



Living Learning Catalogue

Best practises for new approaches in tourism

Preface

“The main purpose was to enrich the analytical skills, while developing new knowledge based on digital tools and services”

BLUTOURSYSTEM is a European project based on the Interreg Italy - Croatia 2014 2020 program and which involved 6 partners representing the academic and institutional world; a project that at the territorial level has affected the Veneto region and the Puglia region for the Italian side while for the Croatian territory the Istria region and the area Southern part of the croatian country.

The main purpose was to enrich the **analytical skills of stakeholders, while developing new knowledge based on advanced and digital tools and services.**

Blutoursystem, after having inherited the results of the previous TourMEDasset project coordinated by the Ca 'Foscari University, designed a new ambitious path whose key concepts were:

- **Business ecosystem**, in reference to the network of organizations involved in providing the products and services that make up the tourism product;
- **Quadruple Helix** approach, that is the reduction of the barriers that exist between the academic, institutional, private and civil world, stimulating the interaction, to encourage economic and social development;
- **Living Labs**, laboratories with a dual dimension: the real one represented by multiple meetings that involved local actors, to collect the main needs and draw together future scenarios capable of facing challenges and maximizing benefits; on the other hand, a technological dimension: in a world where data is the real wealth, having free access to dashboard containing organized data and knowing how to read it becomes a real challenge.

Therefore, participatory “living” actions were activated to facilitate contributions and knowledge transfer among local groups, an opportunity for dialogue and learning, supported by neutral sources (coachers, facilitators) in charge of gather and valorise the inputs.

The path was composed by different steps: **research stage** (context analysis, vis-à-vis interviews, questionnaire administration), **design stage** (definition of the learning model to adopt, the key issues and related strategies) and **implementation stage** (living labs organization, implementation and evaluation).

The aim of this Cross border Living Lab Learning catalogue is to **gather some local experiences which could be a concrete contribution to support other good practises that, in turn, can enhance dynamic, inclusive, and involving actions, while transferring knowledge to foster data-oriented decision making processes.**

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DAVIDE Busetto



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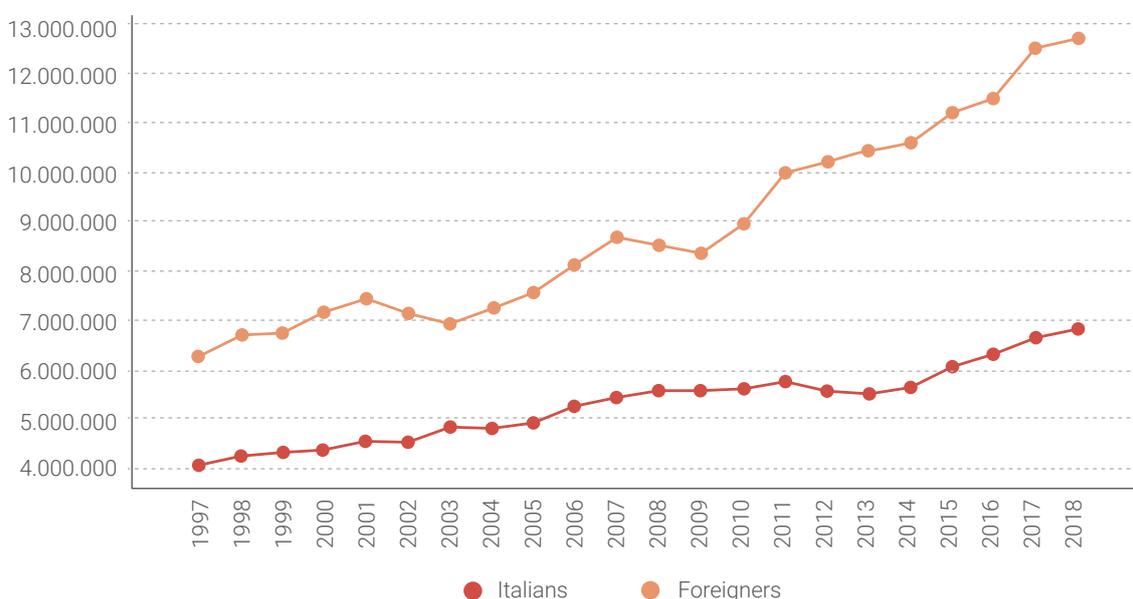
Pilot area description

In 2018 Veneto Region, with 19.6 million arrivals and 69.2 million nights spent, is confirmed as “the most important” tourist region in Italy, with a widespread entrepreneurial spirit and an offer that ranges from the sea to the art cities, from summer and winter mountains to the lakes, from the spas to the natural parks. In 2018, 15% of foreign expenditure in Italy was allocated in Veneto (source: Bank of Italy, 2019).

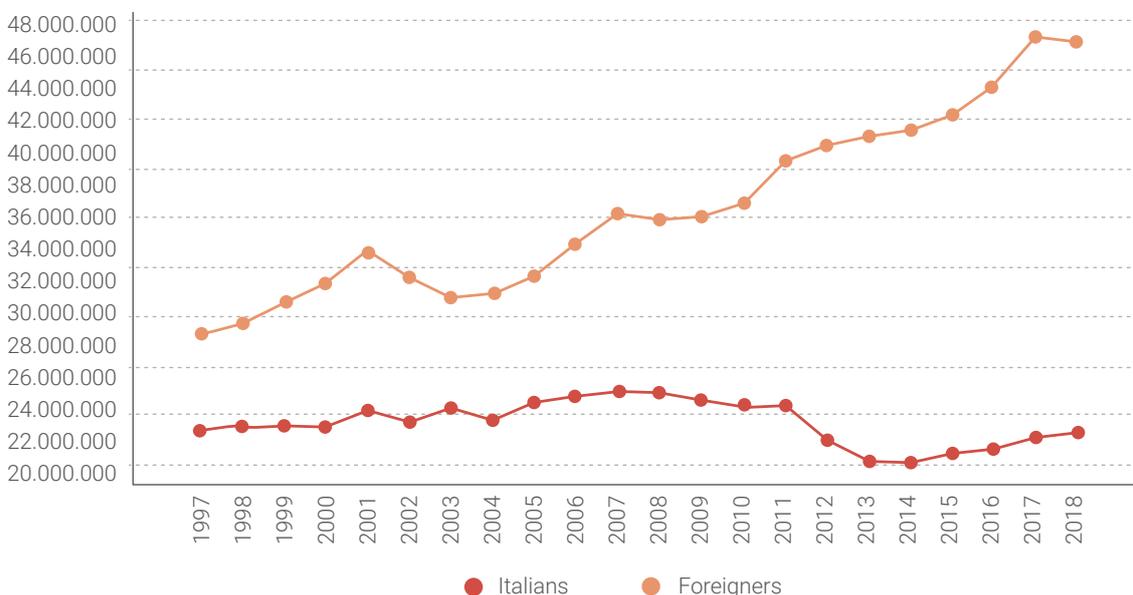
As can be seen from the charts below, tourist flows in the region have increased considerably over the past twenty years, doubling the number of foreign arrivals.

After having witnessed a strong growth, the over-nights are slightly decreasing as far as the internationals are concerned, while the Italians, after having suffered a decline between 2011 and 2013, appear to be now recovering.

ARRIVALS PER YEAR



NIGHTS SPENT IN TOURIST ACCOMODATION PER YEAR



Veneto is well known all over the world for its destinations, Venice, Lake Garda, Dolomites, just to mention the main ones, and in Italy for its products, beaches, spas, mountains, art cities, foundations of tourism success, on which energy is endlessly invested based on the Veneto Tourism Strategic Plan presented in 2018.

According to the project scopes, 4 pilot sub-areas were identified inside the "macro-destination" Veneto, based on the criteria of BLUTOURSYSTEM and on the eligible areas.

The identified areas are:

- 1) **Caorle**
- 2) **Euganean Spa and Hills**
- 3) **Po and its Delta**
- 4) **Venetian Lagoon**

These are 4 areas have their own level of development and homogeneous territorial systems.

In each sub-pilot area a DMO (Destination Management Organization) operates in the form of a public-private network. An exception is represented by the Venetian Lagoon, which belongs to two different territorial tourism systems, which are "City of art" and "Sea and beaches", among those identified by the Veneto Region through its own law.

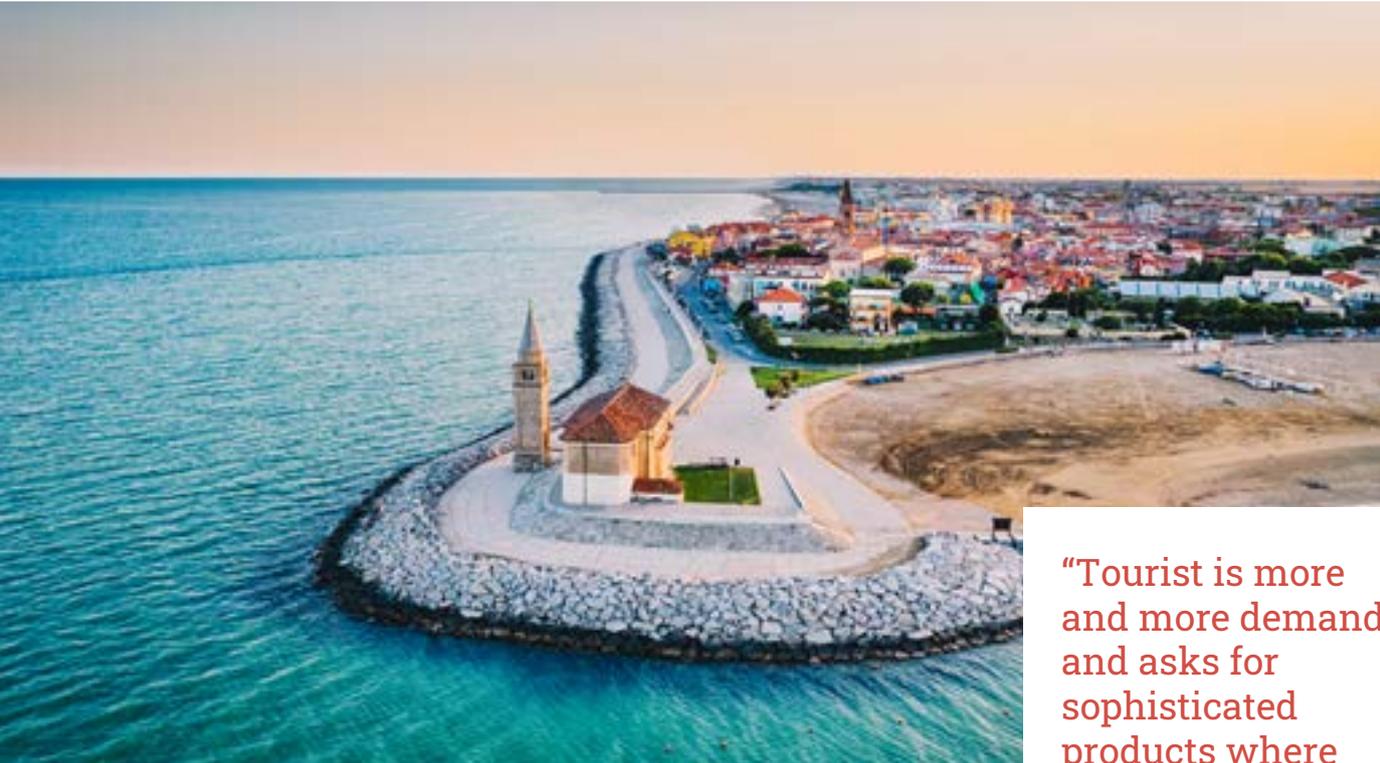
The four destinations are characterized by the strong connotation linked to water, with the desire to pursue a path of innovative and sustainable development in the broadest sense of the term.

Caorle: a mature and organized seaside destination, which in the future will face the challenge of diversifying the product and seasonal adjustment with greater commitment. Here you have the possibility to integrate the destination management with additional tools to support the operators, favouring the extension of the use of the regional Destination Management System for the booking functions and dynamic packaging of the destination.

Venetian Lagoon: the Lagoon is a unique ecosystem and has an incomparable condition: the territory includes different destination management organizations for handling the destination, covering a large ecosystem in which a **sustainable tourism** offer is supported by an association of operators (OTS - Sustainable tourism operators), recently born, which requires the continuation of a path of accompaniment and progressive maturation. The structuring of a Lagoon Area Brand as a meta-destination governance tool is one of the main objectives of the association that is working on the construction of a product in line with market expectations.

Po and its Delta: destination that rests its vision on the recognition as a UNESCO MAB Biosphere Reserve of the Po Delta and that also integrates the coastal offer of the coastal area with nature tourism and active vacation. **The transition from the strategic vision to the operational one** by the DMO, which is in the start-up phase, requires an informative and technical support also for the **involvement of the communities**.

Euganean spa and hills: a destination which has injected new life integrating the thermal area with its mature tourism product with the hill area and its emerging tourism products. The redefined destination is proposed as the largest area of preventive health in Europe through a concept of Wellbeing in a holistic sense (not only spa treatments, but also wellness, culture, activities in contact with nature, spiritual wellbeing, etc.). The new vision of the destination implies an organizational and integration effort between operators also in sectors other than tourism.



“Tourist is more and more demanding and asks for sophisticated products where the experiential component is enhanced”

CAORLE

Destination Management System: DMO Caorle

Municipalities involved: Caorle and Concordia Sagittaria.

Caorle is a city of about 11,000 inhabitants offering hospitality with over 250 small and medium-sized hotels, numerous apartments, tourist villages and campsites. The services for seaside tourism are excellent.

Since 1992, its beaches have received the “blue flag” award, with more than 18 kilometers of beach divided into two equipped beaches (Levante and Ponente) as well as Porto Santa Margherita, Duna Verde, Lido Altanea and the Valle Vecchia nature reserve.

According to regional statistics, in 2016 622,039 tourists arrived in the area, divided between 59,7% foreigners and 40,3% Italians for a total of 4,291,891 overnights.

In the European tourism scenario, Caorle ties its name to that of the Upper Adriatic coast, contributing significantly to give life to one of the most important tourist regions of the Mediterranean basin. Unlike the nearby seaside resorts, Caorle is differentiated by its initial vocation, developing the tourist destination around a historic center where there is still a typically Venetian atmosphere. This historical heritage is similar to the one of nearby Concordia Sagittaria, whose Roman origins emerge in the relevant archaeological area adjacent to the cathedral.

However, the tourist phenomenon has had a tumultuous development since the fifties of the twentieth century and it developed almost exclusively by the seaside, involving Caorle. In the same historical period, the primary sector, favored by extensive twentieth century reclamation, was central for the development of Concordia Sagittaria, whose residents subsequently found their business in the craft, services and industry in the inner Portogruaro.

The recent evolution of tourism demand calls for Caorle a change in the tourism management.

This means that the tourist is more and more demanding and asks for sophisticated products where the experiential component is enhanced.

These dynamics lead to an adaptation of bathing services, a rethinking of the tourist season and of the tourism offer.



“The destination comprises the area of the Euganean Thermal Basin and the Euganean hills, together with a common mission, of a holistic well-being”

Terme e Colli Euganei

Destination Management System: DMO Euganean Spa and Hills

Municipalities involved: Abano Terme, Arquà Petrarca, Baone, Battaglia Terme, Cervarese Santa Croce, Cinto Euganeo, Due Carrare, Este, Galzignano Terme, Lozzo Atestino, Monselice, Montegrotto Terme, Rovolon, Teolo, Torreglia, Vò.

The “Terme e Colli Euganei” destination (DMO) was officially announced last August 2016.

It comprises the area of the Euganean Thermal Basin and the Euganean hills, together with a common mission, linked to a holistic approach of the well-being.

If we go back in the past and look for its original meaning from a social, cultural and economic point of view, we find that tourism in this territory is ancestral, thanks to the thermal water and to its mud. These natural resources are widespread throughout the area in the foothill and are particularly abundant in the towns of Abano, Montegrotto, Battaglia, Galzignano and Teolo, where the tourism industry has given life to the largest thermal basin in Europe.

During the second half of the twentieth century, the tourist success was determined by a tourism product guaranteed by about 100 spas integrated into the hotels and managed with typically corporate dynamics.

It was a choice that was winning for that period and which led to a star-brand location in the European

market. However, the modern evolution in the tourism product perspective, towards more sophisticated tourist experiences, has required a change in the approach to tourism and to the tourist management.

The necessity for injecting new life and a rethinking of the strategic objectives of the destination have led to an evolution towards a holistic concept of well-being: not only medical care, but also nature, culture, food and wine, active holidays. In this context the hilly area has well-represented this added value and the whole area is an excellence and represents the largest preventive health area in Europe.

Taking a look at the statistical data, in 2016 805,200 tourists arrived in the area, divided between 32.6% foreigners and 67.4% Italians. The arrivals and overnights have increase in comparison with 2015, respectively by more than 6% and more than 4%, accounting for a total of 3,187,734 total overnights in 2016. The average stay is 3.9 days.



PO AND ITS DELTA

Destination Management System: DMO Po and its Delta

Municipalities involved: Adria, Ariano nel Polesine, Bergantino, Castelmassa, Corbola, Gaiba, Polesella, Porto Tolle, Porto Viro, Rosolina, Stienta, Taglio di Po.

