 30MILES aimed at improving the overall service level and safety in small ports and waterfront in Southern Finland - Estonia (project duration 01.09.2015-30.11.2018) (<http://database.centralbaltic.eu/project/17>). As a result of the project, service level increased in 12 small ports in the Eastern Gulf of Finland. The new ring of ports creates an attractive entity which is in the interest of boaters. 60 Example routes were produced. A boating risk analysis for the Eastern Gulf of Finland was composed (<http://30miles.info/> <https://helda.helsinki.fi/handle/10138/238979>) incl. a survey describing the needs, interests of services, etc. of the visitors.

2. EstLat Harbors (the first pre-defined project) - Improvement of sailing infrastructure and yacht harbors network building in Estonia and Latvia: The project objective was to improve sailing infrastructure and build a network of small ports in Estonia and Latvia to promote East Baltic as a sailing destination. The activities included building improved services of small ports in Estonia and Latvia; network building, promotion and marketing of Latvia and Estonia as sailing destinations. The project combines more than 72 small ports of this area in the network (project duration 01.06.2017-30.11.2020) (<https://estlat.eu/en/estlat-results/estlat-harbours.html>).

3. EastBaltic Harbors (The second pre-defined project) - An improved network of small ports with good levels of service - cooperating under the common East Baltic Coast network project has started on 15.06.2020): The project complements the CB Small Ports project activities for the part of the network (<https://estlat.eu/en/estlat-results/eastbaltic-harbours.html>).

4. PortMate - Safely connected and sustainable small ports in Central Baltic region (project duration 01.11.2016 - 31.12.2019): The PortMate project enhanced safe access, suitable "green services" and joint marketing in small ports. The challenges of 1) limitations in safe access arrival, 2) lack of sustainable resource efficient

services in ports and 3) insufficient marketing activities separately in each port are solved by mating the pilot small ports with the sailing triangle from Rauma, Finland through Sottunga and Kökar, Åland to Gävle-Söderhamn region, Sweden. (<https://www.portmate.eu/> and <http://database.centralbaltic.eu/project/66>)

5. SmartPorts - Modern and attractive small ports network through cross-border interactive information system, joint marketing and improved port services (project duration 01.10.2015-30.09.2017): The project aimed at improving and integrating the network of small ports via modern information and communication technology. The project increased the service quality of small ports in the Central Baltic region and helped to create better awareness about the small port network to double the number of visitors by the sea. In practice, the project implements systems that facilitate cross border information exchange, as well as creates new port services by investing in modern small port technology. (<http://database.centralbaltic.eu/project/32> and <https://hello.port.com/>)

6. Smart Marina - Contemporary small ports with soft energy technology (project duration 01.02.2018-30.04.2021): Smart Marina helped small ports transform into attractive and modern ports by connecting small ports and other relevant actors across the CB borders to jointly enhance the level of services. The motto of the entire project is: "Opening the door to a destination". As a result of the project, a visitor-friendly small port was opened not only for (boat)tourists but also for hikers, cyclists, families from the village nearby/beyond. Dockside pedestals should provide 2-or 3-phase electricity along with drinking and non-potable water. Laundry, modern mooring, ship logs, BerthMaster online etc. will be a definite part of available services in small ports (<http://database.centralbaltic.eu/project/84> and <https://www.smartmarina.eu/>, Facebook, Instagram)

7. BATSECO-BOAT - Best Available Technologies of Sewage Collecting for Boat Tourism To provide tourists with better sewage services for boats (project duration 01.12.2017- 31.05.2021): BATSECO-BOAT aims to improve the capacity and service level of latrine sewage collection in small boat ports in Estonia, Finland, Sweden and Åland with digital tools and guidelines. (<http://database.centralbaltic.eu/project/87> and www.batseco.boat.eu)

