



RuralGrowth Action Plan Southwest Drenthe.

provincie Drenthe

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Project leader : Catrien Scholten-van der Scheer
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Name : Ben L.J. van Os
Function : Managing Authority Interreg Europe
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Signature :



RURALGROWTH
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Dutch summary

Het Interreg RuralGrowth project is gestart met een aanvraag in de zomer van 2015. Gedeputeerde staten hadden een collegeprogramma opgesteld met een focus op versterken van vrijetijdseconomie in Zuidwest Drenthe. Het Interreg project werd goedgekeurd in het voorjaar van 2016. Ondertussen was de provincie gestart met een eigen programma Vrijetijdseconomie. In de afgelopen 2 jaar hebben we het RuralGrowth project en het programma vrijetijdseconomie goed op elkaar afgestemd en gezorgd dat RuralGrowth daarop aanvullend was.

Gebied- en probleemanalyse

In de analyse van de situatie zuidwest Drenthe (status qua analyse) komt de volgende situatie naar boven: Een regio rijk aan natuur en cultuurhistorie. Er vindt schaalvergroting in de landbouw plaats, waarmee werkgelegenheid in die sector terugloopt. Vrijkomende agrarische gebouwen worden deels gevuld met toeristische ondernemingen. Zuidwest Drenthe kent vanuit de jaren 60 vorige eeuw al veel toeristische accommodaties. Voor een deel van deze accommodaties geldt echter dat investeringen de laatste jaren (mede als gevolg van een trend naar meer buitenlandse vakanties) zijn achtergebleven. Vastgesteld is door de LSG (lokale stakeholder groep) dat het imago van Drenthe niet altijd klopt met het werkelijke aanbod. Maar ook dat we niet precies weten wat de (potentiële) toeristen verwachten van een vakantie in Drenthe.

Doelstelling Interreg Rural Growth

Als doelstelling voor het actieplan Zuidwest Drenthe is geformuleerd dat we een levendige toeristische sector willen in een regio met hoge natuur en cultuurhistorische waarden. Waarbij we graag seizoensverbreding willen en meer Duitse en Belgische bezoekers.

De LSG heeft als doelen geformuleerd:

1. Verbeteren van dataverzameling over wat toeristen willen en doen in de regio (gebleken is dat we wel denken te weten wat bezoekers willen, maar dat niet of nauwelijks met cijfers kunnen onderbouwen)
2. 10% meer Duitse en Belgische toeristen in 2020 t.o.v. 2016
3. Verbreden van het toeristisch seizoen door in voor- en naseizoen meer evenementen te organiseren
4. Samenwerking tussen MKB bevorderen ten behoeve van marketing en organisatie van evenementen
5. Ruimte voor nieuwe attractie, in het bijzonder attracties die bij regenachtig weer aantrekkelijk zijn.

Leren van elkaar

In het project zijn in fase 1 (september 2016 tot en met september 2018) alle partnerregio's bezocht. Daarbij heeft iedere partner in zijn regio goede voorbeelden van MKB bedrijven of initiatieven getoond die de toeristische sector een impuls kunnen of hebben gegeven.

Voor Drenthe hebben we het budget dat beschikbaar was voor externe expertise ingezet om Motivaction en Marketing Drenthe opdracht te geven marktonderzoek te doen onder respectievelijk potentiële gasten uit Nederland, België en Duitsland en onder de huidige bezoekers in 2018. Hiermee krijgen we inzicht in de hele gastreis en wensen van bezoekers, combinaties van bezoek en wat nog beter kan.

In Finland, Savonlinna, bezochten we een hotel en camping in heel dun bevolkt gebied. Beide trokken publiek door heel persoonlijke aandacht aan gasten te geven. En in ontwikkeling in Savonlinna regio was een 5 sterren spa hotel.

In Spanje, Medina del Campo, bezochten we 2 zeer inspirerende voorbeelden van samenwerking en seizoenverbreding. Het eerste was de Rueda Wine route; een initiatief om wijnboeren en wijnproducenten te verbinden met lokale restaurants, hotels en cultuurhistorische rondleidingen. Met een sterk gezamenlijk logo dat overal terugkomt, werd promotie van vele kleine ondernemingen samen opgepakt. De gemeente zorgde voor de aanjager en coördinator. Een voorbeeld dat voor bijvoorbeeld de Koloniën van Weldadigheid zou kunnen werken.

Een tweede voorbeeld in Medina is hoe verschillende kleinschalige historische spelen (rondom middeleeuwse gebouwen) samenwerking in een Mediëval week (half augustus). Waarbij een groots theaterspektakel in de stad zorgt voor volgeboekte hotels (en reclame voor evenementen later in het jaar). Een vergelijkbaar evenement is mogelijk toepasbaar voor Frederiksoord e.o., Shakespeare village Diever of Heerlijkheid Ruinen.

In Hongarije maakten we kennis met een keten van hotels die gespecialiseerd zijn in fietsen. In Drenthe als fietsprovincie, waar de infrastructuur al goed op orde is, kan een keten van verblijfsaccommodatie en restaurants die inspelen op de doelgroep helpen om het product te versterken. Overigens ook in Ootmarsum zagen we in de gebiedsafari in het najaar van 2017 al een goed voorbeeld van Vila Velo.

In Roemenië was sprake van een vakantiepark gebouwd met oorspronkelijke huisjes uit de regio.

Tot slot bezochten we de Po Delta in Italië. Daar werd een krachtig voorbeeld van gezamenlijke promotie van lokale (natuur) musea getoond die samenwerkten onder 1 gezamenlijke organisatie. Traditioneel is de kustregio in Italië vooral in juli-augustus in trek voor vakantie. De Po Delta verlengt het seizoen door een combinatie van “bird watching” en “Slow tourism”. Dat laatste concept wordt letterlijk genomen door ook fietsen en wandelen te promoten, in combinatie met authentiek eten en persoonlijke aandacht/beleving. De filosofie is wanneer je mensen de regio laat voelen en proeven dat meer indruk maakt dan een vluchtig bezoek.

Actieplanning fase 2.

Actie 1: dataverzameling

In fase 1 hebben we bezoekersonderzoek gestart om de voorgenomen plannen te toetsen aan behoefte van (potentiële) bezoekers. Deel 1 van het onderzoek onder potentiële bezoekers is afgerond. Dit heeft opgeleverd dat er niet heel veel meer evenementen hoeven komen, maar dat ze wel beter vindbaar moeten zijn (vooral ook via boekingskanalen voor accommodatie) en dat er meer samenhang in mag. Uitkomsten van het onderzoek leveren input voor ondernemers om het aanbod en de kwaliteit ervan te verbeteren. De LSG gaat zorgen voor verspreiding van resultaten en inspiratie van ondernemers.