Highlighting the area potential to the full should be pivotal for the area, and the Destination Management Plan Po and its Delta has identified the main themes on which operators could develop **tourism products**:

- **Culture - landscape – archeology**
- **Sea beaches - beaches of the park of the Delta del Po**
- **Environment and nature**
- **Sport - wellness – gastronomy**
- **Unesco - Biosfera MAB reserve**

In this scenario, actions are planned into general objectives, linked to the following transversal aims:

- Development of the loyalty of the previously identified new markets through targeted activities towards generating destinations and diversification of the products;
- Qualification of the destination image on the Italian and foreign markets in relation to the territorial features;
- Coordination of the activities of public and private

entities to rationalize information, promotion and communication activities by developing the most appropriate operational synergies;

- Acquisition of cognitive elements for the definition and implementation of promotional actions to consolidate the tourist offer in traditional markets and developing new markets' arrivals;
- Fostering the development of territorial areas, such as fishing valleys, lagoons of the Po Delta, and UNESCO Biosphere Reserve MAB which could be able to offer new and niche products in order to increase the economic tourism levels.

In this context, supporting the enrichment of the management skills and the abilities in analysing flows data is crucial to well-manage a destination in order to achieve the aforementioned objectives.

Taking a look at the statistical data, in 2016 235,681 tourists arrived in the area, divided between 44% foreigners and 56% Italians for a total of 4,291,891 overnights. The average stay was 5.9, with a slight increase compared to the year before.



VENETIAN LAGOON

Its territory today belongs to the following 9 municipalities: Venice, Chioggia, Codevigo, Campagna Lupia, Mira, Quarto d'Altino, Musile di Piave, Jesolo and Cavallino-Treporti, which are part of the two provinces of Venice and Padua. The largest section belongs to the province of Venice.

Within these areas five DMOs operate, namely:

- Chioggia
- Brenta Riviera and Terra dei Tiepolo
- Venice
- Cavallino-Treporti
- Jesolo-Eraclea

The Venice Lagoon is a unique ecosystem in the world that covers about 550 square kilometers, it is the largest wetland in the Mediterranean.

Due to its peculiarities and the abovementioned management characteristics, the Lagoon is mentioned in each of 5 Destination Management Plans.

Each of them highlight the lagoon as a strategic element for the enrichment of the offer and as an opportunity for development and differentiation of tourism, underlining the importance of nature thematism.

In particular, **the strategical plans aim to support tourist activities by enhancing the tourism lagoon, and raising sustainable awareness** and developing communication campaigns, rediscovering agricultural traditions of the mainland and islands. They

also want to promote and enhance local products by encouraging their consumption, even in collaboration with local associations.

Another important theme is the promotion of local crafts: the importance of specific actions such as training is emphasized in the above-mentioned plans, with a focus on the Venetian rowing boats sector and on the initiatives related to great events during the rowing season.

The destination knows its potential and it needs to build and better convey its offer.



Targets and their needs

The Strategic Tourism Plan of the Veneto region starts from a fundamental consideration: **“the tourism capital is not only made up of unique resources, but also and above all of human capital and knowledge, two components so closely related, to merge”**.

A capital that must be cultivated and increased through interventions and paths of cultural and operational growth, offering innovative tools of information and knowledge in order to increase the capacities in the decision-making and operational field.

And just to increase the capabilities of the different tourism actors with various roles, the path that is intended to get started within the BLUTOURSYSTEM project is a process with an approach linked to human resources, **“that starts with the people you are designing for and ends with new tailor-made solutions to meet their needs”**.

This approach is therefore linked to the ability to provide subjects with the right answers to their needs, considering that **tourism is constantly evolving** both in terms of consumers and their lifestyles and solutions and technologies they offer to meet demand and meet their needs.

The methodology based on the human-centered approach aims to strengthen the ability to achieve the objectives in an efficient and effective way. The aim is to improve the abilities of individuals and organizations by stimulating design processes.

This allows people to refine their ability to solve complex problems and to design products or services that perfectly meet the expectations. The training process focused on strengthening human capital aims to consolidate the responsibility and capabilities in the decision-making process of stakeholders, to network and to innovate the tourism offer of destinations. And this approach means that the solutions that have emerged are really significant and sustainable for those who will benefit from them, taking advantage of a positive impact in the long term.

From this point of view, it is therefore important to identify the subjects to be involved and to analyse the needs they express in order to be able to approach the market and competition in a sustainable and integrated way.

“Tourism planning starts with the people you are designing for and ends with new tailor-made solutions to meet their needs”

“The tourism capital is not only made up of unique resources, but also and above all of human capital and knowledge, two components so closely related, to merge”

The learning process is linked to the QHelix model (“Quadruple Helix”) which, through a holistic approach, involves the commitment of four categories of subjects: public bodies, companies, universities and research centres, groups of citizens, among which virtuous interactions are established with the purposes of tourism development of a destination.

This model, which represents a vehicle to exchange knowledge among the subjects involved in a productive way and to stimulate the adoption of innovative practices for the destination, as well as facilitating networking, therefore implies a clear definition of the subjects which might be involved in the training course and their needs.

And this also in consideration of the fact that for each destination/pilot area of the project the needs -and consequently the contents of the training- must be better calibrated and specified through a specific in-depth study.

GOVERNMENT

Local, regional and national public authorities

The involvement of public subjects, in addition to the regional authorities participating in the project, concerns both the analysis and collection of training needs and the design and testing of the instruments. Among the subjects that will participate in the activities of the BLUTOURSYSTEM project appear, through their representatives (administrators and officials), the municipalities, the local authorities.

Regional and local development agencies, chambers of commerce and other business support organizations.

In the same way as public bodies are considered those who deal with destination management, business support and stakeholder involvement and other local players, including the DMO and regional Unioncamere (which brings together the chambers of regional trade) in the Veneto region.

ACADEMIA

Universities, technology transfer institutions, research institutions

In addition to the lead partner Ca' Foscari, other subjects from the research world are involved, considering the important role they play in the development of innovation within the QHelix model, starting from the University of Padua.

Education and training organizations as well as social partner and labour-market institutions.

Among these we identify the subjects that contribute to the realization of the training path, also participating directly in the activities of the Living lab, with best practices, innovative tools, analysis models, etc.

BUSINESS SMEs

The application of the BLUTOURSYSTEM model comprises the business sector among the key players, which contributes directly to the creation of the ecosystem of services aimed at tourists in the blue tourism cooperation area and which are also the direct recipients of the innovation proposed by the project.

NGO, associations, innovation agencies, business incubators, cluster management bodies and methods.

These subjects are considered equal to the companies and participate directly in the definition of the instruments and in the construction of the pilot scenarios that are designed within the project.

COMMUNITY

Citizen participation in decision-making processes is one of the conditions of sustainable development and the fundamental role of local communities both as beneficiaries and as promoters of innovation is now widely recognized. The model followed by BLUTOURSYSTEM provided the involvement of civil society both through its representatives (associations, institutions, etc.) and directly, leaving everyone the opportunity to participate in seminars.

A first analysis of the **training needs** at the various levels found in tourist destinations was carried out **by means of interviews with a panel of stakeholders** (10 interviews representative of the public and private sector) in the second half of 2018.

The results of this analysis were compared with those of the meetings organized by the Veneto Region in May and June 2018, which involved tourism stakeholders in defining the Veneto Region's Strategic Tourism Plan.

From this work the training needs were defined in the pilot destinations and can be classified as follows:

1. a first area concerns the **knowledge of the tourist phenomenon** (main aspects of demand and supply) for the purpose of increasing the capacity for defining and planning strategies.

This topic is associated with the growth of skills in relation to the ease of access and the ability to analyse statistical data, also for monitoring purposes, and the need for the development of a Tourism Observatory to carry out predictive analyses and official data summaries.

Even today in most cases the use of data is limited to counting arrivals and overnights, and this is generally true for the analysis of the tourist phenomenon at national, regional and local level. Considering that at national level there is no single survey on the demand, but a sample survey on foreign tourists at the borders carried out by the Bank of Italy and one on the holidays carried out by Istat (National Institute of Statistics) as part of the multi-purpose survey aimed at Italian families.

Only occasionally, at the destination level - in the case of the BLUTOURSYSTEM project in the pilot areas - there is more specific and detailed information regarding the life cycle of the product, which in the case e.g. of "blue" tourism is not only seaside, but it is declined in boating, sports, wellness, congress, etc., or regarding the markets.

And above all, there is no specific information on tourism demand, in relation to consumption styles and the needs that the different targets express, able to provide those elements useful for territory planning and/or communication and promotion actions. It might be explanatory to just think of what it means to be a "bike friendly" territory for the various players in the supply chain, from public bodies to private operators, in terms of territorial planning (from cycle paths to parking spots to dedicated areas, events, etc.).

Also considering the fact that, in a competitive arena like that of tourism, which grows and changes rapidly, the need to know trends in advance is increasingly felt: where they will come from, where they will go, what tourists will look for, make it more and more necessary to broaden the field of investigation to what will happen (predictive) compared to what happened (final).

2. The second area is related to **innovation and the ability to control rather than suffer changes** linked to the spread and growth of online tourism in all its forms.

As highlighted in the Tourism Strategical Plan (TSP), the sharing economy has experienced exponential growth and tourism has been one of the sectors in which this development has had the greatest impact.

Even because the growth and spread of the web influences tourism in multiple directions and towards multiple actors:

- in relation to the management and dissemination of information mainly entrusted to public bodies or public-private subjects (information offices, APT, DMO, etc.);
- in relation to the promotion, also managed at the level of public organizations or mixed public-private, and to a lesser extent, networks between operators;
- on marketing, typically reserved for private individuals, single or aggregate, which through the dissemination of the online has found concentration in the OLTAs;
- on the reputation of the destination.

In view of this scenario, specific needs for specific targets are identified:

- ✓ for companies to increase the level of knowledge of digital tools (analytical, management, commercial) available for their activity;
- ✓ for administrators and other parties involved (info, consortia, etc.) manage information to tourists in an integrated manner at destination and regional level through tools such as the Destination Management System;
- ✓ for the public and private sector of tools capable of supporting promotion and marketing activities (again with the DMS – Destination Management System), and of providing tools capable of governing, also through cooperation, the relationship with the OLTAs and with the portals of sharing economy (Airbnb, etc.)

Up to the point of integrating, with the support of all, the tourism sector in a regional digital ecosystem as established by the TSP.

The third aspect is related to the need to **relate all the subjects involved at various levels in the development of tourism products and services**, which often encounter critical issues related to the difficulty of communicating, sharing, lack of privileged channels through which ideas can circulate.

In this perspective, the objective of BLUTOURSYSTEM is to increase awareness of these critical issues (also emerged in WP3 during the phase of stakeholder interviews) through actions related to training, sharing and networking.

With the help of new platforms and capacity building processes it is planned to develop a path to strengthen the skills, knowledge and tools useful to the subjects to connect with each other, encouraging those processes that foster cooperation, in order to develop effective solutions to the problems highlighted.

Increasing the skills of networking is also fundamental to support and enhance the ability to generate innovation in relation to the opportunity to build networks capable of creating value and synergies between the various subjects, favoured by initiatives and activities - such as training - to share and increase their local, international, etc.

This fits well in the approach centered on social capital and in the way this is put to use through the relationships between the subjects involved, who make their abilities, potentialities and resources available for the benefit of all the parties.



Type of training interventions

The framework in which the training activities were conceived and planned is that of the **Living Lab, a tool “aimed at generating open and user-centered ecosystems, able to accelerate the large-scale adoption of innovative technologies and services created with the users themselves”**, as defined by the European Commission.

The experimental approach of the Living Labs consists of three main elements that follow the development phases of the innovation:

- **Exploration:** knowing the current state of the art and planning possible future scenarios;
- **Experimentation:** testing one or more future scenarios among those planned;
- **Evaluation:** assess the impact of the experiment with reference to the current state in order to repeat the future scenario.

In this path, the creation of innovation generates prototypes that can be tested, adapted and validated according to different needs, guaranteeing faster adoption of products or services on the market.

In the BLUTOURSYSTEM project, the innovation started by the activities carried out within the MED TOUR-MEDASSETS project is capitalized and implemented through a learning path that includes 3 different moments/activities with the common objectives of increasing skills, improving the relationship between the different actors and increase the ability to define the strategies of the destination:

1. the realization of seminars for the definition of shared scenarios as a co-designing phase, this phase of strong community cooperation focuses on the wishes of tourists and the needs of the operators through an approach focused on the individual and aimed at identifying challenges and benefits. This is an important moment of sharing both for the planning of the activities of knowledge transfer seminars and for harmonizing the information and the programming processes of the various destinations.
2. the realization of seminars for the transfer of the basic knowledge of the innovative tools that the project partners, the University and the Veneto Region, make available directly or through third parties, including data and information base deriving from the Regional Tourist Observatory, the tools available to operators to measure their performance also in relation to competitors.

That of the seminars is an opportunity for the stakeholders to become familiar with the tools starting from the DSS developed by the Ca' Foscari University, but also to participate in the co-designing of the constituting Federated Touristic Observatory that aims to analyse the phenomenon of tourism as widely as possible.

Living Lab, a tool “aimed at generating open and user-centered ecosystems, able to accelerate the large-scale adoption of innovative technologies and services created with the users themselves”

3. the realization of networking seminars for peer learning and the transfer of knowledge and to increase the capacity for cooperation within the destination, in the knowledge that it is very difficult for an actor to have the knowledge and the ability to face and draw benefit from the opportunities offered by the market and the innovative tools to achieve it. These seminars also constitute the essential trigger mechanism and the driving force behind the competitive advantage of developing sustainable tourism in the entire cooperation area, where to report and implement local experience.

The realization of the Living Labs employs the methodologies¹ already used in the Veneto region Strategic Tourism Plan and provides interactive workshops with the aim of directly involving the participants in the development of the training session, with a view to developing creative and collaborative skills.

¹ A method of working that is based on the GOPP (Goal Oriented Project Planning) is applied, a technique, not subject to copyright, which facilitates the definition, planning and coordination of projects in groups using a participatory process. This is a technique particularly suitable for the realization of projects in which the subjects of a community are asked to actively contribute by bringing their needs and the resources to be made available. Facilitates participation and empowerment processes.

Through the choice of specific topics, the analysis of case studies and best practices, in fact, the ideal environments are prepared to spread knowledge, share experiences among participants, encourage innovation.

The workshops are therefore structured in such a way as to be open to the different targets so that they are stimulated to collaborate in the discussion and in the production of creative ideas for the purpose of achieving the set goals.

The meetings are animated by experts acting as facilitators who have the task of stimulating and managing interventions and work times, ensuring that each individual participates in the work and in the group sharing. The facilitator also has the role of a coach who directs and finalizes the discussion to the objectives of the project.

Upon arrival, each participant registers and receives a graphical folder coordinated with a brief presentation of the meeting and related program, other materials and a customer satisfaction questionnaire.

The seminar is opened by a brief presentation of the initiative and the purposes of the meeting, the opportunities to collectively develop a development strategy, the potential of the territory and its actors.

This is followed by the main interventions defined in relation to the topics to be discussed in each single seminar supplemented by programmed interventions by Institutions, referents of formal and informal groups of local operators, aimed at reporting data and facts that help to frame the territory with its needs and proposals.

The experts involved mainly refer to these competences: data analysis and data intelligence; media technologies; destination management; researchers.

All interventions are managed by the facilitator/coach of the meeting, are agreed in advance, have a fixed duration and are supported by any images, presentations, videos, etc.

The facilitator with the persons in charge of the action (Veneto Region Tourism Department) will be able to draw conclusions and indicate some possible answers/proposals to the questions asked.

At the end of the meeting, customer satisfaction questionnaires are collected.



Training objectives

The action is linked to the achievement of the specific objective "improving skills and capacities to develop new tourism CB networks and blue business ecosystem".

The training activity related to the strengthening of human capital contributes to the achievement of the main objective through the diffusion of innovation also considering the specificities of the different areas included in the project.

The objectives of the training course can be defined as follows:

1. **Increase the ability to create innovation in tourism with the help of techniques that favour the development of ideas and solutions;**
2. **Improve the skills of networking between operators through aggregation and discussion between subjects;**
3. **Encourage the co-design of new products for the creative and sustainable development of the cooperation area.**

A common path for the different actors involved (public and private subjects) that from the knowledge transfer phase to favour the decision-making capacities of the actors operating in the tourism chain (knowledge-based tools), then goes on to increase the networking capacities between the operators.

Specifically, the training must foster the knowledge and dissemination of digital tools available to project area operators, not only those provided by the project, such as the dashboard created within the MED TOURIMEDASSETS project, but also in relation to specific local projects.

And once more, in relation to analytical tools currently on the market that can provide the company with useful elements for the management in relation to the different distribution channels that it uses.

Furthermore, the training course must implement the capacity of the stakeholders to define strategies and plan tourism in the destination thanks also to an increased expertise to create personalized services based on specific demand needs.







Puglia Region



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Targets and their needs

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Type of training interventions

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Training objectives

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Pilot area description

The municipalities involved for the administration of the “Blutoursystem” project are all those municipalities that are territorially influenced by the presence of the trulli, from the coast to the valley of Itria. In particular:

- Castellana Grotte
- Fasano
- Locorotondo
- Monopoli
- Ostuni
- Polignano a Mare

In addition to these, we decided to involve Bari, Lecce and Trani, due to their significant importance in the Apulian tourist context.

In this way it is believed that the homogeneity and relevant size requirements can be sufficiently met by preserving the governability of the STT.

In this way it is believed that the homogeneity and relevant size requirements can be sufficiently met.

The area of reference involves the provinces of Bari, Bat, Brindisi and Lecce.

The area represents in terms of population about 8% of the Apulian population with an approximate total of 300,000 inhabitants (ISTAT data, Census 2018).