8. FamilyPorts - Green and Family-friendly Archipelago Ports (project duration 01.07.2016-31.03.2020): The project made a joint architectural vision for small ports in Nagu, Dalsbruk, Lickershamn and Ronehamn, to address the need for high-quality, green, functional and accessible services. (<http://database.centralbaltic.eu/project/50> and <https://www.familyports.fi/en>)

9. MASAPO - Development of Maritime Safety in the Small Ports in the Baltic Sea Region (project duration 01.10.2015-31.03.2018): The project aimed at developing maritime safety in small ports in the Baltic Sea Region. The project develops cooperation between small ports in Estonia and Åland islands to provide better information about the ports and their safety services. The project involved pilot voluntary maritime rescue organizations to use their international experience in developing and implementing higher safety standards in the ports for tourists

and local habitants (<http://database.centralbaltic.eu/project/41> and <http://www.masapo.ax/>).

10. SEASTOP - Modern ports in historic waters (project duration 01.12.2017-28.02.2021): The project enabled infrastructure investment in 18 small ports in the Stockholm/Åland/Turunmaa archipelago. The main common challenge was to develop and broaden tourism and overnight stays by upgrading the service levels in the ports. (<http://database.centralbaltic.eu/project/77>)

11. Sustainable Gateways Small ports - Sustainable gateways to coastal national parks (01.02.2018-31.10.2020): The project develops small boat small ports located in national parks and nature reserves in the Finnish (four small ports) and Swedish (three small ports) outer archipelagos. With the project's support, these small ports became sustainable and attractive gateway destinations for boaters. The project focused on environmental sustainability, customer satisfaction, small ports operator's business knowledge and increased regional nature-tourism. The project showcased sustainable and customer oriented small ports management. (<http://database.centralbaltic.eu/project/94>)

12. AFE Sea (Safe coast and sea in Latvia and Estonia, Interreg Estonia-Latvia programme): The main goal of the project was to improve environmental security in marine and coastal waters in the Gulf of Riga and Irbe Strait by strengthening coordination between Latvian and Estonian rescue services and infrastructure managers (ports, small ports, local governments). Project implemented the following activities: Elaborated common Standard Operational Procedure (SOP) and training materials, Acquired equipment for rescue services, Two cross-border training activities, Theoretical training on the clean-up of the oil spill, The building of four access roads (driveways) to the beach in Latvia. (<https://estlat.eu/en/estlat-results/safe-sea.html>)

Attachment No 3. The network of small ports

The target group “small ports” in the CBSmallPorts project is divided into three groups:

Group 1: Port is investing in energy efficiency in the CBSmallPorts project.

Group 2: Port has been involved in earlier Central Baltic area projects or other projects AND the energy efficiency status is investigated to list the possible preceding energy efficiency investments.

Group 3: Other than group 1 or 2 port that locates in the CB area and has been involved in earlier Central Baltic programme projects or other projects.

The small ports will have a joint cross-border platform for sharing information on better services they can offer. Small ports recognize themselves as a part of a network: “we are stronger together” instead of competing with limited resources on limited numbers of potential visitors during high season. The focus on target groups is in ports and their services, not on general tourism information. It is noticed that boaters and small port users are not a uniform group. Their expectations and habits depend on cultural differences, mode of transport (sailboat vs. motor boat and personal life situation — boaters with family, retired, group of friends etc.). The different user groups are taken into account in all actions of the projects, both related to energy efficiency and from the professional side of authorities.

Group 1: Port is investing in energy efficiency in the CBSmallPorts project.

