**SMEs Introducing Marketing and Organisational Innovation**

During the SUB project, participating micro and small and medium-sized enterprises (SMEs) introduced a wide range of new marketing approaches, products, services and business practices. These innovations were developed both through the project's voucher scheme and through collaboration between businesses and other tourism stakeholders.

The main objective was to support the renewal of tourism services, particularly in the field of cycling tourism, improve business competitiveness and create new opportunities for sustainable tourism development. The project resulted in several concrete new products, services and business models across the participating regions.

**Examples of new products, services and business practices developed during the project include:**

- **Collaborative cycling tourism packages:** Cycling experiences and services from different destinations were combined into bookable packages, making it easier for visitors to explore several destinations while strengthening cooperation between businesses.
- **Improved cycling facilities:** A bike wash facility was installed at a bike park to improve service quality and enhance the customer experience.
- **New cycling routes and products:** Previously underutilised gravel roads and trails were brought into use to create new cycling experiences and encourage visitors to stay longer in the destination.
- **Greenway development in Ireland:** A regional Greenway was developed to support sustainable cycling tourism and improve opportunities for active travel.
- **Combining sea excursions with cycling in the Faroe Islands:** Existing sea excursion services were expanded to include cycling experiences, attracting new customer groups and diversifying the tourism offering.
- **Development of e-bike services:** New e-bike products and guided tours were introduced for different skill levels. In the Pyhä-Luosto area in Finland, tours were designed to incorporate local attractions and points of interest around Pyhä National Park.
- **Gravel cycling product development:** A gravel cycling route plan and a bookable gravel cycling package were developed with support from a SUB voucher. Existing cycling products were also expanded to include gravel cycling through cooperation with destination management and marketing organisations.
- **Digital service development:** A professional online bike rental booking system was introduced and integrated with other rental services, making service management and bookings more efficient.

- **Combining different outdoor activities:** New experiences were created by combining e-biking with other outdoor activities, such as paddling and hiking.
- **Cycling and local culture:** A new e-bike tour was developed in the Pyhä-Luosto area, combining cycling with local reindeer culture and traditions.

**Cooperation creates new business opportunities**

The innovations introduced during the project demonstrate how cooperation between businesses, the exchange of experiences and the development of new service concepts can create concrete business opportunities. Participating businesses gained new ideas for developing their own operations and were able to learn from the experiences and good practices of other regions.

Cooperation between destinations and different tourism stakeholders played an important role throughout the project. By combining their expertise, services and resources, businesses can offer more diverse experiences, reach new customer groups and strengthen the attractiveness of their destinations.

The products, services and business practices developed through the SUB project provide a foundation for the long-term development and renewal of tourism businesses. At the same time, they contribute to more sustainable tourism, regional attractiveness and the growth of local businesses.

The wider economic and regional impacts of these innovations are expected to become increasingly visible over time, also beyond the lifetime of the project.