Analysis of the tourist context of Puglia

From the analysis of the final data of 2018 and of the first semester of 2019, the performance of the tourism sector in Puglia is rising: the picture below demonstrate the increasing trend of national and foreign tourists, bringing the region into the top ten overnight stays in Italy.

Highlights

		ARRIVALS	PRESENCES
2018		4 mln (+3,7% respect to 2017)	15,1 mln (+0,5%)
	Italy	3mln (+0,2%)	11,6% (-2%)
	Foreign	1 mln (+14%)	3,5% (+9%)
	Internationalisation rate	25,6% (+2,4%)	23,4% (+1,9%)
	Average stay	3,7 nights	
	Accomodation facilities	7.300 (+7%)	
	Beds	279.400	

		ARRIVALS	PRESENCES
January - June 2019*		about +1,5%	about +2%
	Foreign	about +5%	

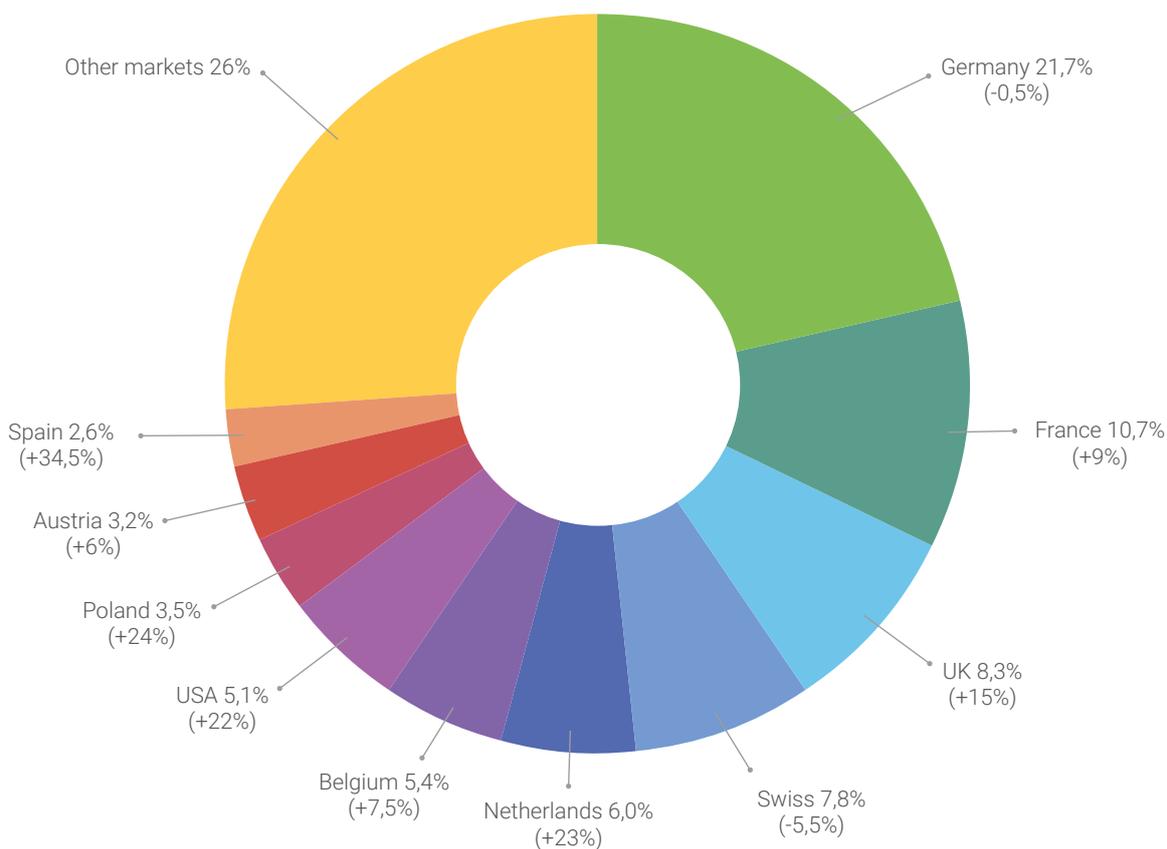
* Source: The ISTAT/SPOT (Sistema Puglia per l'Osservatorio Turistico) dates displayed here are partials and temporary with a coverage of the 80% of the total beds (280.063) and of the 70% of the active accommodation facilities registered on the regional database (7.400). The trend will have upwards changes at the end of the communications on the regional database from all the accommodation regularly registered.

International tourism had an excellent growth (+14% and +9%) with a 3,7% increase of arrivals confirming the same trend of the 2017.

In 2018 the internationalisation rate gained two points percent arriving at the 25,6% for arrivals and 23,4% for presences. The offer for accommodation facilities increased of the 7% and 3% for beds.

MAIN FOREIGN MARKETS

Market share and % change in overnight stays 2017 and 2018

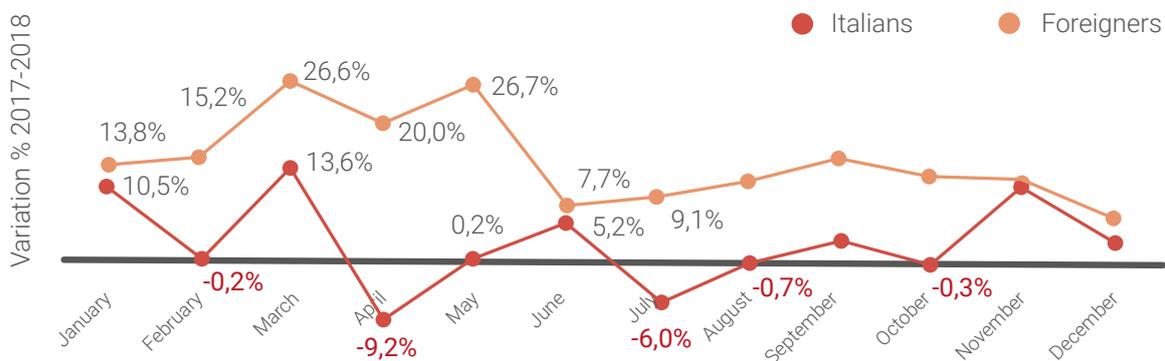


Source: elaboration of the regional tourism observatory on data from SPOT Puglia region/Istat

Tourists from Germany and France are the main visitors of Puglia (**21,7% and 10,7%**) followed by English and Swiss tourists (**8,3% and 7,8%**). In fifth position there are the Netherlands due to the numeroseness of overnight stays and then Belgium. USA are stable

at the seventh position and Poland pass Austria gained the eighth position. Spain confirm its position at the tenth position having a growth respect to last year (**+34,5% overnights**).

MONTHLY % CHANGE IN ARRIVALS OF ITALIANS AND FOREIGNERS (2017 - 2018)



Source: elaboration of the regional tourism observatory on data from SPOT Puglia region/Istat

As it is shown in the graph above, in 2018 there are evident results of seasonal adjustment. Best performances of foreigners markets are registered during February, March, April, May and September with a +15%. There is a contraction of Italians arrivals in July and August while it increase in March and November (>10%).

The average stay of Italian tourists in Puglia is 2,6 days. The 60% of presences are concentrated in accommodation facilities registering a variation of +14% for the arrivals and the +13% of presences.

MUNICIPALITY	TOTALS		AVERAGE STAY
	ARRIVALS	PRESENCES	
Catellana Grotte	31.535	67.284	2,1
Locorotondo	10.221	33.850	3,3
Monopoli	119.227	429.806	3,6
Polignano a Mare	95.773	274.138	2,9
Fasano	157.679	669.566	4,2
Ostuni	92.869	355.602	3,8
Trani	48.023	94.756	2,0
Lecce	265.301	697.288	2,6
Bari	446.394	838.600	1,9
TOTAL	1.267.022	3.460.890	2,7

MUNICIPALITY	TOTALS		AVERAGE STAY	FOREIGNERS		AVERAGE STAY	FOREIGNERS		AVERAGE STAY
	ARRIVALS	PRESENCES		ARRIVALS	PRESENCES		ARRIVALS	PRESENCES	
Catellana Grotte	25.950	49.024	1,9	5.585	18.260	3,3	31.535	67.284	2,1
Locorotondo	4.516	12.609	2,8	5.705	21.241	3,7	10.221	33.850	3,3
Monopoli	80.436	289.005	3,6	38.791	140.801	3,6	119.227	429.806	3,6
Polignano a Mare	58.231	137.030	2,4	37.542	137.108	3,7	95.773	274.138	2,9
Fasano	100.524	401.556	4,0	57.155	268.010	4,7	157.679	669.566	4,2
Ostuni	56.984	225.317	4,0	35.885	130.285	3,6	92.869	355.602	3,8
Trani	33.418	62.390	1,9	14.605	32.366	2,2	48.023	94.756	2,0
Lecce	176.855	477.923	2,7	88.446	219.365	2,5	265.301	697.288	2,6
Bari	282.931	484.724	1,7	163.463	353.876	2,2	446.394	838.600	1,9
TOTAL	819.845	2.139.578	2,6	447.177	1.321.312	3,0	1.267.022	3.460.890	2,7

Source: *Pugliapromozione Tourism Observatory*

In the area, in relation to regional values, 12.41% of the accommodation facilities and 9.49% of the complementary structures are concentrated, guaranteeing a number of beds equal to

11.208 in the first and 10.080 in the second (respectively 14.68 % and 10.29% in relation to regional values).

Monopoli, Fasano and Ostuni are the municipalities that have the largest number of accommodations and beds representing 65% of the accommodation capacity of the area.

Fasano is the Municipality with the highest number of luxury accommodation facilities, not only in the area but in all the local area. Of the 7 5-star superior structures in Puglia, 4 are in the Fasano area.

For what concerns the “alternative or complementary structures”, the greatest presence of exercises is registered between Fasano and Ostuni, the latter representing 62% of the accommodation capacity with 44 facilities and 6,249 beds.

The area is characterized by 3 and 4-star facilities, with a low incidence of the lower category structures. There is the absence of one-star hotels and hostels.

In the additional accommodation facilities the most significant percentage is given by the B & B and Agriturismo. Within the reference area, there are 11 camps and tourist villages, with a total of 6,730 beds equal to 3.73% of the regional total.

The accommodation offer of the STT Costa dei Trulli area is therefore characterized by a medium-high level of the tourism sector with a distribution that privileges coastal municipalities.



Targets and their needs

The main characterization at the tourist level is certainly the presence of the TRULLI, the area boasts the presence of Alberobello, declared a World Heritage Site by UNESCO. The whole area is characterized by the presence of the trulli as shown on the map. Even the less characterized Municipalities (Polignano, Conversano and Mola di Bari), are favorably affected, from a tourism point of view, by the presence of this heritage.

Another characteristic element of the area is the Grotte di Castellana Grotte, discovered in 1938. Of karstic origin, the most famous and original caves are considered, in particular the Grotta Bianca defined as the most beautiful in the world.

Polignano, blue flag in 2018, is characterized by sea caves of considerable naturalistic interest. Historically important are the historic center and the remains of Roman domination. The Polignano coast stretches for 16 km.

Fasano, in addition to the presence of Selva, is the tourist center of Puglia with the highest concentration of luxury hotels and all those services connected to a demanding clientele. The coast offers a still intact natural environment.

The constructions on the coastal part are concentrated in the two large seaside villages of Savelletri and Torre Canne, leaving wide stretches of coastline absolutely free. The sandy beaches are a destination for many tourists. The Zoo Safari with its adjoining amusement park is one of the important tourist attractions.

Locorotondo is famous, in addition to the typical wine that characterizes it, also for the numerous districts, in all 138. A particular feature, from which it takes its name, is the layout of the houses, a group of small white houses arranged on concentric rings.

An important element is represented in the characterization of the STT from the city of Ostuni. The most peculiar feature is the whitewashing of the houses of the historical center up to the roofs. The use, attested since the Middle Ages, derives, as well as from the easy availability of lime as raw material, from the need to assure to the alleys and narrow environments of medieval plant a greater luminosity, given by both direct and reflected light. This costume has also played an important role historically in the seventeenth century, when the whitewash was the only way to prevent the plague from spreading in the town and the contagion increased to bring its destruction.

Monopoli, the city of the 99 districts, with its coastline, about 13 km long, is low and indented: with over 25 coves and wide sandy stretches, it is particularly suitable for bathing and exploring underwater life. There are numerous accommodations, often

equipped with entertainment service and many bathing establishments including: S. Stefano (contrada S. Stefano, adjacent to the Abbey of S. Stefano), Lido Pantano, Lido Sabbia d'Oro, Torre Cintola, Porto Giardino, Porto Ghiacciolo, Torre Egnazia, Le Macchie, Baia del Sol. Many of these establishments are located in the now famous seaside resort Capito, famous for its buzzing nightlife, about 6 km from the city center.

From what has been said, the area has a marked tourist-cultural characterization not being able to observe a homogeneity of natural and architectural landscapes but a multifaceted combination of different historical influences.

Relevant, for tourism and cultural purposes, the presence of museums, 7 the main ones:

1. "L. Meo-Evoli" Archaeological Museum (Monopoli);
2. Museum of the Cathedral (Monopoli);
3. Museum of Paleontology (Polignano a Mare);
4. Ethnic Museum of the Salentine Civilization "Agrilandia Museum" (Locorotondo);
5. National Archaeological Museum of Egnazia (Fasano);
6. Museum of Preclassical Civilizations of the Southern Murgia and Archaeological Park of Santa Maria di Agnano (Ostuni);
7. Baroque historical center of Lecce.

The Murgia dei Trulli is also characterized by the presence of a greater forest area compared to the rest of Puglia. The forest area index is 17%, much higher than that of the entire region of 6.6%.

There are many characterizations from an agri-food point of view. The presence of 25 DOC denomination, of which three in the Murgia dei Trulli (Primitivo di Gioia del Colle, white Locorotondo, Bianco Martina Franca), demonstrates the territorial vocation to the

production of wine. In the territory they convey the Murgia dei Trulli and Grotta PDO olive oil road and the DOP Collina di Brindisi route. Numerous typical products and niche products production.

Analysis of points of excellence and criticality of the Area

Points of excellence:

- The value of the environment, as a natural resource that can not be reproduced;
- The quality of hospitality, in a broad sense, characterized by the "warmth" that can express family conduits, which make up the majority of the management of tourist businesses operating in the District;
- Tourist presences in particular of Italian tourists;
- Good concentration in this territory of mid-level tourism-hotel companies, bathing establishments, catering, entertainment and leisure facilities;
- The excellence of agricultural production: oil, wine and vegetables; which added value
- That complements, improving the tourist offer;
- The quality of fish products;
- International aspects in the image due to the presence of one of the UNESCO heritage sites
- Commitment of operators in training actions in order to ensure cultural and entrepreneurial growth to best compete in the increasingly difficult market of the tourism offer;
- Presence in the hinterland of level catering facilities and landscape attractions able to satisfy the curiosity of tourists looking for alternative routes;

of the year and consequent need to extend seasonality;

- Lack of development actions towards "atypical" customers (accessible and congress tourism);
- Inefficient state of infrastructures, understood as viability and parking;
- Poor influence of the intermediaries of the sector in the choices of tourists and consequent importance of self-organized tourism;
- Absence of supply chain policies for the promotion of typical local products,
- Low "network" action among small businesses, a winning factor for competition in the markets;
- the difficulties of relationship and interaction with the rest of Puglia, in order to promote global marketing actions;
- Absence of facilities such as hostels and campsites
- Poor sensitiveness of operators to issues of environmental certification of companies.

The critical points:

- The critical points are generated by the strong change in tourist habits, no longer oriented to vacation, that is to say the whole month of vacation, but, increasingly,
- About 5-6 days or even on weekends. In the current socio-economic context it is necessary to be competitive also in economic terms to enlarge the offer.

Other critical issues are represented by:

- little promotional action of a general nature due to lack of coordination between the
- various entities directly or indirectly connected to the tourism economy;
- fragmentation of companies with strong managerial personalism that slows down system policies;
- concentration of demand only in some months



Type of training interventions

Gaps and needs perceived by the actors of the cross - border area have been highlighted through the "BLUTOURSYSTEM" questionnaires administered in October 2018, selecting 10 respondents from: Locorotondo, Ostuni, Polignano a Mare, Fasano, Castellana Grotte, Monopoli, Lecce, Trani and Bari.

The respondents chosen were equally divided in two categories: public administrators (Ostuni, Polignano a Mare, Catellana Grotte, Confcommercio Puglia) and private operators (Parco Dune Costiere – Fasano, Castellana Caves – Castellana Grotte, Allegro Italia Group – Ostuni, Leonardo Trulli Resort – Locorotondo, Marè – Trani, BeeYond Travel – Lecce). With the multi-purpose survey promoted by the Blutoursystem project, we intend to measure the main aggregates of tourism demand, highlighting its salient aspects and specific needs.

The method of administration and insertion of questionnaires were through paper and then by online placement and excel file.

Public administrations:

- Ostuni: Interviewed on site during an educational tour, the councilor for tourism of the Municipality Vittorio Carparelli. The questionnaire was completed without any significant hitch or problem. The commissioner Carparelli, very attentive to the projects of mobility and sustainable tourism has promoted a widespread exhibition "Picasso - the other half of the sky", in an unprecedented way, in three different cities of the Valle d'Itria.
- Polignano a mare: Sent the questionnaire by e-mail to Domenico Matarrese, official in charge of the OFFICE OF CULTURAL HERITAGE AND ACTIVITIES, PUBLIC EDUCATION, TOURISM, SPORT, SHOW There were no comments or difficulties in the compilation.
- Castellana Grotte: Maria Teresa Impedovo, head of the Tourism - Entertainment - Culture - Human Resources sector. The questionnaire was sent to the e-mail address, but it was compiled with telephone support as it was found difficulty in understanding some of the questions in section 3.2

Organizations:

- Confocommercio Puglia: interviewed by the general manager, Giuseppe Chiarelli. The questionnaire was sent by e-mail and completed without any particular problems.

