SMART Program (Objective Timelines)

Time Line (years/months)

	Year 1												Year 2												Year 3											
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	:
Objective # 1 (Steering Committee meetings	P		TC		P			TC					P																							
Form Steering Committee																																				
Determine framework for ST																																				
Determine web-site database structure																																				
Collect existing arctic information																																				
Gap/applicability analysis																																				
Commission research for priority gaps																																				
Compile package, prepare for web																																				
Translate packages																																				
Other objectives use package																																				
Objective # 2	P		TC		P			TC					P																							
Gather testimonials																																				
Develop fact sheet & info kits																																				
Internal Campaign (IC) to business																																				
IC - fact sheet/info kit available																																				
IC - translation of fact sheet/info kits																																				
IC - delivery by existing org																																				
IC - continued refinement/updating																																				
External Campaign (EC) travelers																																				
EC - country specific media marketing																																				
EC - targeted press/media opportunities																																				
EC - promote business incent program																																				
Objective # 3	P		TC		P			TC					P																							
Source broad framework for ST																																				
Training analysis of existing prog (Supply)																																				
a) Post existing country training info on wb																																				
Gap analysis of training by country (Demand)																																				
Supply/Demand analysis by country (ID Gaps)																																				
Develop educational framework																																				
Develop training course																																				
Make web-based version available																																				
Launch new course online																																				
Existing org refine & integrate ATC materials																																				
Existing Org's delivery courses																																				
Int'l workshop for grads (incentives/rewards)																																				
Training workshops for trainers (by country)																																				
Grads apply for Market Recog Scheme (MRS)																																				
Objective # 4	P		TC		P			TC					P																							

Framework for product definition (Sus vs Eco)																																		
Initial best guess: target market																																		
Identify existing relevant schemes																																		
Test market w/ focus group																																		
Refine framework & market																																		
Assess scheme options																																		
Consult w/ existing scheme org.																																		
Decision Point: - choose scheme & test group																																		
Develop standards																																		
Develop business model																																		
Trigger Point: - start of objective 5																																		
Test with focus groups																																		
Finalize program																																		
Test pilot program																																		
Connection Point: Objective 2,3, and 5																																		
a) regional training workshops																																		
b) demo website and benefits																																		
c) tap into existing gathering/promo options																																		
Assessment of pilot phase																																		
Evaluate pilot scheme																																		
Plan launch of scheme																																		
Fine tune pilot and finalize scheme																																		
Launch & Run scheme arctic-wide																																		
Objective # 5	P		TC		P			TC					P																					
Collect & evaluate relevant websites																																		
Design MRS web-site structure																																		
Review drafts layout & structure																																		
Add content to approved website structure																																		
Link to arctic Tourism database																																		
Links from important web-sites																																		
Test website with focus group																																		
Distribution of electronic newletter																																		
Public launch of website																																		
Launch of business-business network feature																																		
Web-site as information hub for ST program																																		
Test concept of training delivery and MRS																																		
Develop draft Assoc structure and Bus Plan																																		

LEGEND

Steering Committee Meeting: In person — P

Steering Committee Meeting: Teleconference — T

Objective Achievement Date (primary target)

Objective Delivery Timeline (program delivery)