Actie 2: 10% meer Duitse en Belgische bezoekers

Voor Duitse bezoekers is Duitstalige informatie van belang om de drempel te verlagen, net als online betalingssystemen die aansluiten bij wat in Duitsland gangbaar is. Duitse schoolvakanties bieden kansen voor verbreding vakantieperiodes. Duitse bezoekers willen vooraf weten wat ze kunnen verwachten, zodat ze hun bezoek kunnen plannen

Vlaamse bezoekers zijn op zoek naar gezelligheid, ze waarderen het fietsen in de natuur en het landschap. Voor Vlaamse bezoekers moet kwaliteit (van eten, drinken en accommodatie) omhoog ten opzichte van het huidige aanbod. Vlaamse bezoekers boeken vaak via boekings- en voordeelplatforms. Vindbaarheid van Drentse accommodaties op die sites kan beter.

Actie 3: Seizoen verbreding

Om het seizoen te verbreden is organisatie van evenementen in voor- en naseizoen van belang. Ook focus op specifieke doelgroepen zoals bijvoorbeeld ATB'ers die niet alleen van mooi weer afhankelijk zijn. En schoolvakanties in Duitsland wijken deels af van de Nederlandse vakanties.

Actie 4: stimuleer samenwerking tussen ondernemers

Door samenwerking tussen ondernemers kan naar bezoekers een beter en uitgebreider aanbod gegeven worden van wat er te doen is. Met een gezamenlijke agenda (via Drenthe.nl) is op 1 plek duidelijk wat er te doen is. Ondernemers en organisatoren moeten gestimuleerd worden activiteiten en evenementen aan te melden. Ook openstellen van faciliteiten bij een bedrijf voor gasten van anderen kan helpen (bijvoorbeeld een sauna of zwembad ook kaartverkoop aan gasten van andere accommodaties in het dorp). Samenwerking, ondernemers die elkaar leren kennen, leidt tot gezamenlijke ontwikkeling van nieuw aanbod of evenementen. Van belang is dat ook cross overs tussen lokale voedselproducenten en restaurants bijvoorbeeld gestimuleerd worden.

Actie 5: biedt ruimte voor meer indooractiviteiten

Natuur, wandelen en fietsen zijn de belangrijkste bezoekmotieven voor Zuidwest Drenthe. Dat is weergevoelig. Door meer indoor activiteiten, wordt de regio aantrekkelijker buiten het zomerseizoen en in slechte jaren. Dat kunnen grootschalige attracties zijn zoals speel- en ijsboerderij Drentse Koe, maar ook kleinschalig, op beleving gerichte activiteiten zoals kook- of schilderworkshops of aanbod in wellness.

[Aanpassing van \(Europese\) programma's en beleid](#)

Reflectie op de Europese programma's, financieringsinstrumenten en beleid laat zien dat er veel mogelijk is. Maar dat vooral minder omvangrijke (investerings)plannen vanwege regelgeving en controle buiten de boot vallen. Enerzijds kan samenwerking tussen ondernemers uitkomst bieden. Maar we stellen ook vast dat lokale en provinciale overheden een deel van dat gat kan vullen, juist voor de kleinere bedrijven.

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Part I – General information

Project: Rural Growth – increasing competitiveness of SMEs in rural visitor economy sector

Partner organisation: Province Drenthe

Other partner organisations involved (if relevant): None

Country: The Netherlands

NUTS2 region: NL 13

Contact person: mrs C. Scholten

email address: c.scholten@drenthe.nl

phone number: +31 592 365 726

Part II – Policy context

The Action Plan aims to impact: (Please mark relevant programme(s) with X)

Investment for Growth and Jobs programme, ERDF 2014 - 2020

Other regional development policy instrument, e.g. Programme for Leisure Economy (VTE), Economic Investment Program (KEI)

Name of the policy instrument addressed: Operational Programme EFRO Noord (and Leader Programme)

Policy tools for financial support

The base for the different policy tools for financial support is the Research and Innovation Strategy for Smart Specialisation (RIS3). This was the foundation for developing the programmes for OP ERDF Northern Netherlands, European Agricultural Fund for Rural Development (EAFRD), Leader and regional economic plans. All these European programmes align with their respective programme regulations. Of course, all these European programmes align with the RIS3 programme regulations. In addition to this, certain provincial (or local) policy tools have been developed.

Part III – General overview of the current situation and the desired state

1. Status quo situation

Southwest Drenthe is a rural area in the north of the Netherlands. It is located between the provincial capitals of Zwolle (Province of Overijssel) and Assen (Province of Drenthe), about one and a half hours drive from Amsterdam.

Southwest Drenthe is a region with a number of extensive nature areas (e.g. the two National Parks Dwingelderveld and Drents-Friese Wold). Over the last years some new attractions have been added, (e.g. Drentse Koe and Boomhut XXL). Drenthe was also awarded Bike Region of the World by the Union Cycliste Internationale (UCI) in 2017. Therefore, tourism is an important economic factor. Furthermore, farming and service delivery are important economic sectors. Since the 1950s the area for agriculture has increased significantly. As a result of the introduction of fertilizers the poor sandy soils were reclaimed and made suitable for tillage. A lot of nature was lost and in the 1980s upscaling became the norm, meaning that the more attractive aspects of small-scale landscapes had to make place for larger farms. The split between nature areas on the one hand and largescale farms on the other became increasingly sharp. Nowadays the continuous upscaling and ever stricter environmental legislation has resulted in a reduction in the number of farming businesses. In parts of the countryside new service delivery companies have arisen. Moreover, the decrease of employment in the agricultural sector and vacant farms offer new opportunities to focus more on recreation and services – including possible combinations with healthcare (wellness, well-being and recreation).

Besides the treasured natural environment there is a long history of human activity and cultural heritage in the area. For example, the Colonies of Benevolence represent one of the earliest social experiments (in 1818) to tackle extreme poverty on a national scale. Based on the ideas of the Enlightenment, agricultural colonies were established, a utopian concept to re-educate the poor and the needy.

In the 1960s the region became increasingly popular for camping holidays. Mobile homes and chalets were built on these camping sites in the 80s. More than half of these are so outdated now that they no longer match with tourist expectations. Hotel refurbishment and renovations has also been non-existent over the past 20-30 years and some hotels have even closed down. There are no big tourist attractions in this region (zoo, museum etc.), with the exception of the National Parks' Visitors Centres which attract more than 50,000 people per year. Employment prospects in the agricultural sector are decreasing fast as a result of up-scaling. Meanwhile 1 in 5 jobs is related to tourism.

In the tourism sector, we see a decline in overnight stays and expenditure in Southwest Drenthe. This corresponds with the national trend that the Dutch book fewer holidays in their own country since 2000 (see figure). The figures for 2015 are slightly better, a slight upturn, most likely due to a little more consumer confidence. We see big differences in the sector. Some companies are doing very well. The companies that are doing well generally have received a new owner recently or started a new concept. In doing so, cooperation with other entrepreneurs, passion for the profession and hospitality towards the guests (responding to what guests wants) seems to be the key for success.



Entrepreneurs who are not doing well often haven't invested for years - accommodations are outdated/worn out. There is no match between the guest's expectations nowadays and what these companies offer. They are working hard, but not together with other companies (fear of competition). There is a lack of private resources to invest. Banks no longer want to invest, because business plans lack vision and show nothing new.