Economic operators:

- Parco Dune Costiere, Fasano, director, Gianfranco Ciola. No problems were found.
- Castellana Caves, Catellana: Caves Antonio Minoia, press office and social media
- Allegro Italia Group, Ostuni: the group president, Piergiorgio Mangialardi, was interviewed by telephone. The group has invested in the Apulian territory launching the condotel, the trend of the future in Italy, a business for hoteliers and territories, new tourist facilities that match the hotel rooms to larger ones apartments that can be bought as holiday homes.
- Leonardo Trulli Resort, Locorotondo: sent by e-mail to the owner Rosalba Cardone and commented by phone. Section 3.1 has caused some doubts and it was necessary for this to assist the interviewee by telephone.
- Marè, Trani: sent by e-mail to the owner, Gerolamo Rubini. No problems were found.
- BeeYond Travel, Lecce: questionnaire administered to Felice Zumbo, managing partner, during an educational tour around Puglia. The company based in Lecce and the US, decided to invest in the Puglia region. Felice Zumbo, did not find it difficult to complete the questionnaire, but he found it certainly intense because the questions often seemed identical but they were not so he had to do a job of analysis literary question to avoid falling into the error of giving the same answers. Some criticism on the use of Word and a suggestion on a form on the net, useful for standardizing and extrapolating data in a simpler way.



Training objectives

Main training objectives are:

- **Enhancing knowledge regarding Destination Management and professionalisation of Tourism Services Providers**
Topics: Tourism development planning process, The organization of tourism destination management, Collaborative approach to destination management, Monitoring the quality of the tourist experience in the destination
- **Professionalization of service providers in tourism and raising quality of tourism product as a prerequisite for the development of sustainable rural tourism**
Topics: Expectations of guests and trends in tourism, Factors of success of relevant tourist products, Opportunities to improve the quality of accommodation, Designing and offering tourist experiences, Valuation of natural and cultural heritage in the function of tourism products development, Ecotourism, eco-agro tourism and rural tourism as a development strategy , Visitor management and Interpretation techniques.
- **Enhancing knowledge regarding Application of ICT and e-marketing in tourism business**
Topics: The benefits of ICT / e-marketing in tourism / e-marketing, Essential features of a high-quality network location, Mobile web and mobile applications, User Generated Content (UGC) and Application in Tourism Marketing, New technological trends in destination marketing, about AR (extended reality), QR codes, "Big data", wearable technology (wearables), Smart Cross Border Data System (example of "big data" in tourism), The status of "on-line" tourism market ,Optimization (SEO) and Paid Advertising (PPC) as a Visibility Strategy.





Istria Region



Pilot area description

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Targets and their needs

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Type of training interventions

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Training objectives

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Pilot area description

Istria Region is the westernmost county of the Republic of Croatia. It is situated in the largest peninsula of the Adriatic Sea. Its area is 2.820 km² (triangle Dragonja, Kamenjak, Učka).

Figure 1: Istria Region – the westernmost county in Croatia



Source: Explore Istra – Istria, official tourism portal, www.istra.hr

According to the population census realized in 2011, Istria has 208.055 inhabitants. The coast length is 445 km. There are three rivers: Mirna, Dragonja and Raša. Istria Region is considered as the largest green oasis of the North Adriatic. The coast and the islands are covered with pine woods and easily recognizable green macchia. The basic characteristic of the climate of the Istrian peninsula is given by the Mediterranean climate.

Along the coast, it gradually changes towards the continent and it passes into continental, due to cold air circulating from the mountains and due to the vicinity of the Alps.

The administrative Centre of the region is Pazin, with 8.638 inhabitants, while the largest economic, financial, social, educational and cultural center is Pula – Pola with 57.460 inhabitants. There are 10 towns and 30 municipalities. The Istria Region is the second most developed region in Croatia, after the capital city Zagreb. According to the Croatian Chamber of Commerce, the GDP per c. in 2015 was 13.225 EUR, i.e. 25% above the Croatian average. The most important economic sectors, regarding the number of economic subjects and financial indicators, are manufacturing industry, tourism and trade generating almost 70 % of the total revenues.

In the field of industry, the most developed branches are shipbuilding, production of construction material (lime, cement, brick, stone), tobacco products, furniture, electric machines and appliances, parts for the automobile industry, glass, processing metals, plastic, wood, textile, and the production of food. Great attention has been given to the revitalization of agriculture in the previous few years, which marked a significant improvement in wine and olive growing and in the system of organic food production. There are more than 20 entrepreneurial business zones.

Istria is the most visited tourist region in Croatia, realizing about one third of all tourist arrivals and overnights in Croatia. Out of 10 most visited towns in Croatia, 5 are situated in the region (Rovinj, Poreč, Umag, Medulin and Pula). Tourism is considered as one of the most perspective economic sector in the County with significant potential multiplicative impact on the whole economy. In the last few years there were significant investments towards increasing the quality of accommodation (in hotels, apartments, camp, villas, etc.). Many selective forms of tourism are offered, e.g. nautical, sports, congress, cultural, rural, health, gastronomic, etc. promoting Istria as one of the most attractive destination in Croatia. (Croatian Chambers of Commerce, www.hgk.hr)



MONTH	OVERNIGHTS		ARRIVALS	
	2016	2017	2016	2017
1	66.329	75.709	17.356	21.544
2	88.320	95.355	32.749	35.734
3	258.466	161.467	81.673	58.269
4	516.439	816.241	163.316	246.782
5	1.512.910	1.268.754	333.662	294.073
6	2.868.242	4.063.479	496.911	698.468
7	6.575.130	7.284.991	977.204	1.063.619
8	7.529.672	7.900.997	1.005.406	1.031.070
9	3.094.767	3.075.718	466.747	456.978
10	449.412	492.681	122.642	127.568
11	76.779	94.769	28.699	31.660
12	91.767	96.315	36.809	38.253
Total	23.128.233	25.426.476	3.763.174	4.104.018

Source: Croatian Bureau of Statistics (www.dzs.hr)

The number of visitors and overnights in Istria is constantly increasing, as indicated in Figure 2. The average length of stay in the region is also increasing, from 6.5 day in 2016 to 6.9 days in 2017. As in other Croatian regions, there is a very high level of seasonality resulting from very high concentration of tourist arrivals and overnights in just five months (August, July and September, followed by June and May).

The main strategic development document is the Tourism Master Plan of tourism development for the Istria Region 2015-2025. There are various project related with tourism development and promotion: Parenzana, KulTourSpirit, Istra Inspirit, Istra Outdoor, Eco Domus, Istria – Bike&Bed, etc.



Targets and their needs

The research implemented within the Bloutoursystem project in The Region of Istria in 2018 has shown different gaps and needs in the Istria County. In the contexts of digital competences, the examinees feel mostly incompetent regarding website implementation, social media use and its management and social media monitoring. As regards to company's internal communication quality, the examinees consider biggest gaps related to communication quality at senior management level, among staff in catering department.

Concerning knowledge of foreign languages, examinees recognise biggest needs in capacity building among staff in sales department, then among staff in catering department and at lower management level. Regarding company's internal organisation, the main need in capacity building process is related to long life learning policy. Concerning personalisation of the service according to tourist targets, both offered answers, i.e. special needs tourists – physical obstacles, food intolerances, food preferences (vegetarian, vegan, etc.), allergies, religious groups' food requirements (kosher, halal...) and specific target groups according to age, culture, sexual orientation, single-couple-group-family were recognised as very important. In the context of creation of relationship with different stakeholders in the Istria Region, the examinees consider as the most important the relations with job agencies.

The examinees were asked to consider the level of impact of proposed stakeholders (public institutions, DMOs, private stakeholders and tourists) on proposed Istria Region attributes. The stakeholders consider the highest impact of public institutions on the creation of physical infrastructure in the Istria Region, followed by destination's sustainability and creation of smart /ICT solutions in a destination. DMO's have the highest impact on region's attractiveness (refers to an extent destination's assets satisfy the visitors' needs), followed by and destination's online reputation (refers to online public opinions using various forms of social media) and destination's sustainability (refers to the optimal development of a destination from the business, society and eco systems points of view). Private stakeholders' highest impacts are on price formulation in Istria Region, followed by destination's online reputation (refers to online public opinions using various forms of social media) and destination's supply competitiveness (refers to how efficient is destination in relation to their competitors). Tourists' highest impacts are on destination's online reputation (refers to online public opinions using various forms of social media) followed by destination's supply competitiveness (refers to how efficient is destination in relation to their competitors).

The most significant forms of collaborative actions among stakeholders in Istria Region are: local action groups and informal networks (recognised by all examinees), then followed by formal networks, clusters, alliances and franchising and management contracts. The examinees consider, as the most common partners in the formal types of collaborative activities in Istria Region, local administration and other public institutions and DMO (all examinees), followed by private entities, public entities, public sector and local community actors and civil sector entities.

Regarding the types of activities, which are most commonly shared between different stakeholders, all examinees agree on promotion and/or branding of products/activities/destination as the most commonly shared activity, followed by the creation/enhancement of the products/activities, adapting, and developing Destination Management Plans.

As the most important assets in Istria County, the examinees have rated natural resources and landscape, climate, accommodation, entrepreneurship development and participation in co-creation, decisions making.

As the main challenge in the Istria County the examinees have recognised low level of knowledge business ecosystem, followed by apathy, low level of information and asymmetric information.

The examinees consider, as the main gaps and needs in the field of innovation in tourism, poor empowerment processes and low level of knowledge.

The main target groups of the Living Lab workshops and seminars are:

Regional and local development agencies, chambers of commerce and other business support organisations; Members of their organisational structures-SMEs, crafts and trades; SMEs, private accommodation owners.



Type of training interventions

All Workshop and seminars are planned as interactive events, because they aim to stimulate creativity through collaborative working. Interactive workshops and seminars were chosen because they are suitable for:

- solving problems,
- deciding priorities, strategy, and vision for better sales
- Improving working relationships through networking with other stakeholders in tourism and catering sector but in other sector, too.

The most important model of learning is through Living Lab methodology, which can be characterized in multiple ways and it can serve several purposes. Despite the multiple different implementations in different regions, Living Labs share certain common elements that are central to the approach: Multi-method approach, user engagement, multi-stakeholder participation, real-life setting and co-creation.



Training objectives

Main training objectives are to enhance stakeholders' knowledge and skills as followed:

- enhancing the awareness of trends in the tourist market which include mobility, sports, adventure, authentic experience, exploring mystical places and feeling like a child again; the trends are rapidly changing and it is very important to track and adjust to them in order to keep up with the fast-growing and changing tourist market;
- enhancing the awareness of different profiles of tourists as well as their needs and learning how to adjust to them in order to obtain a satisfied, loyal and returning guest;
- enhancing the awareness and developing the skills of creating an innovative tourist product and an authentic experience based on the model of Heritage interpretation;
- learning to recognize the phenomena around us, giving them meanings, learning how to present them in the best way to the public and accordingly induce the respect towards all heritage;
- learning the steps of the process of buying a product/service, which includes the need, search for information, evaluation of choice, buying a product/service and post-shop evaluation;
- enhancing the awareness of numerous benefits which result from team work, collaboration and synergy, such as the creation of innovative and fresh ideas which lead to innovative and authentic products and experiences.





South Dalmatia Region



Pilot area description

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Targets and their needs

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Type of training interventions

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Training objectives

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Pilot area description

Pilot area is located in Dubrovačko-neretvanska county and is consisted of three islands: Korčula, Mljet and Lastovo, peninsula Pelješac and Dubrovnik littoral. It includes 12 units of local self-government (11 municipalities and one town): Blato, Dubrovačko primorje, Janjina, Korčula, Lastovo, Lumbarda, Mljet, Orebic, Smokvica, Ston, Trpanj and Vela Luka.

The LAG 5 area has 988,21 km², with 26.457 inhabitants or 20% of the total population of

Dubrovačko-neretvanska County in 2011 (DZS, 2011) and 0.6% of the population of the Republic of Croatia. Unfortunately, there is constantly growing trend of depopulation, whereby negative demographic trends are a huge obstacle to any kind of stimulus to the development in economy or tourism. This trend is the most evident in the county of Mljet and the least in the Town of Korcula, which is one of the most populated units.

Table 1: Most important features of 12 municipalities of the Pilot area

MUNICIPALITY	AREA(KM ²)	POPULATION ¹	LOCATION	SETTLEMENTS
Blato	66,57	3.593	Island position	Blato i Potirna
Dubrovačko primorje	197,11	2.170	coastal position	Banići, Čepikuće, Doli, Imotica, Kručica, Lisac, Majkovi, Mravnica, Ošlje, Podimoć, Podgora, Slano, Stupa, Smokovljani, Štedrica, Točionik, Topolo, Trnova, Trnovica, Visočani
Janjina	29,2	551	peninsular position	Drače, Janjina, Osobjava, Popova Luka, Sreser
Korčula	108,2	5.663	Island position	Korčula, Čara, Pupnat, Račišće i Žrnovo
Lastovo	46,87	792	Island position	Glavat, Lastovo, Pasadur, Skrivena Luka, Sušac, Uble, Zaklopatica
Lumbarda	10,77	1.213	Island position	Lumbarda (ostali izvori: Javić, Račišće, Koludrt, Kosovo, Šerić, Postrana, mala i vela Glavica, Tatinja, Prvi žal)
Mljet	100,4	1.088	Island position	Babine Kuće, Babino Polje, Blato, Govedari, Korita, Kozarica, Maranovići, Njivice, Okuklje, Polače, Pomena, Pristanište, Prožura, Prožurska Luka, Ropa, Saplnara, Soline, Sobra, Tatinica, (-Velika Loza)
Orebić	113,13	4.122	peninsular position	Donja Banda, Kućište, Kuna Pelješka, Lovište, Nakovanj, Orebić, Oskorušno, Pijavičino, Podgorje, Podobuče, Potomje, Stankovići, Trstenik, Viganj (ostali izvori: Viganj, Trstenik, Oskorušno i Popratna, Orebić, Lovište, Kuna, Kućište, Gorje i Podobuče)
Smokvica	24,57	916	Island position	Smokvica (ostali izvori: Smokvica, Brna, Vinačac (Vinašac) i Blace (Blaca))
Ston	169,51	2.407	peninsular position	Boljenovići, Brijesta, Broce, Česvinica, Dančanje, Duba Stonska, Dubrava, Hodilje, Luka, Mali Ston, Metohija, Putnikovići, Sparagovići, Ston, Tomislavovac, Zabrđe, Zaton Doli, Žuljana (+Zamaslina)

¹ Source: dzs.hr, 2011

Trpanj	36,7	721	peninsular position	Donja Vrućica, Duba Pelješka, Gornja Vrućica i Trpanj
Vela Luka	43,27	4.137	Island position	Vela Luka
Total	935,53	26.457		

This area borders with Splitsko – dalmatinska county and the Republic of Bosnia and Hercegovina up in the north and with the City of Dubrovnik in the south.

Most of the area is on the coast and all the parts have the same or very similar geomorphologic and climate characteristics, the characteristics of biodiversity, economy, social and cultural- historical characteristics. The main characteristics of the area are spatial fragmentation and insufficient traffic connectivity. The sea traffic plays the most important role in the traffic connectivity. Road traffic; state, county and especially local roads, also demands reconstruction. The area is not connected to the mainland with the airlines apart from the heliports which are used for emergency situations and aids of the local population. The closest international airports are Split and Dubrovnik.

The most important branch of the economy is tourism and private entrepreneurship related to tourism. To a lesser extent, maritime affairs and primary activities are developed (vine production, wine production, fisheries, shellfish farming, etc.).

In 2018, the largest number of overnight stays (almost one million) was in Orebić municipality, which also has the predominance of the total number of tourist beds. The smallest tourist turnover was in Smokvica municipality. Unfortunately, the average occupancy rate of the pilot area is only 14%, while the average stay of tourists is 6.8 days (longer than in the rest of Adriatic Croatia).

Table 2: Accommodation objects, units and beds in 2018²

MUNICIPALITY	NUMBER OF ACCOMMODATION OBJECTS	NUMBER OF ACCOMMODATION UNITS	NUMBER OF TOURIST BEDS	NUMBER OF EXTRA BEDS
Blato	594	1.030	3.721	392
Dubrovačko primorje	279	998	2.708	370
Janjina	451	676	2.252	232
Korčula	1.073	2.491	7.856	1.352
Lastovo	235	576	1.875	1
Lumbarda	421	931	2.392	51
Mljet	348	963	2.606	500
Orebić	2.100	7.432	18.458	1.684
Smokvica	164	305	1.005	30
Ston	606	1.387	4.339	510
Trpanj	554	969	2.939	247
Vela Luka	558	1.387	4.017	605
Total	7.383	19.145	54.168	5.974

² Source: e-Visitor



However, when compared to the fact that in this area there is almost half of the tourist beds of the Dubrovnik-Neretva County (47.41%), the fact that only 21% of tourist arrivals in the county and 32% of overnight stays are performed in LAG 5 pilot area is not satisfying.

When these data are viewed in the relation with entire Croatia, the share of the pilot area in all Croatian touristic overnights is only 2.65%, while the share of touristic beds is 3.37%.