No.	Small port name	Country	Sailing region
1.	Dirhami	Estonia	West coast of Estonia
2.	Lennusadam	Estonia	Gulf of Finland / North coast of Estonia
3.	Lõunaranna	Estonia	West coast of Estonia
4.	Roograhu	Estonia	West coast of Estonia
5.	Kalev YC	Estonia	Gulf of Finland / North coast of Estonia
6.	Kardla	Estonia	West coast of Estonia
7.	Orjaku	Estonia	West coast of Estonia
8.	Soru	Estonia	West coast of Estonia
9.	Seili	Finland	Archipelago Sea
10.	Airisto Strand	Finland	Archipelago Sea
11.	Sapokka	Finland	Eastern Gulf of Finland
12.	Tervasaari	Finland	Eastern Gulf of Finland
13.	Keihässalmi	Finland	Eastern Gulf of Finland

14.	Bläse Kalkbruk	Sweden	Gotland
15.	Klacksörarna	Sweden	Southern Sea of Bothnia, West

Group 2: The port has been involved in earlier Central Baltic area projects or other projects AND the energy efficiency status is investigated whether there are preceding energy efficiency investments done or not.

No.	Small port name	Country	Sailing region
1.	Kylmäpihlaja	Finland	Southern Sea of Bothnia
2.	Kuusajaskari	Finland	Southern Sea of Bothnia
3.	Syväraumanlahti		Finland Archipelago Sea
4.	Nauvo		Finland Archipelago Sea
5.	Taalintehdas		Finland Archipelago Sea
6.	Lootholma		Finland Archipelago Sea
7.	Gävle City		Sweden Southern Sea of Bothnia, West
8.	Furuvik		Sweden Southern Sea of Bothnia, West
9.	Axmar		Sweden Southern Sea of Bothnia, West
10.	Söderhamn city		Sweden Southern Sea of Bothnia, West
11.	Storjungfrun (Fyrhamn)		Sweden Southern Sea of Bothnia, West
12.	Fyrudden (to be confirmed)		Sweden Northern Baltic Sea, West
13.	Uvmarö (to be confirmed)		Sweden Northern Baltic Sea, West
14.	Fejan (to be confirmed)		Sweden Stockholm Archipelago
15.	Burgsvik (to be confirmed)	Sweden Gotland	
16.	Rindö (to be confirmed)		Sweden Stockholm Archipelago
17.	Pāvilosta port	Latvia	West coast of Latvia
18.	Ventspils small port	Latvia	West coast of Latvia
19.	Roja port	Latvia	Gulf of Riga
20.	Engure small port	Latvia	Gulf of Riga
21.	Jūrmala Yacht club	Latvia	Gulf of Riga
22.	Free port of Rīga	Latvia	Gulf of Riga
23.	Salacgrīva port	Latvia	Gulf of Riga
24.	Sottunga port	Åland	Sea of Archipelago
25.	Kökar Havspaviljongen	Åland	Sea of Archipelago

26.	ÅSS Rödhamn (to be confirmed)	Åland	Sea of Archipelago
27.	Käringsund (to be confirmed)	Åland	Åland Archipelago
28.	Mariehamns Seglarförening (MSF) (to be confirmed)	Åland	Åland Archipelago
29.	Lappo (to be confirmed)	Åland	Sea of Archipelago
30.	ÅSS small port (to be confirmed)	Åland	Åland Archipelago

Group 3: Other than group 1 or 2 port that locates in the CB area and has been involved in earlier Central Baltic programme projects or other projects.

No.	Small port name	Country
1.	Eisma port	Estonia
2.	Haapsalu port	Estonia
3.	Juminda port	Estonia
4.	Kaberneeme port	Estonia
5.	Kihnu Suaru small port	Estonia
6.	Kõiguste sadam	Estonia
7.	Kõrgessaare port	Estonia
8.	Kuressaare port	Estonia
9.	Narva port	Estonia
10.	Narva-Jõesuu small port	Estonia
11.	Pärnu port	Estonia
12.	Port of Kelnase	Estonia
13.	Port of Leppneeme	Estonia
14.	Port of Purtse	Estonia
15.	Soela small port	Estonia
16.	Vergi port, Lääne-Viru County	Estonia
17.	Võsu port	Estonia
18.	Airisto Segelsällskap	Finland
19.	Baggö small port	Finland
20.	Bodö Saaristomeri (Bodö small port)	Finland
21.	Brännskär	Finland
22.	Bromarv Skärgårdshamn	Finland
23.	Centre Korpoström Guest small port	Finland
24.	Ekenäs guest small port	Finland
25.	Galtby small port	Finland