Problems indicated: lack of entrepreneurship, outdated image, lack of investment resources.

The Colonies of Benevolence, coordinated by the Province of Drenthe, have adopted a community based approach. All the steps taken over the past twenty years in terms of restoration, preservation and the development of the areas were largely the result of local initiatives, or were realized in consultation with the local community. The main stakeholders and beneficiaries are regional authorities, local authorities, local entrepreneurs and investors, cultural organizations, and marketing organizations

2. Vision

The aims for the Rural Growth project (with a focus on Southwest –Drenthe) overlap to a certain extent with those of Leisure Economy Programme (“programma Vrijetijdseconomie”) which covers the whole province of Drenthe. The project application for Rural Growth was submitted before this programme was fully developed. For both (project and programme) action is required on the following:

- SMEs in the tourist sector must become more competitive
- What is on offer should be of higher quality and include more unique and locally distinctive activities

Our vision for the future is of a vibrant tourism sector with the area's high environmental quality at its centre and a tourist season stretching from early spring to late autumn. A co-ordinated tourism offer will be developed by businesses that is tailored to contemporary tourist needs. This will include new market segments such as Germany and Belgian tourists and development of a small number of larger, year-round 'anchor' attractions. Individual businesses will show improved competitiveness through innovation and supplying goods and services which correspond closely with tourist wants.

Part IV – Lessons learnt from inter-regional exchange

Brief description (What, where)	Features that are of interest and possibly relevant for your region.
<p>1. Renaissance week in Medina Co-ordination of activities into one week; community involvement in staging; exciting costumes and lights</p>	<p>Event, extra visitors, collaboration between different kinds of SME. Organisation started with a small group of volunteers. The municipality supports the group by a (paid) project leader.</p>
<p>2. Slow Spring in Delta 2000 region Combination of bird watching with “slow tourism”, such as serving local products in restaurants and promoting bike tours</p>	<p>Broaden the season; every weekend is an entertaining weekend, fitting to regional identity, strong communication</p>
<p>3. Rueda Wine Route Medina Initiative that co-ordinates many wineries and other local SMEs</p>	<p>The concept of telling stories, linked to the wine route can be interesting for our region. Maybe linking to the story of poor people getting a second change (Colonies of Benevolence) to the development of the landscape and the large nature areas.</p>
<p>4. Hungary, Lispeszentadorján Cycle network run collectively by SMEs</p>	<p>The cooperation between hotels around bicycle tourism is interesting. Drenthe has the UCI bike region label and hosts international races (Ronde van Drenthe). The infrastructure around cycling is excellent. Hotels can better tailor service to cyclists</p>

Part V – Details of the actions envisaged

Policy objectives

In addition to the actions resulting from the Leisure Economy Programme there are more opportunities for Rural Growth in the areas of

- Knowledge exchange with international partners
- Researching (potential) visitors and their wishes in terms of attractions in SW Drenthe. How can we make SW Drenthe more attractive?

- Rural Growth can be the platform for entrepreneurs in various sectors of the leisure economy (hotel/camping sites, catering, bicycle rent, local supermarkets, event organizations etc.) for collaboration and mutual learning. The aim is to increase awareness and strengthen the connection with the region, collect and share knowledge (also towards guests regarding what there is to do and experience).

How to reach the policy objectives

We'd like to inspire local SMEs by best practices from the partners in Rural Growth. We are looking for a way to stimulate more collaboration between different types of SMEs in the region. For example on- and offline meetings and platforms, sharing best practices and ideas.

Policy objective 1 (broad goal): Increasing competitiveness of SMEs in the rural visitor economy sector	
1.1 SMART objectives: Strengthen the competitiveness of SMEs and regional policies by delivering better and smart data on visitor's needs.	
The specific outcome that you want?	More SMEs profiling their business on expectations of their (potential) guest. Information about what current guests do and what they had expected about the region and accommodation will be obtained by an online survey of visitors completed after their visit (Survey sent by email)
How will you measure this?	Evidence that the survey findings have been disseminated to SMEs, local government and other bodies (potential impact). E.g. number of dissemination events; written report; availability on-line
How much change do you expect?	SMEs providing new services based on understanding the real expectations of visitors. More effective policies by municipalities and province of Drenthe.
When will this change occur?	End of 2020 and later
1. Is this possible under existing policy instruments or projects? YES Please explain your choice: It is possible to achieve the result of this SMART objective in Rural Growth but the accessibility of OP EFRO (EFRD) Noord for this type of innovation could be improved.	
Interim steps (=actions)	
Together with stakeholders draw up the survey.	
Administer the survey and analyse data	
Dissemination of results to businesses, local government and trade bodies	
Discussions on the gap between supply and demand with entrepreneurs	
Action plans on strategic level for innovation, identifying and developing new services/arrangements, developing new networks	

Re-align regional policies to encourage actions supporting SMEs wishing to innovate based on smart data. Advice for the evaluation group on OP EFRO Noord on how to change rules to be better aligned with the needs of SMEs. Looking also to the Leader Programme / Leader Action Plan to adopt the new smart data monitoring approach.

Policy objective 1 (broad goal): Increasing competitiveness of SMEs in the rural visitor economy sector	
1.2 SMART objectives: 10% increase tourists from Belgium and Germany in the region	
The specific outcome that you want?	Extra tourists from abroad
How will you measure this?	Using the existing visitor monitoring system of visitors
How much change do you expect?	10% extra compared to 2015
When will this change occur?	2020
1. Is this possible under existing policy instruments or projects? YES Please explain your choice: Marketing Drenthe has been given the task of investigating the German and Belgian markets. With the right information this market can be approached more effectively. The annual surveys of 'Drenthe in Numbers' provide information per municipality on overnight stays and where visitors are from.	
Interim steps (=actions)	
Develop a cooperative vision on development of this market segment with SMEs and Marketing Drenthe (trade organisation)	
Sharpen the identity of the region for marketing purposes Who? How?	
Sharing knowledge among businesses about handling Flemish and German guests. For example, we had a meeting about identity of German guests in cooperation with Emsland Touristik.	
Encourage SMEs to make investments to adapt services and goods supplied to the expectations of foreign guests	

Policy objective 1 (broad goal): Increasing competitiveness of SMEs in the rural visitor economy sector	
1.3 SMART objectives: Widening the season by increasing the available tourist activities early and late in the year	
The specific outcome that you want?	More collaboration between SMEs to ensure a critical mass of activities are open during the traditional low and shoulder seasons. Marketing to extra target groups, and improved customer satisfaction to enhance reputation.
How will you measure this?	Change in total visitor numbers during low and shoulder season. Increase number of overnight stays and number of visitors to attractions in low and shoulder season