Table 3: Main tourism indicators per municipality in 2018. ³

MUNICIPALITY	TOURIST NIGHTS	TOURIST ARRIVALS	NIGHTS (%)	ARRIVALS (%)	PDB	THE AVERAGE OCCUPANCY RATE BY BEDS
Blato	197.637	20.500	7,04	4,66	9,6	14,55%
Dubrovačko primorje	183.471	33.873	6,54	7,69	5,4	18,56%
Janjina	101.841	12.711	3,63	2,89	8,0	12,39%
Korčula	440.085	96.466	15,68	21,91	4,6	15,35%
Lastovo	64.131	8.855	2,29	2,01	7,2	9,37%
Lumbarda	138.794	19.087	4,95	4,33	7,3	15,90%
Mljet	155.803	33.803	5,55	7,68	4,6	16,38%
Orebić	949.119	121.465	33,82	27,58	7,8	14,09%
Smokvica	51.854	7.996	1,85	1,82	6,5	14,14%
Ston	179.540	34.679	6,40	7,88	5,2	11,34%
Trpanj	155.490	20.073	5,54	4,56	7,7	14,49%
Vela Luka	188.580	30.857	6,72	7,01	6,1	12,86%
Total	2.806.345	440.365	100,00	100,00	6,4	14,19%

³Source: e-Visitor



Targets and their needs

“There is a great need to strengthen the DMO’s and local authorities ability to operate, and this is not a problem at the level of individuals who possess the necessary knowledge and skills, but there is a clear need to integrate those knowledge”

Gaps and needs perceived by the actors of the cross-border area have been highlighted through the “BLUTOURSYSTEM” questionnaires administered in the second half of 2018 and are listed below:

- **Transportation data issues** - the data on the services used to reach the destination and locally, and also the ancillary services related to the various types of transport; Actors stated that general the accessibility data are considered important. Particular attention is paid to smart solutions adopted for the mobility in the destination.
- **Training** - The need for training is felt crucial for all levels, lower, middle and senior management levels, with a slight preference on senior level. It is important for transnational stakeholders to maximise the capability to transform destination resources into tourism product even taking into account a diversification of them tailored on specific needs and services.
- **Digital competences** - With reference to digital competences and innovation stakeholders feel this is a challenging factor for which they need more training.
- **Limited capabilities of DMO-s** - both at financial and organizational level, which seems to be in line with the abovementioned necessity to improve the capability of creation of relationships, designing and planning strategies.
- **Monitoring** - the need for controlling and monitoring is considered important: on the one hand for training and improving competences and on the other hand for the perceived necessity of cooperation and sharing the process.

Considering the above mentioned needs, the main target groups are recognized.

There is a great need to **strengthen the DMO’s and local authorities ability** to operate, and this is not a problem at the level of individuals who possess the necessary knowledge and skills, but there is a clear need to integrate those knowledge. Insufficient level

of cooperation, especially if we consider that individual DMOs manage small territory units. Furthermore, the existing DMOs manage their existing resources well, but due to their scope of work, they are not thinking about new innovative forms of tourism that could be implemented.

Private entrepreneurs in tourism are limited in terms of existing human resources (bad demographic images) and thus lack the time to develop ITC knowledge, but also to consider how they can contribute to the development of new tourism-based products based on quality and existing resources.

In view of the development of a new business ecosystem, the retention and attraction of young people open to the application of new knowledge is crucial. Therefore, there is a crucial need for continuous training, which would maintain the link between public bodies and the private sector. Of great importance in the form of continuous education and strengthening the capacity of young people have educational institutions at all levels, but especially in **VET and Academic Institutions**.

NGOs have an important role in the development of creativity, especially because of their passion for specific topics. Their involvement in the process means increasing the quality of valuation of intangible heritage.

“In view of the development of a new business ecosystem, the retention and attraction of young people open to the application of new knowledge is crucial”



Type of training interventions

All Living Lab activities are interactive, whereby interactive workshop is distinct from a standard meeting because it aims to stimulate creativity through collaborative working. Interactive workshops were useful in many situations. They are a great type of training for analyzing case studies. Interactive workshops are suitable for:

- **gathering ideas for sustainable development**
- **solving problems,**
- **deciding priorities, strategy, and vision;**
- **improving working relationships through networking.**

During the seminars a combination of lectures and participation during the joint discussions and solving tasks in teams is going to be used. Especially since common work comes with valuable solutions and ideas that have never been presented before.

Most important model of learning is through Living Lab methodology, which can be characterized in multiple ways and serve several purposes. They are both practice-driven models that facilitate and foster open, collaborative innovation, as well as real-life environments or arenas, where both open innovation and user innovation processes can be studied and experimented with, and where new solutions are developed. Despite the multiple different implementations, Living Labs share certain common elements that are central to the approach: Multi-method approach, user engagement, multi-stakeholder participation, real-life setting and co-creation.

Co-creation is a management initiative, or form of economic strategy, that brings different parties together in this case public and private sector in order to jointly produce a mutually valued outcome. Co-creation brings a blend of ideas from those who create tourism products (DMO, SME), to those who use it (tourists, NGO-s and local community) with the mediator of external experts (Institutes role).

The process of experimentation is focused on evaluating examples from the practices presented by the lecturers and taking over the most important concepts from the examples. Then, based on existing resource bases, they develop potential development strategies based on innovation and sustainability. That is why it is necessary and jointly to create a system for visiting new attractions that will be managed in a sustainable way. Implement a meaningful interpretation that needs to be jointly created by bringing the participants into groups and creating an interpretation for selected groups of visitors, depending on the complexity of their knowledge.

Through such workshops there is an open conversation that contributes to the sharing of knowledge and thus contributes to the development of new insights into the possibilities of product deployment. Not all stakeholders are competent for product development, but their input on whether you would like to be a tourist or a local resident which will consume such a new product is extremely important.

Ultimately, in this way, the creativity of the participant is encouraged, but also increases the ability of someone to recognize the passion to attract interest and other participants. That is why the stakeholder's knowledge and human centered approach is important, as the resources themselves remain potential if there is no individual to develop them.



Training objectives

Main training objectives are:

- **Enhancing knowledge regarding Destination Management and professionalization of Tourism Services Providers**

Topics: Tourism development planning process, The organization of tourism destination management, Collaborative approach to destination management, Monitoring the quality of the tourist experience in the destination

- **Professionalization of service providers in tourism and raising quality of tourism product as a prerequisite for the development of sustainable rural tourism**

Topics: Expectations of guests and trends in tourism, Factors of success of relevant tourist products, Opportunities to improve the quality of accommodation, Designing and offering tourist experiences, Valuation of natural and cultural

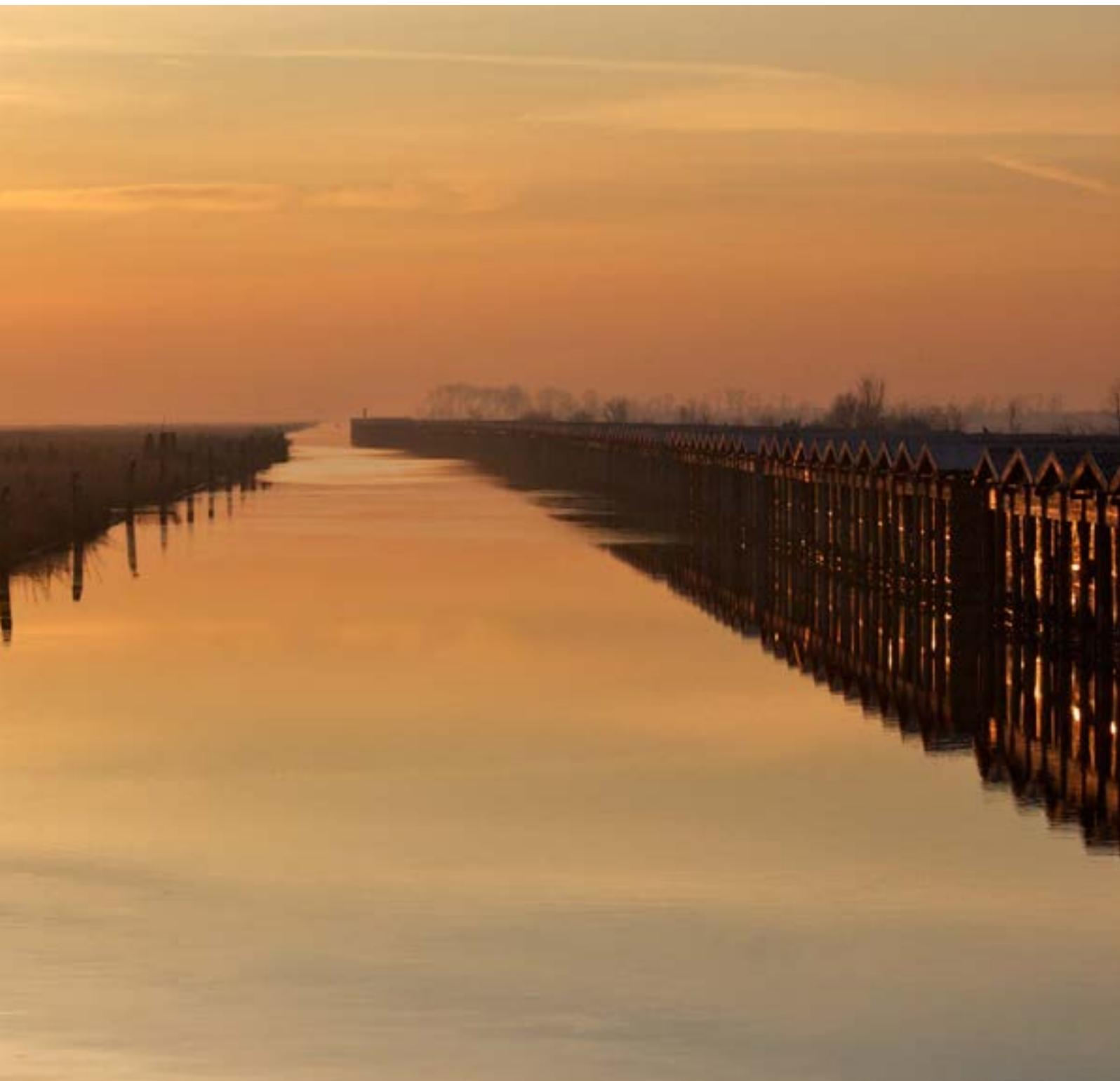
heritage in the function of tourism products development, Ecotourism, eco-agro tourism and rural tourism as a development strategy, Visitor management and Interpretation techniques

- **Enhancing knowledge regarding Application of ICT and e-marketing in tourism business**

Topics: The benefits of ICT / e-marketing in tourism / e-marketing, Essential features of a high-quality network location, Mobile web and mobile applications, User Generated Content (UGC) and Application in Tourism Marketing, New technological trends in destination marketing, about AR (extended reality), QR codes, "Big data", wearable technology (wearables), Smart Cross Border Data System (example of "big data" in tourism), The status of "on-line" tourism market, Optimization (SEO) and Paid Advertising (PPC) as a Visibility Strategy.



Quadruple Helix Database of stakeholders and targets





Veneto Region



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Methodology for stakeholders involvement

Two meetings have been scheduled at the beginning and at the end of the training course, with the “control room” that aggregate the components of the DMOs including the local authorities, municipalities and Unions of municipalities, the Chambers of Commerce, the trade associations of the tourism and related sectors, Park Authorities, associations (environmental, cultural, etc.) and other representative subjects.

The first meeting consists of two main parts:

1. **THE PRESENTATION OF THE BLU-TOURSYSTEM PROJECT AND THE TOOLS THAT IT PROPOSES TO DESTINATIONS AND TOUR OPERATORS (PLATFORM, OBSERVATORY, DMS, SPECIFIC SOFTWARE) AND TO SHARE THE CONTENTS OF THE ACTIVITIES TO BE PERFORMED WITHIN THE LIVING LABS.**

The objective of these meetings is to define with the stakeholders:

- The targets to be involved in the Living Labs;
- The topics to be discussed and any further investigations based on the specifics and the needs of the destination;
- The shared calendar of meetings and the relative locations

In this phase, support is requested from the DMOs and other subjects for the involvement of the operators connected to them (mailing lists, ...).

2. **THE SCENARIO DESIGNING TO IDENTIFY ONE OR MORE POSSIBLE SCENARIOS.**

Through the scenario designing, possible future scenarios are developed by combining external experiences and local knowledge in order to understand the evolution of the market and create innovation.

The second meeting to return the results of the training course of the WP4 phase.



Methodology for target groups involvement

Based on the consultation with stakeholders and in compliance with the QHelix model, which provides for the participation of companies and civil society, direct and indirect communication activities can be properly directed.

The involvement of the targets takes place mainly through email, a reliable and monitorable communication tool as well as available and easily accessible by the various devices, proceeding for the following steps:

1. **Definition of the mailing list of interested subjects**, including accommodation and service companies, information offices, trade associations, local authorities (municipalities and their aggregations), the world of associations (environmental, sports, cultural, etc.). The mailing lists, for each destination/pilot area of the project, are made starting from the databases already in possession of the Veneto Region - Tourism Department integrated with those provided by stakeholders;
2. **Preparation of the supporting materials** for the communication and engagement activities of the possible participants, which include the drawing up of the invitations and the definition of

the programs for each of the destinations;

3. **Creation of an online registration form** for each of the seminars, useful from an organizational point of view, for the arrangement of the materials and the preparation of the rooms, but above all to monitor the progress of the interest and be constantly aware of participation in order to be able to intervene with specific involvement activities if necessary;
4. **Planning of mailings**, based on the scheduling of meetings. It is planned to carry out targeted communications by destination, starting from a "save the date" to about ten days from the first meeting and a reminder sending (one/two days before the event);
5. **Continuous monitoring of the activities** carried out to intervene as necessary to implement communication activities.

The promotion of the initiative is also entrusted to the channels of the various institutional subjects involved, starting from the Region, through press releases and direct contacts, to the DMOs and to the local bodies that will have the task of sensitizing businesses and territories.



Panel of stakeholders and target groups

Below is a brief description of the stakeholders involved in the Blutoursystem project by the Veneto Region and a summary of the target groups involved in the Living Labs.

1. LOCAL REGIONAL AND NATIONAL PUBLIC AUTHORITIES

Beyond the participation of regional authorities as project partners, the municipalities were also involved in defining a new business ecosystem in the field of Blue Creative Tourism.

Specifically, the local authorities involved are:

- **Veneto Region**
The Veneto Region is one of the Italian regions (the first level of territorial subdivision of the Country) with ordinary status, located in the north-east of the nation. It is a public body with political and administrative autonomy. Veneto is divided into 7 large area entities (6 provinces and 1 metropolitan city). The city of Venice is the historical capital and the administrative capital of the Region.
- **Comune di Rosolina**
It is an Italian municipality, or a basic territorial entity, endowed with a certain degree of administrative autonomy, dedicated to the interests of the local population.
Rosolina, a coastal municipality in the province of Rovigo in Veneto, is located in the Po Delta area and has about 6 thousand inhabitants.
- **Comune di Caorle**
It is an Italian municipality, or a basic territorial entity, endowed with a certain degree of administrative autonomy, dedicated to the interests of the local population.
Caorle, coastal municipality of the metropolitan city of Venice in Veneto, has over 11 thousand inhabitants.

2. REGIONAL AND LOCAL DEVELOPMENT AGENCIES, CHAMBER OF COMMERCE AND OTHER BUSINESS ORGANIZATIONS

- **Unioncamere Veneto**
It is the regional union of the Chambers of Commerce of Veneto. It associates all the chambers of commerce of the handicraft agriculture sector of the region and carries out functions of support and promotion of the regional economy, coordinating relations with the Region and local authorities.
- **Dmo Po and its Delta**
It is one of the DMO recognized by the Veneto Region, whose promoter is the Veneto Regional Park Authority of the Po Delta, established in 2014. The DMO is integrated with the recognized organization of the UNESCO Biosphere Reserve MAB Po Delta.
They are part of the coordination group of the DMO, which has general and political-directional functions, in addition to the Park Authority, the Veneto Region, the Municipalities, the associations of municipalities outside the territory of the Delta Park, the Chamber of Commerce of Rovigo, the trade associations of tourism and related sectors (agriculture), various Associations (environmentalists, hunting, etc.).
- **Dmo Euganean Spa and Hills**
Among the DMOs recognized by the Veneto Region, it was established in 2016 and has the Municipality of Montegrotto Terme as its referent. Among the subjects recognized by the DMO appear the Municipalities of Abano Terme, Arquà Petrarca, Baone, Battaglia Terme, Cervarese S. Croce, Cinto Euganeo, Due Carrare, Este, Galzignano Terme, Lozzo Atestino, Monselice, Rovolon, Teolo, Torreglia, Vò. The Thermal Studies Center "Pietro d'Abano", the Chamber of Commerce of Padua, Confindustria Padua, Consorzio Terme Euganee, Consorzio Veneto Acqua and Terme, Federalberghi Terme Abano and Montegrotto, Gal Patavino, Ascom Padua, APPE Padua, Confesercenti Padova participate, UPA Padua, CNA Padua, Coldiretti Padua, Confagricoltura Veneto Agriturist, Voluntary Consortium for the protection of the Euganean Hills Wines, Euganean Hills Wine Route and the Euganean Hills Regional Park.
- **Dmo Caorle**
Destination Management Organization (DMO) recognized by the Veneto Region.