26.	Heponiemi, Kustavi	Finland
27.	HSF Marine (Hanko Eastern small port)	Finland
28.	Itämeren portti	Finland
29.	Jussarö small port	Finland
30.	Kasnäs guest small port	Finland
31.	Katanpää small port	Finland
32.	Kirjais small port	Finland
33.	Klamila (Virojoki Klamila)	Finland
34.	Lillbacka small port (Högsåra)	Finland
35.	Loviisa small port	Finland
36.	Naantali port (small port)	Finland
37.	Örö small port	Finland
38.	Pargas city small port	Finland
39.	Pärnäs vierasvenesatama (Pärnäinen small port in Nauvo)	Finland
40.	Petäjäs	Finland
41.	Peterzés guest small port	Finland
42.	Poroholma	Finland
43.	Port of Barösund	Finland
44.	Porvoo small port	Finland
45.	Sommaröstrand small port	Finland
46.	Stenskärs Stugor och Fisk	Finland
47.	Arholma	Sweden
48.	Årsta Brygga	Sweden
49.	Branthäll Södra, Söderhamn	Sweden
50.	Branthäll Västra, Söderhamn	Sweden
51.	Bromskärs Hamn	Sweden
52.	Djurönäset eastern guest small port	Sweden
53.	Enskär port in Söderhamn	Sweden
54.	Gräddö small port	Sweden
55.	Grinda small port	Sweden
56.	Grisslehamns small port	Sweden
57.	Harö jetty	Sweden
58.	Husarö	Sweden
59.	Ingmarsö gästhamn	Sweden
60.	Korsmäss, Söderhamns kommun	Sweden
61.	Kyrkviken/berg	Sweden

62.	Långvik inner port	Sweden
63.	Långvik outer port	Sweden
64.	Lickershamn small port	Sweden
65.	Lidö	Sweden
66.	Lilljungfrun, Söderhamn	Sweden
67.	Löka Gästhamn	Sweden
68.	Lökholmen	Sweden
69.	Möja - Löka small port	Sweden
70.	Nässlinge port	Sweden
71.	Nåttarö guest small port	Sweden
72.	Norrtälje Gästhamn (guest small port)	Sweden
73.	Norrtälje Segelsällskap (sailing association)	Sweden
74.	Öregrund small port	Sweden
75.	Ronehamn port	Sweden
76.	Rönnskär, Söderhamn	Sweden
77.	Skärså Gästhamn	Sweden
78.	Sollenkroka small port	Sweden
79.	Stavsudda (Seastop Norra Stavsudda)	Sweden
80.	Stenö havsbad	Sweden
81.	Svartsö	Sweden
82.	Svartsundet, Söderhamn	Sweden
83.	Svinninge small port	Sweden
84.	Toppatall (Storjungfrun), Söderhamn	Sweden
85.	Trollharen, Söderhamn	Sweden
86.	Utö guest small port	Sweden
87.	Vaxholms Gästhamn (guest small port)	Sweden
88.	Liepāja	Latvia
89.	Mērsrags	Latvia
90.	Skulte	Latvia
91.	Bomarsund port	Åland
92.	Degerby Gästhamn	Åland
93.	Enklinge	Åland
94.	Glada Laxen	Åland
95.	Gullvivan	Åland
96.	Hamnsundet Gästhamn	Åland
97.	Havsvidden	Åland
98.	Jurmo	Åland
99.	Karlby small port	Åland
100.	Kastelholm Gästhamn small port	Åland

101.	Kumlinge	Åland
102.	Seglinge gästhamn (Seglinge Yacht small port)	Åland
103.	Sjökvarteret	Åland
104.	Vargata Bathusviken (Vargata small port)	Åland