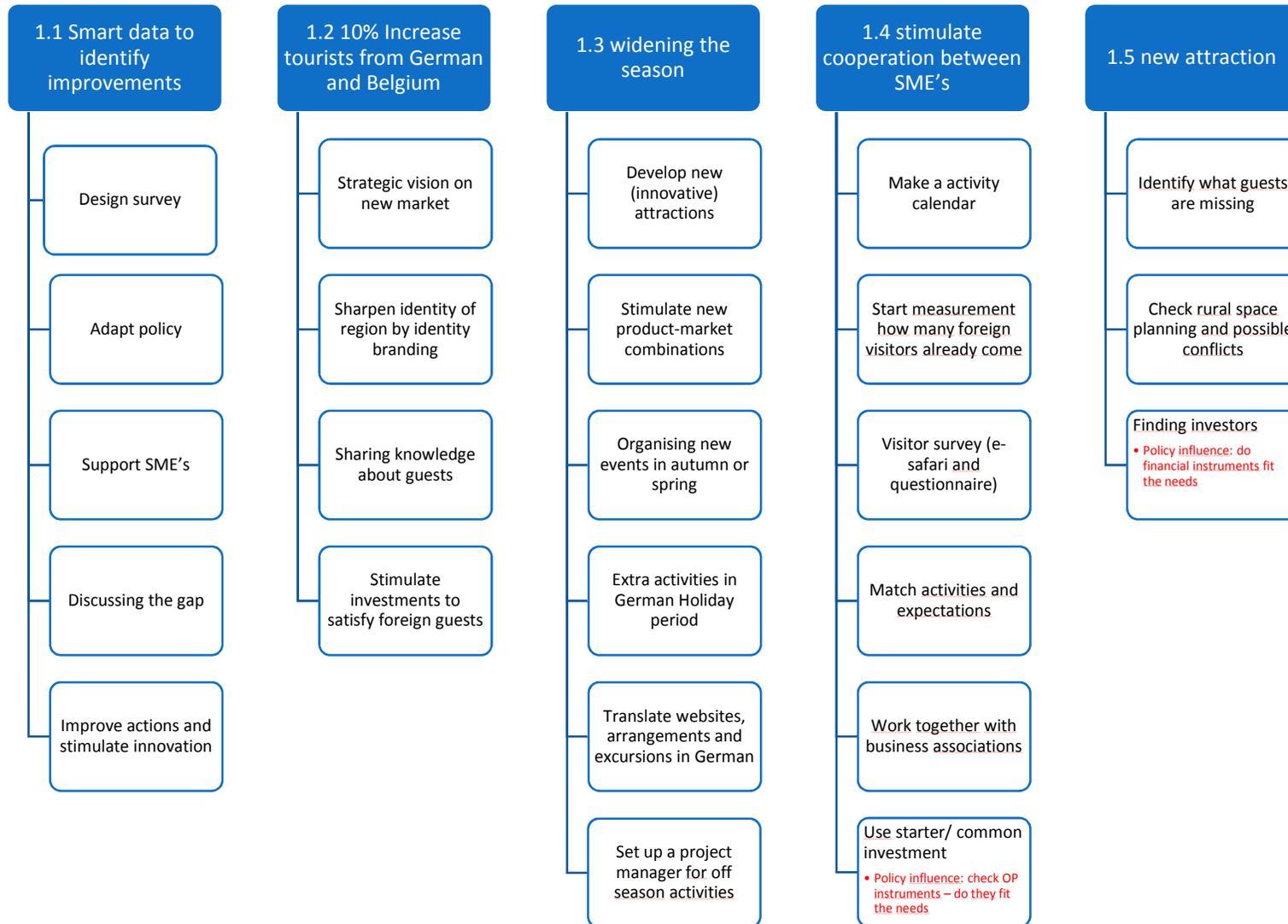
How much change do you expect?	10% extra visitors in April-May and September- October
When will this change occur?	2020
Is this possible under existing policy instruments or projects? Yes, but can better Please explain your choice: The existing rules of the policy instruments (OP EFRO Noord / Leader Programme / Regional policy instruments) are not really supporting innovative cooperation projects in Tourism and Leisure sector. Although a lot can be handled in the existing policies improvement of the policies could boost the achievements in this SMART objective.	
Interim steps (=actions)	
Research on possible new attractions, especially for new target groups (based on smart data)	
SMART data based new services aligned to the new seasons.	
Organising new events in autumn or spring to stimulate tourist visits	
Organising excursions for SME's and working groups to make arrangements and web portals	

Policy objective 1 (broad goal): Increasing competitiveness of SMEs in the rural visitor economy sector	
1.4 SMART objectives: Realize collaboration between SMEs	
The specific outcome that you want?	SMEs collaborate in strengthening the visibility of the region and the identity (why should one visit the region) Businesses contribute to an online calendar of events, administer a survey to guests, and collect and pool visitor comments/ messages received
How will you measure this?	Check online messages and customer survey
How much change do you expect?	Promotion using maximum of 5 messages about what is attractive in this region instead of 100 different messages
When will this change occur?	2020
Is this possible under existing policy instruments or projects? YES Please explain your choice!	
Interim steps (=actions)	
Make all activities in these periods visible for visitors in a Calendar; what can they expect?	
Visitors survey; what do they miss in the region?	

Scan of activities; is there enough for every target group?
Formulate the essence of a marketing message promoting the best attractions/activities.
Adapt regional policies to this enhanced visibility approach. Ensure that the availability of funding for investments is more structured.

Policy objective 1 (broad goal): Increasing competitiveness of SMEs in the rural visitor economy sector	
1.5 SMART objectives: space for extra attractions in the region	
The specific outcome that you want?	Attractions, especially for rainy weather. Determination of target group (s) must still take place (based on 1.1)
How will you measure this?	Check (additional) investments in existing attractions or number of new attractions
How much change do you expect?	1-2 new or significantly expanded attractions
When will this change occur?	2020
Is this possible under existing policy instruments or projects? No Please explain your choice! There is a need for better accessibility to the subsidies aligned with the policy instruments. Also there is a need for more creative and flexible spatial planning instruments.	
Interim steps (=actions)	
Identify what guests, special new target groups are missing	
Identify blockages which obstruct the development of new attractions	
Adapt spatial planning procedures	
Provide support for finding investors	
Mediate in case of possible conflicts	

Part VI – Actions



Policy Objective Title: Increasing competitiveness of SMEs in the rural visitor economy sector		Policy Objective Number: 1
Action Title: SMART Data: Visitor survey, to identify potential improvements in the supply of goods and services which are matched to visitor requirements		Action Number : 1.1
Background: <i>There is currently a lack of evidence with regard to the needs of potential visitors. Such information (obtained from a visitor survey) could increase the confidence of businesses that any new products and services they develop will be successful. This evidence could help identify gaps in current provision and the type of policy support which might be beneficial.</i>		
a. From which partner/presenter/expert/LSG member(s) have you learnt the good practice which feeds this thematic action?	In LSG meeting about SQA it was emphasised that the lack of evidence regarding needs of potential visitors, makes SMEs hesitating to invest	
b. What have you learnt?	Facilitate the use of information and marketing for SMEs “who want to be involved”. The Finnish team mentioned this at an early meeting (the feeling of being involved or of missing out). It is effective to involve SMEs later on in the process. Development and sales of regional products adds value.	
c. How have you learnt (through a presentation, site visit, discussion, workshop etc)?	Good examples from Italy and Medina show that it takes time for collaborations to achieve results. Supporting a ‘project’ for 1-2 years for more collaboration is not enough to secure structural results. Continuing support from municipality to platforms and networks. There is a need for long-term vision from politicians. Continuous collection of smart data is needed to monitor developments and effects of investments	