Among the participants: Municipality of Caorle, Municipality of Concordia Sagittaria, Caorle City of Sports Foundation, Caorle Tourism Promotion Consortium and Eastern Venice, Confcommercio (ASCOM), Caorle Hoteliers Association (ACA), Consorzio Arenili Caorle, Italian Federation of Professional Estate Agents (FIAP).

3. UNIVERSITIES, TECHNOLOGY AND TRANSFER INSTITUTIONS AND RESEARCH INSTITUTIONS

- Ca' Foscari University of Venice**
 The University of Venice, established in 1868, was the first educational institution in Italy to offer higher education in business and economics and the second in Europe. It has signed hundreds of international cooperation agreements with universities around the world, in order to promote international mobility, research and training. Actively participates in EU programs for education, training and research, with projects involving partner institutions around the world. The University's Economics Department has a long tradition in tourist research.
- University of Padova – TESAF**
 The Department of Territory and Agro-Forestry Systems (TESAF) is part of the University of Padua, one of the oldest universities in the world, and carries out research and teaching activities strongly oriented to the study of agricultural, environmental and forestry resources, in view of their management, conservation and sustainable use. The Department activates international, national and local collaborations on topics relevant to science and society.

4. NGO, ASSOCIATIONS, INNOVATION AGENCIES, BUSINESS INCUBATORS, CLUSTER MANAGEMENT BODIES AND METHODS

- OTS Laguna**
 The Association of Sustainable Tourism Operators of the Venice Lagoon (OTS) was born on 12 April 2018, within the framework of the CHRISTA project Culture and Heritage for Responsible, Innovative and Sustainable Tourism Action (Interreg Europe).
 Its primary purpose is the protection and promotion of sustainable tourism within the territory of the Venice Lagoon, as identified by the LIFE VIMINE project (Grant Agreement LIFE12NAT / IT / 001122) and the related Charter for Sustainable Tourism.
 The board of directors is made up of all private operators.
 The targets to which the planned training activities are addressed are shown below.

TARGET GROUP	NAME OF THE BODY/ INSTITUTION	DESCRIPTION OF INSTITUTION/BODY COMPETENCES
Local regional and national public authorities	Veneto Region	Public body with political and administrative autonomy
	Rosolina Municipality	Autonomous territorial body of the province of Rovigo in the Veneto Region
	Caorle Municipality	Autonomous territorial body of the metropolitan city of Venice in the Veneto Region
	other Municipalities of the interested territories	Autonomous territorial entities of the destination
Regional and local development agencies, chamber of commerce and other business organizations	DMO PO AND ITS DELTA	Organization of destination management with public and private subjects
	DMO EUGANEAN SPA AND HILLS	Organization of destination management with public and private subjects
	Other DMOs interested in the territory of the Venice Lagoon	Organization of destination management with public and private subjects
	Unioncamere Veneto	It associates the chambers of commerce of the region and carries out functions of support and promotion of the regional economy
Universities, Technology and Transfer Institution and Research institutions	Ca' Foscari University of Venice	State institution for higher education and training in business and economics, founded in 1868 with headquarters in Venice
	Università of Padova - TESAF	Department of Territory and Agro-Forestry Systems of the University of Padua which carries out research and teaching activities
NGO, associations, innovation agencies, business incubators, cluster management bodies and methods	OTS Laguna	Association of sustainable tourism operators
SMEs	Accommodation facilities in the identified areas	Hotel, B&B, Agritourism, etc.
	Businesses related to tourism services	Transport, bathing, guides and escorts, rentals, etc.
Education and training organizations as well as social partner and labor-market institutions		







Puglia Region



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Methodology for stakeholders involvement

BLUTOURSYSTEM provides tourism operators with tools and skills to develop new business ecosystems. Capitalizing the knowledge gained with TourMedAssets, the project steers decision makers to rethink tourism, reduce gaps and design eco-innovative scenarios thus to promote sustainable growth. The main objective is to evolve the ability of stakeholders to innovate the sustainable tourism sector while developing new knowledge based on tools and advanced services for design and manage new sustainable blue business ecosystems.

The questionnaire in question was administered in October 2018, selecting 10 respondents from: Locorotondo, Ostuni, Polignano a Mare, Fasano, Castellana Grotte, Monopoli, Lecce, Trani, Bari. Respondents they were chosen according to a territorial criterion, trying to maintain the balance between the categories of economic operators and public bodies. One aspect that should be emphasized from the outset is the great willingness of the interviewees to collaborate on the project, grasping its potential and

underlining the importance of the commitment to “always doing better”.

This report summarizes the results of this research, organizing them in paragraphs divided by type.

Who has been interviewed

10 people were interviewed, equally divided between the “operators and public bodies” categories

Targets

With the multi-purpose survey promoted by the Blutoursystem project, we intend to measure the main aggregates of tourism demand, highlighting its salient aspects and specific needs.

Method of administration and insertion of questionnaires

Through paper and then with online placement and excel file.



Methodology for target groups involvement

DATE AND PLACE	EVENT TITLE	TARGET GROUP	IN LINE WITH PROJECT WP 4 OUTPUT
9 July 2019	Living Lab workshop: Sustainable tourism. Food for thought for a shared model	At least 15 project stakeholders, public officers and private accommodation providers	A whole day aboard the motor yacht Marlin One Gargano and Daunia to talk about blue tourism and sustainability. First stop in the north of #Puglia, to discover the sea of #Gargano in the #RodiGarganico - # IsoleTremiti section. An experiential event among the stakeholders and the agency Pugliapr feeling agency to network, discuss and talk about the methods, potential and solutions related to blue, maritime and coastal tourism in our region.
Tremiti islands	Living Lab seminar: the central goal of the 2030 Agenda between territorial progress and “Blue Economy”.	At least 15 project stakeholders, public officers and private accommodation providers	Stakeholders and companies confronted with growth opportunities, the central goal of the 2030 Agenda between territorial progress and “Blue Economy”. The future of the tourism sector is blue: there is no innovation and competitiveness without sustainable development to protect our environmental heritage for future generations.
25 July 2019 Bisceglie - Old Sawmills Mastrototaro	Living Lab Co design WS: NETWORK ON THE NET The Blue Economy in the North of Bari	At least 15 project stakeholders, public officers and private accommodation providers	Every hospitality entrepreneur bases his business on the reputation built over time. Review management is the real test of relational skills. It is a public fact, therefore extremely delicate. Understanding the mechanisms of customer judgment is the key to preserving and strengthening one’s reputation and strengthening market positioning.



Panel of stakeholders and target groups

Public administrations

- Ostuni**
 Interviewed on site during an educational tour, the councilor for tourism of the Municipality Vittorio Carparelli. The questionnaire was completed without any significant hitch or problem. The commissioner Carparelli, very attentive to the projects of mobility and sustainable tourism has promoted a widespread exhibition "Picasso - the other half of the sky", in an unprecedented way, in three different cities of the Valle d'Itria.
- Polignano a mare**
 Sent the questionnaire by e-mail to Domenico Matarrese, official in charge of the OFFICE OF CULTURAL HERITAGE AND ACTIVITIES, PUBLIC EDUCATION, TOURISM, SPORT, SHOW There were no comments or difficulties in the compilation.
- Castellana Grotte**
 Maria Teresa Impedovo, head of the Tourism - Entertainment - Culture - Human Resources sector. The questionnaire was sent to the e-mail address, but it was compiled with telephone support as it was found difficulty in understanding some of the questions in section 3.2.

Organizations

Confocommercio Puglia, interviewed by the general manager, Giuseppe Chiarelli. The questionnaire was sent by e-mail and completed without any particular problems

Economic operators

- Parco Dune Costiere, Fasano**
 Director, Gianfranco Ciola. No problems were found.
- Castellana Caves, Catellana Caves**
 Antonio Minoia, press office and social media

- Allegro Italia Group, Ostuni**
 The group president, Piergiorgio Mangialardi, was interviewed by telephone. The group has invested in the Apulian territory launching the condotel, the trend of the future in Italy, a business for hoteliers and territories, new tourist facilities that match the hotel rooms to larger ones apartments that can be bought as holiday homes.
- Leonardo Trulli Resort, Locorotondo**
 Sent by e-mail to the owner Rosalba Cardone and commented by phone. Section 3.1 has caused some doubts and it was necessary for this to assist the interviewee by telephone.
- Marè, Trani**
 Sent by e-mail to the owner, Gerolamo Rubini. No problems were found.
- BeeYond Travel, Lecce**
 Questionnaire administered to Felice Zumbo, managing partner, during an educational tour around Puglia. The company based in Lecce and the US, decided to invest in the Puglia region. Felice Zumbo, did not find it difficult to complete the questionnaire, but he found it certainly intense because the questions often seemed identical but they were not so he had to do a job of analysis literary question to avoid falling into the error of giving the same answers.

Some criticism on the use of Word and a suggestion on a form on the net, useful for standardizing and extrapolating data in a simpler way.





Istria Region



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Methodology for stakeholders involvement

For sustainable tourism development, it is crucial to develop a common vision for tourism development, instruments and methods of sharing vision, ideas and knowledge in practice. A major challenge in destination management is harmonizing the often-conflicting stakeholders' interests. Destination management is reflected through the level of collaboration among different stakeholders in a destination. Destination with a higher level of stakeholders will be more successful in management, i.e. planning of its growth, development of new products, diverse marketing activities and adopting new knowledge. To conclude, tourism destination, as a framework for tourism product, is perceived as the basic development unit, making destination management a crucial issue. The support and coordination of stakeholders are essential for both development and sustainability.

Stakeholders include any individuals or groups interested in tourism. There are many stakeholders in development: national government, local government with specific competence, enterprises, education and training centers, local population, non-governmental organizations, and many others.

The development of sustainable tourist destinations is not possible without a well-established cooperation between all the stakeholders in the destination. Generally, they can be divided into the public sector, private sector, civil sector, local population and tourists. Each of them has its role in developing the destination and developing tourist products. The private sector implies hotels, travel agencies, restaurants and other service providers in the destination. On the other hand, the government plays a key role in developing tourism industry. The public sector's role focuses on tourism planning, promotion of tourism products, investment, infrastructure etc. Tourism development has an impact on the local community, including its socio-cultural, environmental and economic aspects. That is why it is important to ensure support from the local community. The local population is not directly involved in product creation, but their acceptance of the development vision is extremely important and their learning of possibilities to be included is of utmost importance.

With the aim of educating stakeholders, especially those who are not necessarily dealing with tourism, regarding the development of tourist products and attractions, workshops on different topics are organized. The objectives of the workshop also deepen knowledge of tourism, problems and potential of sustainable tourism development, as well as identify priorities for action.

Among others, the aim is to bring together stakeholders, strengthen cooperation, exchange and create new ideas, enable understanding of possibilities and limitations of sustainable tourism development.



Methodology for target groups involvement

When creating stakeholder groups for sustainable tourism development, it is important to include the following actors:

- local, regional and national public authorities
- regional and local development agencies, chambers of commerce and other business support organisations
- institutions engaged in financing tourism projects;
- tourism employees, tourism professionals and tourism consultants;
- tourism education and training centers;
- travelers, including business travelers, and visitors to tourism destinations, sites and attractions, tourists
- local populations and host communities at tourism destinations through their representatives;
- Universities, technology transfer institutions, research institutions
- NGOs, associations, innovation agencies, business incubators, cluster management bodies and networks
- Education and training organisations as well as social partners and labor-market institutions

The main steps in methodology of target groups involvement are:

- Defining groups
- Analyzing groups by impact and influence
- Planning activities of productive communication
- Integration of common ideas
- Synthesis of the obtained ideas for innovative tourism development



Panel of stakeholders and target groups

IMPLEMENTATION PLAN	EVENT TITLE	TARGET GROUP	IN LINE WITH PROJECT WP 4 OUTPUT
April 2019 Barban (Region of Istria)	Living Lab workshop: Channel manager and web design for SMEs, Crafts and Trades in Tourism and Catering sector	At least 15 private accommodation providers	Fostering abilities to improve competitiveness, innovation and creative enhancement of the tourism offer, enriching the analysis capacities of operators, while developing new knowledge of tools and services and ability to support destination management
May 2019 Pula (Region of Istria)	Living Lab workshop: Channel manager and web design for SMEs, Crafts and Trades in Tourism and Catering sector	At least 70 private accommodation providers	Fostering abilities to improve competitiveness, innovation and creative enhancement of the tourism offer, enriching the analysis capacities of operators, while developing new knowledge of tools and services and ability to support destination management
May 2019 Pula (Region of Istria)	Living Lab Workshop- Innovative methods of presentation of the typical spirits of Istria to Tourists	At least 15-20 private accommodation owners and workers in tourism and catering sector	Fostering abilities to improve competitiveness, innovation and creative enhancement of the tourism offer, enriching the analysis capacities of operators, while developing new knowledge of tools and services and ability to support destination management
May 2019 Pula (Region of Istria)	Living Lab seminar- Presentation of The Smart Cross Border Data System	At least 10 stakeholders in Tourism and catering sector (representatives of Large enterprises, development agencies, Croatian Chamber of Commerce, Croatian Chamber of Crafts and Trades, Natural protected areas, National parks,...)	Fostering networking and cooperation capacities
September 2019 Pula (Region of Istria)	Living Lab Scenario Co - Design workshop: Design Thinking Method in creation of strategic development documents, programmes and projects	At least 15 stakeholders representing private, academia, civil and public sector actors and working in/for tourism and catering	Fostering co design process increasing their capacity to design innovative tourism products







South Dalmatia Region



Methodology for stakeholders involvement 68



Methodology for target groups involvement 69



Panel of stakeholders and target groups 70



Methodology for stakeholders involvement

Tourism destination is an amalgam of a large range of products and services provided by the private and public sectors. A major challenge in destination management is harmonizing the often-conflicting stakeholders' interests. Therefore, stakeholder mapping is a dynamic process usually defined using the following steps: 1. Defining stakeholders, 2. Analyzing stakeholders by impact and influence, 3. Planning activities of productive communication with stakeholders, 4. Engaging with your stakeholders. The above mentioned is in this project is ensured through contacts with stakeholders and integration of various stakeholders in workshops, from government bodies, management bodies, NGOs and educational institutions, tourism businesses and other types of organizations/institutions for the development of sustainable tourism. .

“A major challenge in destination management is harmonizing the often-conflicting stakeholders’ interests”

Destination management requires stakeholder collaboration in many different areas, e.g. tourism development planning and marketing activities, advertising and promotion in particular. For sustainable tourism development, it is crucial to develop a common vision for tourism development, instruments and methods of sharing vision, ideas and knowledge in practice.

A major challenge in destination management is harmonizing the often-conflicting stakeholders' interests. Destination management is reflected through the level of collaboration among different stakeholders in a destination. Destination with a higher level of stakeholders will be more successful in management, i.e. planning of its growth, development of new products, diverse marketing activities and adopting new knowledge. To conclude, tourism destination, as a framework for tourism product, is perceived as the basic development unit, making destination management a crucial issue. The support and coordination of stakeholders are essential for both development and sustainability. Stakeholders include many different types of groups. Each of these groups have different levels of interest and may be more or less active. Stakeholders include any individuals or groups interested in tourism. There are many stakeholders in development: national government, local government with specific competence, enterprises, education and training centers, local population, non-governmental organizations, and many others.

The development of sustainable tourist destinations is not possible without a well-established cooperation between all the stakeholders in the destination. Generally, they can be divided into the public sector, private sector, civil sector, local population and tourists. Each of them has its role in developing the destination and developing tourist products. The private sector implies hotels, travel agencies, restaurants and other service providers in the destination. On the other hand, the government plays a key role in developing tourism industry. The public sector's role focuses on tourism planning, promotion of tourism products, investment, infrastructure etc. Tourism development has an impact on the local community, including its socio-cultural, environmental and economic aspects. That is why it is important to ensure support from the local community. The local population is not directly involved in product creation, but their acceptance of the development vision is extremely important and their learning of possibilities to be included is of utmost importance. We must emphasize that the involvement of the local community is also achieved by the work of NGOs, but also by representatives of local authorities who are directly elected by the community.

With the aim of educating stakeholders, especially those who are not necessarily dealing with tourism, regarding the development of tourist products and attractions, workshops on different topics are organized. The objectives of the workshop also deepen knowledge of tourism, problems and potential of sustainable tourism development, as well as identify priorities for action. These topics may include: the role of stakeholders in the development of tourism products, how to promote sustainable tourism, how to interpret ecotourism/rural tourism/active tourism,

“The above mentioned is in this project is ensured through contacts with stakeholders and integration of various stakeholders in workshops, from government bodies, management bodies, NGOs and educational institutions, tourism businesses and other types of organizations/institutions for the development of sustainable tourism”

storytelling in ecotourism, etc. The workshops should include lectures and a practical part. The purpose of the practical part would be to exchange ideas and develop teamwork.

The workshops will consist of two sessions, presentations and a practical part. The purpose of the practical part would be to exchange ideas and develop teamwork. These sessions could, for example, in-

volve an open discussion of some problems, creating a specific sustainable tourism product, etc.

Among others, the aim is to bring together stakeholders, strengthen cooperation, exchange and create new ideas, enable understanding of possibilities and limitations of sustainable tourism development, etc.



Methodology for target groups involvement

When creating stakeholder groups for sustainable tourism development, it is important to emphasize that according to UNWTO, the term “**stakeholders in tourism development**” includes the following actors:

- national governments;
- local governments with specific competence in tourism matters;
- tourism establishments and tourism enterprises, including their associations;
- institutions engaged in financing tourism projects;
- tourism employees, tourism professionals and tourism consultants;
- trade unions of tourism employees;
- tourism education and training centers;
- travelers, including business travelers, and visitors to tourism destinations, sites and attractions;
- local populations and host communities at tourism destinations through their representatives;
- other juridical and natural persons having stakes in tourism development including non-governmental organizations specializing in tourism and directly involved in tourism projects and the supply of tourism services.