Action Steps (What will be done)	Responsibility (Who will do it)	Resources (Information, money, materials)	Timeline Start and end dates*
1. Design and administer the survey together with the stakeholders. Analysis and dissemination of findings	Province of Drenthe in cooperation with the LSG of RG and Regional Marketing Organisation (Marketing Drenthe)	Marketing survey specialists; money arranged (external expertise budget to RG)	Sept 2017-sept 2018. Mid-term overview July 2018
2. Adapt policy and subsidy rules promoting smart data. Adapt rules of Leader Programme to this end.	Municipality	Leader Programme, Local policy plans	Sept 2018-sept 2019
3. Support SMEs to give an innovative response on the results of the survey	Province/Municipality	Networking activities, meetings	May 2018-sept 2018 (bad period for SMEs in tourism) Sept 2018-May 2019
4. Start with discussions on the gap between supply and demand with entrepreneurs	Province/Municipality	Networking activities, meetings	Sept 2018-May 2019
5. Draw up action plans for innovation, new arrangements, new networks	SME's	Financing Bank, European Funding , Provence	2018-2020

<p>Implications for other sectors of rural economy? e.g. increases demand for restaurants /locally grown food etc. Reduces skilled labour available for other operators</p> <p>Mitigation e.g. implement training courses</p>	<p>Increasing the number of tourist and visitors will also affect demand for locally grown food, for contractors for maintenance and new buildings, and for SMEs in the creative industry and supermarket etc. retail sector</p>	
<p>Implications for other actions or policy objectives (e.g. conflicts, synergies, overlaps, possibility of double funding)</p>	<p>Action/Policy objective number:</p>	<p>Description of implications:</p> <p>We have to align our advice on improvement of the policy instruments with the process of evaluation of these instruments by the authorities. In Drenthe this is a continuous process of informing the involved civil servants on the needs in this sector.</p>

<p>Policy Objective Title: Increasing competitiveness of SMEs in the rural visitor economy sector</p>		<p>Policy Objective Number: 1</p>
<p>Action Title: 10% increase tourists from Belgium and Germany in the region</p>		<p>Action Number: 1.2</p>
<p>Background <i>Visitor numbers from the Netherlands (Dutch tourism in own country) are stable in the long run (after a decline since 2000). Growth can be realized by getting more visitors from neighbouring countries (Belgium and Germany). Entrepreneurs need therefore insight in the country specific expectations from these visitors. With this (and courage and innovative entrepreneurship) business cases can be built around approaching these markets.</i></p>		
<p>a. From which partner/presenter/expert/LSG member(s) have you learnt the good practice which feeds this thematic action?</p>	<p>Savonlinna has also a focus on the German Market (also China and Russia). They offer unique experiences and there is a correspondence between the Wellness / Kurort habits of Germans with Finnish spa resorts. In this region the absence of German translation didn't seem to influence the attractiveness for German visitors. In Drenthe on the other hand – as a nearby region – we know perfect German is a key factor in attracting German visitors. Learned from Italian expert about destination marketing; people are not looking for a destination but looking for a unique experience.</p>	

b. What have you learnt?	Adhering to habits / unique expectations of visitors is more important than the language (although translation to the language of visitors will help to encourage them to visit the region) And small scale, personal stories are very important to welcome visitors.		
c. How have you learnt (through a presentation, site visit, discussion, workshop etc.)?	By site visit to a spa hotel in Savonlinna. By presentation in Rural Talk in Italy		
Action Steps (What will be done)	Responsibility (Who will do it)	Resources (Information, money, materials)	Timeline Start and end dates*
1. Generate a vision on development to address the Belgian and German markets	Municipalities together with province with Rural Growth as linking pin.	Strategic Narrative, Marketing vision existing budgets	2018 -2019
2. Sharpen the identity of the region by method of destination branding	Municipalities and Leisure sector businesses	Company “Business Openers”	Jan 2018 -Feb 2019
3. Sharing knowledge about Flemish and German guests	Exchange of knowledge between Marketing Drenthe and Emsland Touristik about needs from German guests. Province of Drenthe based on the smart data survey	From existing budgets Marketing Drenthe	Sept 2017 May 2018 – Sept 2018
4. Investments to satisfy special expectations of foreign guests	Entrepreneurs	Leader budget, Development budget Province	End 2018-2022
<p>Implications for other sectors of rural economy? E.g. increases demand for restaurants /locally grown food etc. Reduces skilled labour available for other operators</p> <p>Mitigation e.g. implement training courses</p>	Foreign guests expect higher quality in accommodation and food and regional products fit well with these demands. Parallel development of distribution and processing local food.		

Implications for other actions or policy objectives (e.g. conflicts, synergies, overlaps, possibility of double funding)	Action/Policy objective number:	Description of implications: Synergies with local food production policies, food markets etc.
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Policy Objective Title: Increasing competitiveness of SMEs in the rural visitor economy sector	Policy Objective Number: 1
Action Title: Widening the season	Action Number : 1.3

Background The tourist season is relatively short (2 weeks spring holidays, 2 weeks in May, summer months and 2 weeks Christmas holidays. The occupancy rate is on average 20 weeks per year. By widening the season the occupancy rate can be improved which leads to higher sales volume.	
a. From which partner/presenter/expert/LSG member(s) have you learnt the good practice which feeds this thematic action?	Hungary, Lispezentadorján The cooperation between hotels around bicycle tourism is interesting. Drenthe has the UCI bike region label. The infrastructure around cycling is excellent. Hotels can better tailor service to cyclists. Extra services for MTB-cyclist can widen the season, because they don't care about rainy weather. Hotel & Spa Resort Järvisydän Finland. The new lake spa, completed in the last investment phase in April 2017, was designed to be the solution to this challenge, providing 'reason to come' all year round and a memorable experience independent of variable weather conditions. Also, the resort needed to diversify its customer base and strengthen its position in the international market and FITs, and build international distribution through tour operators. This required revitalizing the product on offer and product innovation. "Slow Spring" in Italy, where bird watching is combined with biking and good food, makes the area also attractive in spring, extending the focus on tourism beyond summertime and beach. Medina, by organising platform (facilitated by municipality) have involved lots of SMEs and volunteers (inhabitants) in organizing the festival and creating the wine route

<p>b. What have you learnt?</p>	<p>By cooperation in developing and co-ordinating activities and clear marketing, it is possible to create a programme to attract visitors in pre- or late season.</p>		
<p>c. How have you learnt (through a presentation, site visit, discussion, workshop etc.)?</p>	<p>Site visit Delta 2000 to Comacchio valley Site Visit/cultural event round the castle in Medina Site visit Hungary, bike hotels Presentation plans Spa resort during Site visit Savonlinna</p>		
<p>Action Steps (What will be done)</p>	<p>Responsibility (Who will do it)</p>	<p>Resources (Information, money, materials)</p>	<p>Timeline Start and end dates*</p>
<p>1. Identifying new attractions, especially for new target groups</p>	<p>SMEs</p>	<p>External expertise budget RuralGrowth Market research</p>	<p>Sept 2018-2020</p>
<p>2. Stimulating new product-market combinations</p>	<p>Province/municipalities</p>	<p>Innovation budget Province (KEI)</p>	<p>Sept 2018-2019</p>
<p>3. Organising some new events in autumn or spring</p>	<p>Municipalities in cooperation with entrepreneur collectives.</p>	<p>Existing budget municipalities</p>	<p>2018-2020</p>
<p>4. Use German holiday periods in spring and late season and offer more activities</p>	<p>Entrepreneurs. (German holiday periods differ from Dutch holidays, so it widens the season.)</p>	<p>No costs, just a mindset</p>	<p>2019</p>
<p>5. Arrangements and excursions also in German language</p>	<p>Entrepreneurs, initiated by Marketing Drenthe, starting website www.besuchdrenthe.de</p>	<p>New budget Marketing Drenthe</p>	<p>May 2018</p>
<p>6. Set up a project (manager) for off-season activities</p>	<p>Business associations, province, municipality</p>	<p>Temporary budget Province to stimulate SMEs</p>	<p>Nov 2018</p>
<p>Implications for other sectors of rural economy? E.g. increases demand for restaurants /locally grown food</p>	<p>Extra activities in spring could be conflicting with demands in Natura 2000 areas. Activities and services have to be concentrated outside these areas to fit in with the needs of nature (bird watching, nature expeditions)</p>		

etc. Reduces skilled labour available for other operators Mitigation e.g. implement training courses		
Implications for other actions or policy objectives (e.g. conflicts, synergies, overlaps, possibility of double funding)	Action/Policy objective number:	Description of implications:

Policy Objective Title: Increasing competitiveness of SMEs in the rural visitor economy sector		Policy Objective Number: 1
Action Title: stimulate collaboration between SMEs		Action Number: 1.4
Background In the region there are a lot of small enterprises. Each is individually hardly traceable on the internet, budgets on marketing are small, and visiting such attractions is only a part of the day and not worth extended travel. Cooperation delivers more strength, bundling of market budgets, extending offers and with that higher attraction.		
a. From which partner/presenter/expert/LSG member(s) have you learnt the good practice which feeds this thematic action?	All partners concluded in the RG workshops that cooperation is indispensable. Good practices that inspired us were Po Delta internet platform, Medina Renaissance week, website Visit Savonlinna. Douro Duero good practice from Spain. (Also operates across the Spain/Portugal border.) This is encouraging entrepreneurs to co-operate so that there is greater variety and quantity of attractions on offer.	
b. What have you learnt?	Cooperation of SMEs is a necessity. But start small with enthusiastic entrepreneurs. If it goes well, others will follow. Such a small start needs support from the authorities with money and manpower.	

c. How have you learnt (through a presentation, site visit, discussion, workshop etc)?	Presentations at inter-regional exchange meetings, and LSG discussions.		
Action Steps (What will be done)	Responsibility (Who will do it)	Resources (Information, money, materials)	Timeline Start and end dates*
1. Make all activities in these periods visible for visitors in a Calendar; what can they expect?	Municipality, Tourist director	Deliver central website, time for coordination, keeping smart data up to date.	2018
2a. Start measurement among entrepreneurs how many German guests they receive and how they are prepared.	Municipality, Province	Survey	Sept-Nov 2018
2b. E-safari survey – Innovative method for visitor research, in which a representative group of 10-12 people is followed during the entire customer journey	Province	External expertise RG budget, Guest journey survey	Feb-Mar 2018
2c. Visitors survey; what do they miss in the region?	See action 1.1	Online survey	Apr-Sept 2018 Apr-Oct 2020
3. Scan of activities; is there enough for every target group?	See 1.1 action 4 and 5		
4. Start new business platform with existing business associations	Cooperation with existing business associations. Creation of new entrepreneur platform Southwest Drenthe	Municipality, 'Ondernemerssafari' – a tour with entrepreneurs	2017-2020
5. Use starter /common investments	Join project Greatest green sports park (new project financed by LEADER to promote outdoor sports and sport events in the region)	Leader	2017-2019

<p>Implications for other sectors of rural economy? E.g. increases demand for restaurants /locally grown food etc. Reduces skilled labour available for other operators Mitigation e.g. implement training courses</p>	<p>Longer visitor stays and greater spending. Sectoral cross overs between SMEs in Tourism and food production, health and wellness can add value to the visitor economy (storytelling, personal attention)</p>	
<p>Implications for other actions or policy objectives (e.g. conflicts, synergies, overlaps, possibility of double funding)</p>	<p>Action/Policy objective number:</p>	<p>Description of implications: It is difficult to find a balance between complete information and clear offers. Every SME wants to be mentioned in marketing campaign, but we need to focus because of visitor needs and clear stories/identity brand</p>

<p>Policy Objective Title: Increasing competitiveness of SMEs in the rural visitor economy sector</p>		<p>Policy Objective Number: 1</p>
<p>Action Title: space for extra (indoor) attractions in the region</p>		<p>Action Number : 1.5</p>
<p>Background Based on the SQA. The quality of the region is in the outdoor experience (nature, culture history, landscape). In bad weather conditions there is little to experience. This discourages guests from coming. The weather in the Netherlands is not always attractive for outdoor recreation. An environment that is more supportive of new businesses or business diversification/expansion is necessary.</p>		
<p>a. From which partner/presenter/expert/LSG member(s) have you learnt the good practice which feeds this thematic action?</p>	<p>Savonlinna offers spa and outdoor activities In the winter season which are appropriate to weather conditions</p>	

b. What have you learnt?	Also, here we could combine health care/spa with other activities		
c. How have you learnt (through a presentation, site visit, discussion, workshop etc.)?	The site visit in Savonlinna was helpful to understand the need in quality for these activities.		
Action Steps (What will be done)	Responsibility (Who will do it)	Resources (Information, money, materials)	Timeline Start and end dates*
1. Identify what guests and special new target groups are missing	Survey (see action 1.1)	Survey	September 2017
2. Check rural space planning and possible conflicts	Municipalities Responsible for fitting new activities in nature and landscape (e.g. re-use of old farms e.g.) Aligning traffic flows with road management	Employees of municipalities	Ongoing
3. Finding investors	In rural areas the internal demand is often low. Therefore, success is not guaranteed and needs demand from outside the region. But there are also examples of slow own investments that are extremely successful. (e.g. Drentse Koe)	Leader budget/private investors/other SME subsidy funding	2016-2021
Implications for other sectors of rural economy? e.g. increases demand for restaurants /locally grown food etc. Reduces skilled labour available for other operators	Increase of local food processing.		