Case studies and lessons learned should be recognized as parts with the biggest relevance for all target groups. Since the focus of the data repository is on easy availability of all available practices regarding the development of new economic ecosystem to any interested party regardless of their member status, it is important to regulate their interests and their expectations. Therefore, the main steps in methodology of target groups involvement are:

1. **Defining groups**
2. **Analyzing groups by impact and influence**
3. **Planning activities of productive communication**
4. **Integration of common ideas**
5. **Synthesis of the obtained ideas for inovative tourism development**



Panel of stakeholders and target groups

The main target groups involved in the panel are:

- Local regional and national public authorities
- Regional and local development agencies, chamber of commerce and other business organization
- Small and Medium enterprises
- Universities, Technology and Transfer Institution and Research institutions
- NGO, associations, innovation agencies, business incubators, cluster management bodies and methods
- Education and training organizations as well as social partner and labor-market institutions

In details:

TARGET GROUP	NAME OF THE BODY/ INSTITUTION	DESCRIPTION OF INSTITUTION/BODY COMPETENCES
Local regional and national public authorities	Korčula DMO	DMO Korčula is of a public character and aim at managing destination development, marketing of destinations, as well as fostering cooperation between the public and private sectors for settlements Korčula, Čara, Pupnat, Račišće i Žrnovo
Local regional and national public authorities	Vela Luka DMO	DMO Vela Luka mission is managing destination development, marketing of destinations, as well as fostering cooperation between the public and private sectors.
Local regional and national public authorities	Smokvica DMO	DMO Smokvica is of a public character and aim at managing destination development, marketing of destinations, as well as fostering cooperation between the public and private sectors for settlements: Smokvica, Brna, Vinačac (Vinašac) i Blace (Blaca))
Local regional and national public authorities	Blato DMO	Manages tourism in settlements Blato i Potirna and is focused on destination development, marketing of destinations, as well as fostering cooperation
Local regional and national public authorities	Lumbarda DMO	Guides tourism development and marketing at settlements Lumbarda Lumbarda, Javić, Račišće, Koludrt, Kosovo, Šerić, Postrana, mala i vela Glavica, Tatinja, Prvi žal.
Local regional and national public authorities	Mljet DMO	DMO Mljet has public character and aims at managing destination development, marketing of destinations, as well as fostering cooperation between the public and private sectors for settlements: Babine Kuće, Babino Polje, Blato, Goveđari, Korita, Kozarica, Maranovići, Njivice, Okuklje, Polače, Pomena, Pristanište, Prožura, Prožurska Luka, Ropa, Saplunara, Soline, Sobra, Tatinica. Focused on cooperation with National park authority.

TARGET GROUP	NAME OF THE BODY/ INSTITUTION	DESCRIPTION OF INSTITUTION/BODY COMPETENCES
Local regional and national public authorities	Ston DMO	The municipality of Ston is a unit of local self-government with its DMO and occupies the southeastern part of Peljesac peninsula in the extreme southeastern . Dmo is focused on marketing and cooperation. Manages area of settlements: Boljenovići, Brijesta, Broce, Česvinica, Dančanje, Duba Stonska, Dubrava, Hodilje, Luka, Mali Ston, Metohija, Putnikovići, Sparagovići, Ston, Tomislavovac, Zabrđe, Zaton Doli, Žuljana.
Local regional and national public authorities	Orebić DMO	DMO Orebić is of a public character and aim at managing destination development, marketing of destinations, as well as fostering cooperation between the public and private sectors for settlements Donja Banda, Kućište, Kuna Pelješka, Lovište, Nakovanj, Orebić, Oskorušno, Pijavičino, Podgorje, Podobuče, Potomje, Stankovići, Trstenik, Viganj
Local regional and national public authorities	Town Museum Korčula	From pre-history to the present, the town museum offers a fascinating insight into korcula's cultural development and way of life throughout centuries.
Local regional and national public authorities	NP Mljet	The Park was founded on 11 November 1960, and the renowned researcher and academician Branimir Gušić was a great contributor to its protection status. The Mljet National Park stretches over almost 5400 hectares, including a marine area of 500 meters from the coast, islands and cliffs, and therefore spans over almost a third of the island. Two deep bays filled with seawater, known as Malo Jezero and Veliko Jezero (Small Lake and Great Lake) are the most famous locations of this area and an important geological and oceanographical phenomenon.
Local regional and national public authorities	Public Institution for nature management of DBŽ	Activities Public institutions are the protection, maintenance and promotion of protected areas of nature in order to protect and preserve nature's origin, ensure unimpeded natural processes and sustainable use of natural resources, and oversee the implementation of nature conservation conditions and measures for the area in which it operates.
Local regional and national public authorities	Public Institution for nature management of DBŽ	Dubrovnik-Neretva County is the southernmost county of Croatia. Because of the border with Bosnia and Herzegovina at Neum, it is divided into two parts; Dubrovnik with Korcula and Neretva. It includes cities: Dubrovnik, Metković, Korčula, Ploče and Opuzen.
Local regional and national public authorities	DNŽ DMO	DMO Dubrovnik neretva county has public character and aims at managing destination development, marketing of destinations, as well as fostering cooperation between the public and private sectors in the County area.
Regional and local development agencies, chamber of commerce and other business organizations	Korčula Development Agency - KORA	The main activities of the KORA agency are: - Cooperation in the preparation of strategic documents -closing partnerships with regional and local agencies and organizations - Writing and reporting projects Implementing the project in cooperation with partners -Priming Entrepreneurship
Regional and local development agencies, chamber of commerce and other business organizations	Blato Development Agency	The main activities are providing counseling for institutions, associations, sports companies, OPGs in the activities of preparation, writing and reporting on national projects and tenders conducted by the European Union.

TARGET GROUP	NAME OF THE BODY/ INSTITUTION	DESCRIPTION OF INSTITUTION/BODY COMPETENCES
Regional and local development agencies, chamber of commerce and other business organizations	Regional development agency DUNEA	The Regional Development Agency Dubrovnik-Neretva County DUNEA was founded in 2006 at the initiative of the Dubrovnik-Neretva County and its basic role is to achieve sustainable development of the County as well as to improve and coordinate existing development activities in accordance with the needs of the Region, national requirements, and requirements of the European Union in order to plan the future economic development with bordering regions.
SMEs	HTP Orebić	Hotel company, provides accommodation and catering services
SMEs	Opg Marušić	Production of domestic food products
SMEs	HTP Korčula dd	A hotel company, provides accommodation and catering services (4 hotels, apartman villages)
SMEs	Korčula Dreams	Accommodation company, provides accommodation and catering services
SMEs	Fabris hotel	Hotel company, provides accommodation and catering services
SMEs	Odisej Mljet	Hotel company, provides accommodation and catering services
SMEs	Matuško vinary	The winery presents a variety of educational tours, tastings and culinary events.
SMEs	Madirazza vinary	The winery presents a variety of educational tours, tastings and culinary events.
SMEs	Korta Katarina vinary and hotel	Hotel and wine company, provides accommodation and catering services. Educating guests about Croatian wine, cuisine, and culture has always been part of the philosophy behind Korta Katarina. The winery presents a variety of educational tours, tastings and culinary events.
Universities, Technology and Transfer Institution and Research institutions	Institute for tourism	<p>The Institute for Tourism fosters ongoing efforts to improve specialist knowledge pertaining to the different areas that impact the development and management of tourism: economics, marketing, management, transportation, environmental protection and application of modern information and communication technologies.</p> <p>The Institute's basic tasks are:</p> <ul style="list-style-type: none"> ● Research ● Planning and Development ● Information and Documentation ● Education ● Library ● Publishing

TARGET GROUP	NAME OF THE BODY/ INSTITUTION	DESCRIPTION OF INSTITUTION/BODY COMPETENCES
Universities, Technology and Transfer Institution and Research institutions	Split University _EFST	The Faculty performs scientific, research and expert work and provides expert services from the following fields: <ul style="list-style-type: none"> • small and medium entrepreneurship; • development and project management; • business planning; • investment and marketing planning; • human resource management; • designing company organization; • cost modeling for regulated activities; • development and management of institutions; • local and regional development; • environmental management; • EU Structural Funds; • feasibility studies, investment studies and cost-benefit analysis.
Universities, Technology and Transfer Institution and Research institutions	Dubrovnik University	The University of Dubrovnik is the "youngest university in Croatia. It was established in 2003. On the foundations of a very long tradition which goes back to the 17th century, but also on decades of modern higher education. By its programs, its organisation and its technical equipment, the University of Dubrovnik can be stands
NGO, associations, innovation agencies, business incubators, cluster management bodies and methods	Lag 5	LAG 5 is an NGO founded with the purpose to implement the LEADER approach in south Croatia. LEADER (Acronym derived from French: "Liaison Entre Actions de Développement de l'Économie Rurale") is an acronym that stands for "links between actions for the development of the rural economy".
NGO, associations, innovation agencies, business incubators, cluster management bodies and methods	KUD Moreška	Moreška is a dramatic dance scene featuring textual, musical and choreographic elements. In its textual section, preceded by the famous sword dance, it represents the narrative context of its performance. KUD deals with the protection and revitalization of cultural heritage
NGO, associations, innovation agencies, business incubators, cluster management bodies and methods	Udruga Bonsai	BONSAI is a volunteer centre building a society of equal opportunities for all and enhancing personal and social development through: <ul style="list-style-type: none"> • connecting community, • raising awareness on importance of active participation and • non-formal education.
NGO, associations, innovation agencies, business incubators, cluster management bodies and methods	Udruga Peljški vinski puti	They are aimed at improving and linking the wine tourism offer.
NGO, associations, innovation agencies, business incubators, cluster management bodies and methods	Društvo prijatelja dubrovačke starine	The most important task of the company is to care about the preservation, conservation, reconstruction and restoration of fortifications in the Dubrovnik area, in particular the city walls and fortifications of Dubrovnik and Ston, as well as of its cultural and historical monuments - the fortress "Sokol" in Konavle and the House of Society in the Gozze-Basegli-Katić palace, on Gundulić's plain in the city.
Education and training organizations as well as social partner and labor-market institutions	SŠ P. Šegedina	There is a four-year schools of electrical engineering, mechatronics, shipbuilding and hotel technicians as well as commercialists. From three-year schools the schoold is providing education for waiters, chefs, pastry makers, decorators, electromechanics, ship mechanics and car electricians.



Multi-stakeholders activities





Veneto Region



Scheduled activities

78



Short figures

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Scheduled activities

As already anticipated, the activities were planned in consultation with the stakeholders of the 4 territories on which the BLUTOURSYSTEM project is based, starting from a common base of topics, modulated and integrated according to the territorial specificities. In this way we have remained faithful to the methodology outlined for the definition of the training

model, built on the basis of the stakeholders and the targets' needs, to which it is addressed.

The basic path of the Living Lab has included the creation of two seminars and two workshops that have followed the schedule shown below:

	DESTINATION LAGOON	DESTINATION PO AND ITS DELTA	DESTINATION EUGANEAN SPA AND HILLS	DESTINATION CAORLE
1 - Co-designing scenario workshop	20/05/2019	21/05/2019	21/05/2019	21/05/2019
2 - Living lab seminar	10/06/2019	14/06/2019	12/06/2019	12/06/2019
3 - Living lab seminar	24/06/2019	24/06/2019	25/06/2019	25/06/2019
4 - Living lab	01/07/2019	01/07/2019	02/07/2019	re-scheduled

As will be seen below in the construction of the program and in the definition of the contents, a similar path has been created for all 4 territories involved in the BLUTOURSYSTEM project, ensuring a cognitive standard at the same level for the Veneto areas.

The scheduled basic activities, common to all the territories, concern the key themes of the Living Labs: scenario co-designing, marketing intelligence created by the Ca 'Foscari University; the federated tourist observatory; the tools available to companies, the DMS.

The comparison with the territories and the stakeholders during the planning phase of the Living Labs has led to the definition of a series of interventions that enrich and expand the contents planned for seminars and workshops.

It was mainly aimed at integrating knowledge with studies and / or projects, including European ones in progress, such as the platform created by the COEVOLVE project, which returns territorial information, including tourist information on a map in the Po Delta area, or the Destination project personality. Or the study under construction in the Euganean Hills area that studies the relationships between adjacent sectors such as tourism and agriculture.

The seminars and the workshop were structured as follows:

1) Co-designing scenario workshop

Putting the desires of tourists and the needs of the operators at the center of the project: the importance of the community

The first meeting concerns the definition of one or more possible scenarios with regard to the sustainable development of the blue product, in which when we talk about sustainability expressed in the National Strategic Plan first and then in the VSTP, we actually talk about sustainability as a key to competitiveness for companies, starting from the tools offered by the BLUTOURSYSTEM project.

This is a meeting aimed at a "restricted" audience, composed of representatives of the DMOs.

The adopted methodology is that of the scenario designing, using a concentrated form so as to be able to gather concrete results in a very limited period of time (considering that in general this activity can last even several days).

In fact, through the scenario designing, possible future scenarios are developed by combining external experiences and local knowledge, knowledge and expectations about influential factors to outline likely future scenarios.

It is not a matter of forecasts but of outlining a future (short and medium term) conditioned by the evolution of the market and by the innovation of the tools available in the case of this project in tourism.

During the workshop the context is outlined, starting from the development of the PSTV activities and the evolution of the tourist market, with specific reference to the destination, and then given the opportunity to the participants to make realistic assessments and to express needs and critical points from their point of view, to identify one or more possible scenarios.

2) Living Lab seminar

The importance of the federated tourism observatory: experiences and needs of the destination

The first seminar concerns an in-depth analysis of the tools for analyzing the demand and the tourist offer in the destination. During the seminar is scheduled the presentation of the marketing intelligence system carried out by the Ca' Foscari University within the MED TOURMEDASSETS project and the federated tourism Observatory planned in the Veneto Region Strategic Plan and some experiences in other regions with particular attention to the possibility of being able to gain predictive tools and not just subsequently data.

It is an opportunity for the participants not only to learn about the tools that the University and the Veneto Region make available to the operators but also to participate with their first proposals/needs in the co-designing of the Federated Tourist Observatory under construction.

Specific attention is paid during the seminar to transfer to participants the ability to understand and analyze destination data also through comparative comparisons as well as competitive with other similar destinations. Besides working on what are the most useful data, on what to look for in relation to specific needs and above all where to look for information.

This path leads the participants, not only to increase their skills, but also the awareness that with the right information it is easier to plan and make the best decisions whether they are public or private operators.

3) Living Lab seminar

How to read yourself by comparison with others: monitoring tools and benchmark

The second seminar focuses on those digital devices that allow the destination and the single company to position themselves through the comparison with similar entities. Participants are guided to identify

The speeches in the 1° living lab seminar

	DESTINATION CAORLE	DESTINATION PO AND ITS DELTA	DESTINATION LAGOON	DESTINATION CAORLE
Market intelligence to support the competitiveness and sustainability of tourism systems	x	x	x	x
The importance of knowing the data to understand the phenomena and adjust their offer to market demands: the Veneto Tourism Federated Observatory	x	x	x	x
How to enrich the Observatory: the experiences of other destinations	x	x	x	x
Destination personality: the tourist image of a destination in the perception of residents and tourists and ways to measure it				x
The product nature: from the specialized niche to the mass of niches in search of experiences and emotions		x		
The product nature: from the specialized niche to the mass of niches in search of experiences and emotions		x		

and choose those indicators that best fit their needs through three significant experiences.

Some highly innovative instruments were chosen suitable for hotel and non-hotel accommodation, already used in different and important destinations (i.e. Milan or Trentino) as well as in some locations in the Veneto region.

The first software, H-BENCHMARK, allows you to analyse the trend of bookings and revenues in a destination in real time through the continuous reading of accommodation management systems. The system

is particularly suitable for hotels and campsites. It can be used in any destination.

The other two software (IDA and CONNECTIS) allow small businesses, in particular those of non-hotel businesses, to manage through a single software the administrative obligations that consist in reporting guests to the State Police, paying the tourist tax to the municipalities and the communication of the statistical data to the relevant bodies.

The speeches in the living lab seminar

	DESTINATION CAORLE	DESTINATION PO AND ITS DELTA	DESTINATION LAGOON	DESTINATION EUGANEAN SPA AND HILLS
H-BENCHMARK: the collaborative platform that allows hoteliers and other hospitality operators to confront their own territory by monitoring indicators such as average market prices, hotel occupancy levels, event-based trends	X	X	X	X
IDA: software that simplifies the work of small accommodation businesses in data management and communication		X	X	X
CONNECTIS: the software that simplifies the work of accommodation businesses in data management and communication	X			
ETIS Toolkit: how to measure sustainable destination through shared indicators			X	
For an analysis of the social impact of tourism			X	
Ma.De. "Marca di destinazione": an experimental model for measuring the value of the destination brand	X		X	X
Proposals for a modern DMO of the PO and its Delta: brand identity and other analysis tools		X		

4) Living Lab Workshop

The management of a tourist destination: information and networking promotion

The workshop includes the presentation of the Destination Management System adopted by the Veneto Region, its operation and the advantages in its use. The program is enriched with the illustration of the application in similar destinations for organizational and/or product characteristics. The use of the DMS

may vary depending on the type of manager, for example DMO, network of companies, information office, and the objectives to be achieved.