Mitigation e.g. implement training courses		
Implications for other actions or policy objectives (e.g. conflicts, synergies, overlaps, possibility of double funding)	Action/Policy objective number:	Description of implications: The municipalities has to align this with the demands of Natura 2000.

Part VII – Policy context

PRE-DEFINED IN THE APPLICATION FORM: please fill in accordingly!	
Policy addressed: OP North Netherlands ERDF 20142020	Body responsible for the addressed policy: Province of Drenthe
Self-defined performance indicator:	Target value of the indicator: 5

Evaluation of the current operation of the policy:

OP North Netherlands was drawn up based on the RIS3 Strategy of Northern Netherlands. In line with the RIS3 setting the aim to develop the region into a living lab region, the OP supports i.e. innovation actions for SMEs such as cooperation framed in the Quadruple Helix. In Priority 1, with 76% of the total OP budget allocated, increasing the research and innovation intensity of SMEs and improving their uptake of innovation is treated. As the OP has no sectoral preferences, actors related to the regional visitor economy (bringing together stakeholders from tourism and related supply chains) have a range of funding opportunities to strengthen this complex and highly innovative ecosystem.

Yet as a precondition better access should be facilitated to the OP's means for rural SMEs who are further from classical innovation hubs and knowledge transfer points to ensure conditions for undisturbed growth, cross-sectoral cooperation and thus competitiveness and. Cooperation, i.e. maximizing innovation based productivity represents an enormous opportunity for growth in the visitor economy sector. One way of tackling this issue to be adopted in RuralGrowth is facilitating development of projects with clusters of SMEs, planning and implementing activities based on network utilisation, matching innovative spinoffs in the field of ICT based/eco-innovation and other actors of the visitor economy (knowledge institutes, thematic organizations related to slow tourism etc.).

Kind of change and why it is needed:

First during the analyses of RuralGrowth it appeared that especially in the visitors economy eligibility criteria set by the OP made it really difficult for small SMEs to fit in their projects in the OP. Solution had to come from addressing the OP directly, but the province of Drenthe also took the responsibility to make additional regional funding specific for this target group available.

Second on initiative of the Province Drenthe (with the projects OSIRIS and RuralGrowth) and the SNN (cooperation of the three northern provinces, with the projects ClusterFy and Beyond EPD) a workshop has been held on the possibilities to influence the OP more directly.

All 15 Interreg Europe projects with partners from the Northern provinces were invited. The first meeting was in early July. SNN and Drenthe provided analyses the 15 projects, on their contribution to the OP, possibilities for strengthening the ambitions and cooperation between the projects, opportunities for starting up new (multi-funding? Creating synergies between funding) projects. The analyses were carried out by a trainee, Drenthe and SNN (not funded by the projects) supervised by Drenthe and SNN and in close cooperation with the OP Noord executors. Also, the National Contact Point was involved in the preparation and present in the meeting.

The result was that was decided that in little working groups 6 major issues on influencing the OP shall worked out more in detail:

Targeted policy instrument Changes top 6

1. Increase effectiveness of the OP, without (major) changes promote cooperation, interaction knowledge institutes - business, working more in triple helix:

- a. Encourage cross sectoral working
- b. Encourage living labs
- c. Promote risk taking

2. Improving the OP by making the OP more implementation-oriented ('prescribing on the how'):

- a. How do you make Living Labs?
- b. How do you ensure attention for gender equality in (all) projects?
- c. How do you improve entrepreneurship?

3. Improve Governance:

- a. New evaluation methods
- b. More bottom-up with local stakeholders
- c. More organising in the triple helix way
- d. New models must lead to new instruments

4. Working towards multi-fund approach (hybrid financing):
 - a. Coordination between programs
 - b. Coordination financing

5. Working on eligibility criteria:
Amongst others promoting financing for interregional cooperation based on RIS3

6. Make the OP more specific:
(geographic, sector, target group, action)
 - a. Delta areas
 - b. Islands
 - c. Sectoral/thematic: Green chemistry, Water technology
 - d. SMEs in rural areas
 - e. Gender equality
 - f. Visitor economy

Early 2019 the 15 projects will come again together and discuss the results and finding new opportunities to implement the desired changes in the OP.

Action Number (1.1. etc)	Action Title	What policy change is linked to the Action
1.1	Smart data to identify improvements	Priority axis in OP: Strengthening of research, technological development and innovation. Lessons learned from RuralGrowth: the visitors research provided the first analyses for this action. Recommendation policy change: make the OP better accessible for small SMEs.
1.2	Increase tourist from Germany and Belgium	Make funding available for foreign activities (Not yet allowed in OP Noord) Realized for 2018 as the province of Drenthe published a new subsidy for SMEs to participate in acquisition activities abroad. This could support SMEs to contribute to

		<p>the ambition in the action plan to get more German and Belgium visitors to Drenthe.</p> <p>Lessons learned from RuralGrowth: the cooperation on the wine route between Medina and Portugal.</p>
1.3	Stimulate cooperation between SMEs by using starter/common investments subsidy	<p>Not yet possible in the OP Noord.</p> <p>Lessons learned from RuralGrowth: The Patras Mall project and the good practice of an innovation hub in Greece.</p>
1.5	New attractions	<p>Do the financial instruments fit the needs? Often not, but with the extra regional funding for the visitor economy new possibilities are created.</p> <p>Recommendation policy change: perhaps less focus purely on innovation but also on creating new jobs.</p> <p>Lessons learned from RuralGrowth: the biking hotels offer great possibilities to introduce this in Drenthe</p>

Policy Influencing Activities (What will be done)	Responsibility (Who will do it)	Resources (Information, money, materials, workshops, meetings)	Timeline Start and end dates*
1. Analysis of the needs of SMEs	Province of Drenthe	SQA analyses of RuralGrowth	01-01-2017 30-12-2017
2. Looking for possibilities to use the OP (and other instruments)	Municipalities in cooperation with SMEs	Action plan of RuralGrowth	01-01-2017 01-01-2020
3. Analyses of processes that hinder participation and possible changes in programmes	Province of Drenthe	Regularly meetings with colleagues responsible for steering the OP, , input from Drenthe and Netherlands for the new programmes	Ongoing
4. Direct influencing the OP	Province of Drenthe / SNN	Approaching the OP directly through cooperation IE projects and executers of the	2019-2020

		OP, regular workshops and meetings	
5. Input for new programmes	Province of Drenthe	Participating in Online consultations, input for lobby activities, input for national lobby	2019-2021

RuralGrowth as an engine for change:

How has the RuralGrowth project contributed to identifying and possibly achieving the proposed change(s) to the policy?

In case of Province of Drenthe, the intention is to influence OP North Netherlands (based on the RIS3 Strategy of Northern Netherlands). RuralGrowth reported on the strong need in the province for tourism developments, which was proved by the RG project. To stimulate the uptake of innovation in addition to the OP North Netherlands new funding possibilities were created for tourism SMEs, funded and managed by the Province itself. It focuses on the quality of overnight possibilities of accommodations. Ambition is to realize 100 million EUR extra spending in the Province of Drenthe (see Attachment 1 table Visitors Economy Budgets).

RuralGrowth will affect the implementation of OP North. Drenthe's Action Plan will generate improvement regarding the quality and added value of projects financed from ERDF/regional funding this way upgrading the efficiency and synergic impact of Structural Funds. RuralGrowth will influence the OP as the targeted policy instrument by generating projects to be supported from the OP, focusing on product and service development with the participation of regional SMEs in the visitor economy sector by integrating their innovative potentials.

The ambition setting/regional status quo analysis and elaborating an Action Plan will give the province and its municipalities a sound base to also improve their efficiency in formulating own policies such as the planning and implementation of overall regional and local economic strategies. These relevant regional policy instruments are the Framework for Economic Investments, a regional development programme for supporting innovation in SMEs and the Regional Development Strategy supported by a Local Stakeholder Group which aims at innovation, product development, quality improvement largely focused on small businesses in the visitor economy sector.

Project initiatives realised:

- Applying RuralGrowth good practice Drentse Koe for an innovative extension of "Farmhouse Experience" for families and children in Leader (result of working visit RuralGrowth).
- With RuralGrowth a broader discussion in the province took place on how to promote the visitor economy. How can we put Drenthe on the touristic map and challenge campsites to innovate in their offers? The province of Drenthe did ask that question herself two years ago. The answer was a surprising idea: let us cooperate with a television channel, organize a treehouse building contest, and invite campsites to participate. An innovative campsite in Southwest Drenthe did win this Treehouse XXL contest. This Treehouse XXL was partly financed by Leader.

The contest on television draw a lot of positive attention to the region, the result was a new offer of 5 magnificent Treehouses XXL in Drenthe.
The owner of the treehouse: “for the first time I see Porches on the parking place of my campsite”. Innovative and attracts new public.

Attachment 1 Overview Resources SMEs and innovation 2018 in the OP Noord and regional funds

Instruments	Available budget 2018	Description
Valorisation	€ 8,000,000	The aim of the Valorisation 2018 subsidy scheme is for SMEs, but also large companies and/or knowledge institutions to achieve more promising innovations with a lot of economic and preferably also sustainable impact in the region and, if possible, also beyond. The innovations have market potential and generate turnover and jobs.
Knowledge development	€ 7,000,000	The Knowledge development 2018 subsidy scheme aims to encourage more northern SMEs to develop knowledge. This means that they will enhance their knowledge position by tapping into, generating and bringing in new knowledge together with other entrepreneurs and/or knowledge institutions.
Experimental grounds	€ 7,000,000	The Experimental grounds 2018 subsidy scheme facilitates innovation clusters in the (further) development of Experimental grounds around societal challenges. With the aid of subsidies, an innovation cluster can set up, expand or improve a testing ground. It is also possible to connect Experimental grounds with each other or to improve the connection.
Human Capital	€ 4.500,000	The Human Capital 2018 subsidy scheme is intended for collaboration projects between SMEs and education. Objective: to clarify the future labour market demand.

Instruments	Available budget 2018	Description
Open Innovation	€ 20,000,000	The SNN invites consortia of companies, knowledge institutions and civil society organisations to come together with initiatives that structurally improve the innovation ecosystem in the Northern Netherlands. We are looking for initiatives where open innovation is of paramount importance and that actively involve SMEs and end users in innovation. Examples are initiatives around promising new technologies. But also the development of new value chains with great economic and social significance are also eligible for subsidies.
VIA	€ 13,000,000	The Innovative Ambitions Accelerator (Versneller Innovative Ambities; VIA) promotes innovation and economic development in small and medium-sized enterprises in the Northern Netherlands. Entrepreneurs with an innovative idea for a new product or process or a new service can receive a subsidy for development costs.
MIT feasibility	€ 4,000,000	The MIT promotes innovation in small and medium-sized enterprises in the Northern Netherlands by subsidising feasibility projects. The purpose of a feasibility project is that you can make a decision based on the research in order to proceed to further research or development.
KEI	€ 2,500,000	With the Knowledge & Innovation Subsidy (Kennis & Innovatie-subsidie; KEI) you acquire more knowledge. Knowledge for technological innovation, organisational innovation or market innovation. For the temporary employment or the posting of highly trained personnel or a PhD candidate, you will receive subsidy on the gross wage costs or posting costs.
€ 66,000,000		

Visitors Economy budgets			
Infrastructure	3,750,000	For improvement of the (biking) infrastructure SMEs and local government	
Innovation	3,000,000	For Innovation and attractiveness SMEs	
Vital Leisure parks	6,500,000	SMEs	
Total	13,250,00		

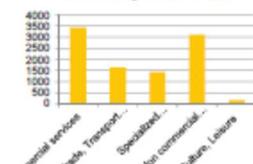
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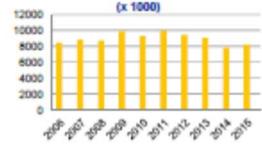
Some important figures of Southwest Drenthe

- Population 0,75 %
- Land Area 560 km2

Positions by field of trade



Visitors using overnight accommodation by year in Drenthe (x 1000)



Regional attractions and strengths



OP EFRO Noord and RIS3



Four Societal Challenges in OP Noord



Challenges identified by local stakeholder group

- Stimulate creativity
- Improve hospitality
- Outdated image to improve
- Encourage entrepreneurship
- No money to invest
- Diversity
- Build better cooperation

Solutions and aims of local stakeholder group

- Education Entrepreneurs
- Connecting the successes
- Emphasise the sense of urgency
- New attraction, make it worth the trip
- Gather the stories and promote them
- Encourage Innovation
- Find Key Persons and Entrepreneurs

Next Steps

- Involve more Key Persons
- Involve sector organisations
- Broaden the LSG
- Link projects to the Leader Programme
- Cluster the solutions
- Draw up a draft action plan in a co-creation process



PROJECT PARTNERS:
Municipality of Medina del Campo (ES)
Savorinna Business Services Ltd (FI)
Local Government of Nagykároly (HU) LB
DELTA 2000 Consortium Ltd (IT)
Province of Drenthe (NL)
Herfhalte County Council (RO)
Newcastle University (UK)



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Budget overview

	Staff	Overhead	Travel and accommodation	External expertise	EQUIP	TOTAL
Semester 6	€ 2.068	€ 310	€ 0	€ 1.129		€ 3.507
Semester 7	€ 1.892	€ 284	€ 840	€ 0		€ 3.016
Semester 8	€ 2.728	€ 409	€ 420	€ 1.129		€ 4.686
Semester 9	€ 3.872	€ 581	€ 1.170	€ 1.129		€ 6.751
Totaal	€ 10.560	€ 1.584	€ 2.430	€ 3.386	€ 0	€ 17.960