The management system concerns several aspects:

- updated tourist information;
- event calendars;
- tourist offers;

- dynamic packaging.

Through the seminar, besides enriching the information on the tool and its applications, the participants have the opportunity to deepen the collaborative aspect that the system requires to all the subjects of

the destination for the best and effective functioning.

A further aspect concerns the potential in terms of data and information that the DMS can always provide regarding users (big data).

The speeches in the living lab workshop

	DESTINATION CAORLE	DESTINATION PO AND ITS DELTA	DESTINATION LAGOON	DESTINATION EUGANEAN SPA AND HILLS
DMS: opportunities for destination and companies in information management, event communication and marketing	x	x	x	x
Innovation and nature: how to combine sustainable tourism with the comfort of a mobile home		x		
Sustainable Rosolina: the guidelines for tourism development in line with market demands. A pilot project for the Destination		x		
Agriculture and tourism: the first results of the survey carried out by Patavino LAG				x



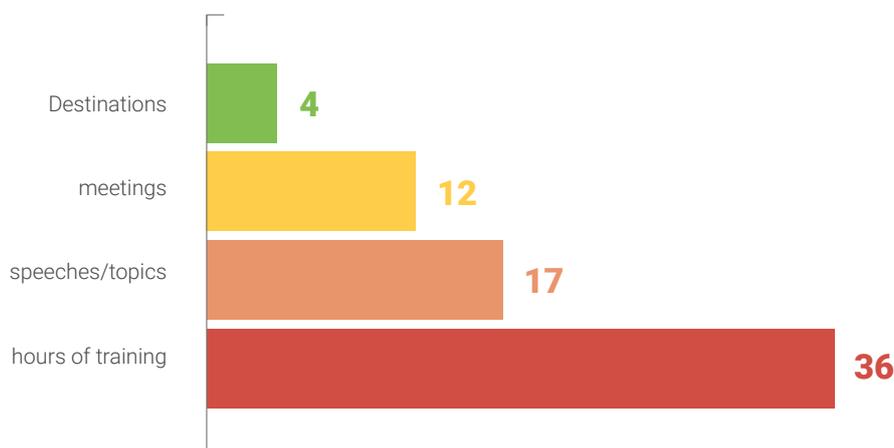
Short figures

Overall, the following meetings have been scheduled:

- four co-design meetings with restricted participation;
- twelve meetings open to a wider public, three for each destination.

Considering only the extended meetings, these deal with a total of 17 topics in as many expert interventions/speeches (interventions that become 35 if we consider the repetitions in the different destinations), for a total of 36 hours of training.

THE ACTIVITIES CARRIED OUT AIMED AT THE WIDER PUBLIC







Puglia Region



Scheduled activities

84



Short figures

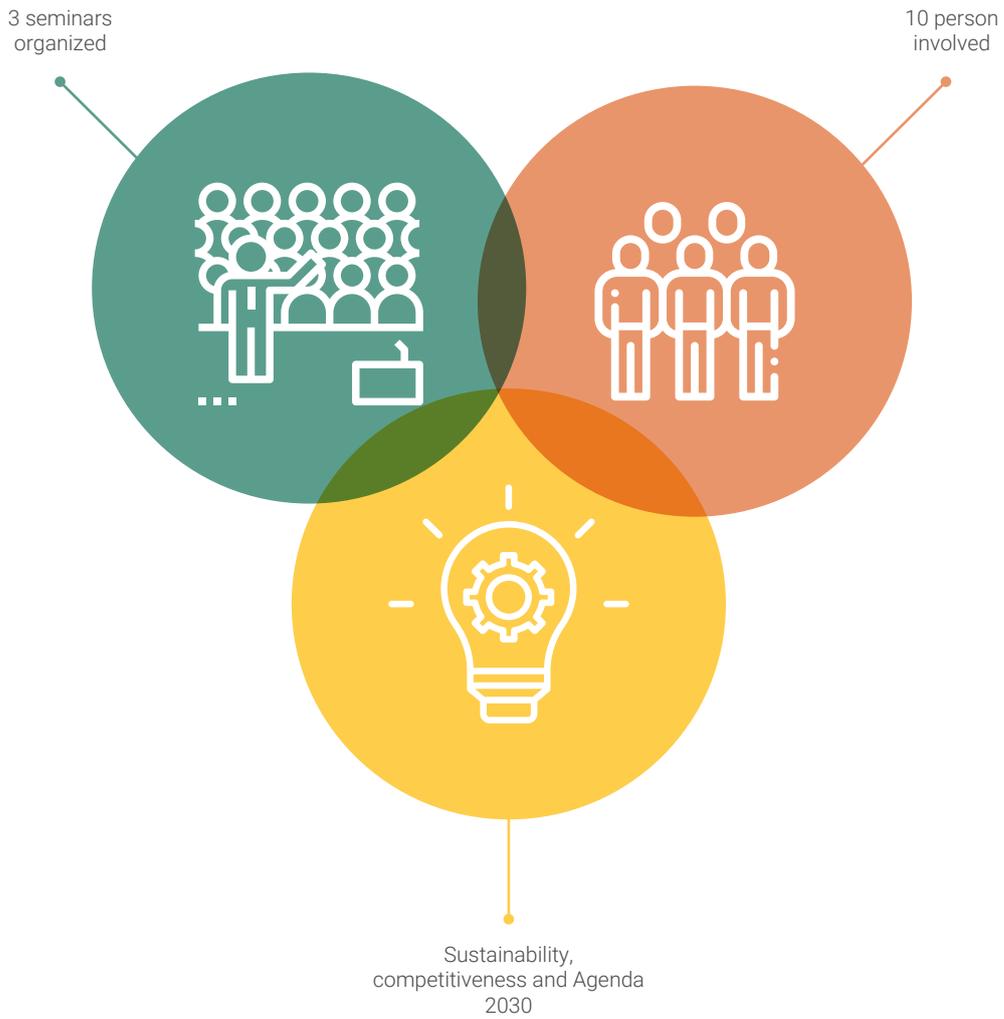
85



Scheduled activities

WHAT	WHEN	WHERE
<p>A whole day aboard the motor yacht Marlin One Gargano and Daunia to talk about blue tourism and sustainability.</p> <p>First stop in the north of #Puglia, to discover the sea of #Gargano in the #RodiGarganico - #IsoleTremiti section.</p> <p>An experiential event among the stakeholders and the agency Pugliapr feeling agency to network, discuss and talk about the methods, potential and solutions related to blue, maritime and coastal tourism in our region.</p>	9 July 2019	Tremi Island
<p>Stakeholders and companies confronted with growth opportunities, the central goal of the 2030 Agenda between territorial progress and "Blue Economy".</p> <p>The future of the tourism sector is blue: there is no innovation and competitiveness without sustainable development to protect our environmental heritage for future generations.</p>	11 July 2019	Ostuni – Grand Hotel Santa Lucia
<p>Every hospitality entrepreneur bases his business on the reputation built over time. Review management is the real test of relational skills. It is a public fact, therefore extremely delicate.</p> <p>Understanding the mechanisms of customer judgment is the key to preserving and strengthening one's reputation and strengthening market positioning.</p>	25 July 2019	Bisceglie – Old Sawmills Matrototaro

Short figures







Istria Region



Scheduled activities

88



Short figures

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Scheduled activities

WHAT	WHEN	WHERE
Living lab workshop: channel manager and web design for sme-s, crafts and trades in tourism and catering sector	25TH April 2019	Barban
Living lab workshop: destination management activities – fostering abilities to improve competitiveness, innovation and creative enhancement of the tourism offer, enriching the analysis capacities of operators, while developing new knowledge of tools services and ability to support destination management	14th May 2019	Pula
Living lab seminar: a support to focused business decision-making in tourism by the use of interactive publicly available data – fostering networking and coopetition capacities	17th May 2019	Pula
Living lab workshop: innovative methods for presentation of the typical istrian spirits to tourists – fostering abilities to improve competitiveness, innovation and creative enhancement of the tourism offer, enriching the analysis capacities of operators, while developing new knowledge of tools services and ability to support destination management	20th May 2019	Pula
Living lab scenario co-design workshop: heritage interpretation as a model for creating an innovative tourist product	13th September 2019 11:00-14:00	Pula

Short figures

3 Workshops,
1 co-design workshop,
1 seminar

103 person involved



- Trends in tourism
- Profiles of tourists
- Model of heritage interpretation
- Process of buying a product/service
- Benefits of team work
- Innovative tourist products and methodes





South Dalmatia Region



Scheduled activities

92



Short figures

93



Scheduled activities

WHAT	WHEN	WHERE
Living Lab seminar: Destination Management - tasks and opportunities	6 June 2019, 10:00 – 16:00	Korčula
Scenario co Design Workshop: Creativity and quality as determinants of tourism development	7 June 2019, 9:00-12:30	Korčula
Living Lab workshop: Application of ICT for the promotion of tourist destinations	13 June 2019, 9:00- 12:30	Korčula
Living Lab workshop: How to use mobile technology and e-marketing as a strategic advantage?	13 June 2019, 14:00 – 17:30	Korčula
Scenario co Design Workshop: Creating Sustainable Tourism through Innovation and Interpretation	14 June 2019, 9:00-12:30	Korčula
Scenario co Design Workshop: Creating Sustainable Tourism - Albergo Diffuso/Diffuse hotel concept	14 September 2019, 9:00-12:00	Korčula

Short figures

5 Workshops

40 person
involved



Destination management, ICT in
tourism, Service quality improvement,
Creation of tourism products



Main topics discussed:

Veneto Region and
South Dalmatia cases





Veneto Region

The importance of the federated tourism observatory: experiences and needs of the destination

The tools that the project partners are carrying out within the project and that the participants can contribute to making them as close and responsive to their needs as possible have been shared with the participants during the seminar.

1. SHAPETOURISM

Ca' Foscari University presented the dashboard created as part of the MED TOURMEDASSETS project.

The tool is a remarkable basis for comparing data at the regional level in relation to 3 dimensions - attractiveness, competitiveness, sustainability - and is being extended to the 4th dimension related to reputation.

These are not purely tourist data, but they allow to set the destination context in relation to elements that characterize its competitiveness.

As for reputation, the theme is certainly more suitable for tour operators who have shown an interest in gaining this type of information.

Data base will be the TripAdvisor review portal, from which it is possible to extract reviews and "votes" related to the services and attractions of the destination. An interesting aspect also raised by the operators regards the "honesty" of the reviews: in this regard, a mechanism has been identified to "spot" the false reviews.

2. FEDERATED TOURISM OBSERVATORY

The design and creation of the Federated Tourism Observatory derives from the work carried out within the strategic Tourism Plan approved in 2019 by the Veneto Region, and is currently being implemented.

During the Living Lab seminars, in addition to the transfer of knowledge on the management structure of the Observatory, which is complex due to the number and type of subjects involved, it was decided to concentrate mainly on the contents of this tool.

The work done during the seminars, thanks also to the participants' interventions, has led to defining the areas of interest that the Observatory should develop and the contents of each of them.

The identified model defined MA.DE. directly involves the stakeholders of BLUTOURSYSTEM, starting from the Universities and from Unioncamere, and extends the contribution in terms of surveys and information to the other project targets: local authorities, associations, companies, etc.

The topics to be discussed/monitored are:

1. Conventional Data (A/O)

to know the trend of tourism through the data provided by hotel and non-hotel accommodation structures.

2. Destination Brand

to know how to respond to the existence and value in terms of notoriety, evaluation, desire and satisfaction of the tourist destination brand.

3. Reviews/reputation

to manage the reputation and improve the experience of the tourist, knowing in real time where they come from, what they are looking for and what aspects they would improve in relation to the structures, museums, restaurants and other services.

4. Websites and social media analytics

to find out what happens around the website and the social networks of the destination and check the "traffic", to find out if there are discussions about it, about its competitors and the topics of greatest interest that generate web traffic.

5. Business surveys

to get to know companies, to know their performance, what are the common elements to face the market, and find common solutions to problems.

6. Surveys on tourists at companies

to know who they are, where they come from, what they look for in the territory, how they move, what they buy, how they evaluate the experience.

7. Surveys on tourists/hikers info point and attractors

to know who they are, where they come from, where they sleep, what they look for in the area, how they move, what they buy, how they evaluate the experience.

8. Surveys on residents

Listening to the voice of the inhabitants of the destination to know how they see themselves, what they recognize about the destination (comparison between internal and external perception). And to measure their sentiment in relation to tourism, their expectations, the problems generated, to share and plan a sustainable destination.

9. Comparison/competition (cross-sectional analysis)

to compare with other similar destinations, by size and/or type.

The following table shows the contents for each topic:

Conventional Data (A/O)	<ul style="list-style-type: none"> • arrivals and overnights by origin (including national/regional) • construction of the life cycle
Destination Brand	<ul style="list-style-type: none"> • toponyms awareness (municipal, "over" and infra-municipal) • related searches/brand values • attractors, characters, products, business (...) awareness
Reviews/reputation	<ul style="list-style-type: none"> • Ota and comparison sites analysis (Tripadvisor, travel appeal, ...) for accommodation, restaurants, museums and attractors
Websites and social media analytics	<ul style="list-style-type: none"> • views, followers, likes, comments • comments textual analysis
Business surveys	<ul style="list-style-type: none"> • economic and product/market attitude • marketing channels • revenue per available room (REVPAR)
Surveys on tourists at companies	<ul style="list-style-type: none"> • gender, group, purchasing channels, media transport, experience assessments
Surveys on tourists/hikers Infopoint and attractors	<ul style="list-style-type: none"> • overnight stay, gender, group, purchasing channels, media transport, experience assessments
Surveys on residents	<ul style="list-style-type: none"> • destination perception, sentiment and assessment of tourism
Comparison/competition with similar destinations	<ul style="list-style-type: none"> • by size and/or type: life cycle, awareness, values, reputation, websites and social media, channels, REVPAR

Operators have been able to learn not only about the existence of the tool (unknown to the most) but also about the potential in terms of information capacity that the Tourism Observatory can introduce, both at the level of retroactive analysis and predictive.

An important aspect concerns the role that each subject can play and the contribution that can be made to the creation of the Observatory, for example companies, providing data in a timely manner and participating in surveys, information offices activating data collection, and more generally putting the information at their disposal available to all.

3. THE TOOLS ACTIVATED ON THE TERRITORIES

With regards to the personalized in-depth analysis carried out in each destination, it is possible to highlight how the participants were able to become aware of analysis tools, already available or under construction, and to have the first information available, in particular for example the studies presented in the destination Euganean Spa and Hills.

Starting from the "Destination personality" model (which analyses the tourist image of a destination in the perception of residents and tourists, in order to compare them and understand how they differ or resemble each other, so as to better address communication), regarding the seminar it was possible to understand how to measure it, through some "scales" that concern the profile and behaviour of the tourist and the emotional profile of the destination.

As part of the Po Delta destination, the results of some projects were brought to the attention of the participants, which, if not directly related to tourism, can however be integrated through the platforms created. Within the COEVOLVE project an advanced mapping of the tourist offer can be made available.

Interesting is the path of identity construction in the Laguna destination where the aim was to understand how to position and measure over time those elements that make the destination a sustainable destination. From this point of view the tools that can be put in place are different.

How to read yourself by comparison with others: monitoring tools and benchmark

The seminar has brought to the operators' knowledge the possibility of transforming the data that they produce themselves daily, together with those of their "colleagues", into relevant information to plan their activities and to generate value for their businesses.

This starting from H-benchmark, an analysis tool that generates a continuous flow of data to analyse the progress of one's activity and destination, to plan choices and monitor them over time.

The tools in fact allows to analyse in temporal perspective:

- **the occupancy history**, the ADR: the Average Daily Rate which shows the average revenue of each room occupied by a total revenue of all the rooms and does not take into account the rooms left empty/unsold and therefore the lost revenue, and the REVPAR: Revenue per available Room, or the real revenue that comes from the rooms, because it also takes into account the rooms that remain free;
- **reservations** per sales channels used by the structure, for markets of origin;
- **the average prices** at which you are selling.

The figure below shows an example of the use of the tool applied to the case of Milan.

The operators were able to learn different lessons:

- the growing importance of networking and not seeing local businesses as competitors rather

than as partners for dealing with the market;

- the possibility of being supported in the choices made by instruments able to offer a punctual analysis starting from instruments that one has at home (h-benchmark starts from the management analysis);
- with contained costs and easy-to-use tools to be able to program for its own structure and territory, also important with a view to diversification and seasonal adjustment;
- and not least the possibility of starting through small steps to learn to manage and "contrast" the OLTA market, instead of being subjected to it passively.



No less useful are the systems that allow small businesses, which can hardly afford specialized personnel and do not have management systems, to be able to fulfil all the regulatory obligations regarding the communication of public safety data, the collection of statistical data and payment of the tourist tax. During the seminars two software were presented - IDA and CONNECTIS - which allow to send to the different bodies automatically all the correct data through a single file, thus responding to the needs of small operators.

In particular, the participants were able to explore the topics:

- the application of the new GDPR (Privacy Law), which makes tourist facilities the only subjects that can manage the personal information of their guests;
- of criminal liability for the correct management and communication of the City Tax, as the structures become tax substitutes;
- of the mandatory communications of the data that include those to the Central Police station (through the system housed) and those to Istat (through the Regions and the systems adopted by them).

The second seminar was also enriched with specific topics about destinations.

In the Po Delta, the theme of brand identity and ways to measure it has been addressed, and an example of the use of Google analytics has been presented, which allow to follow research by target and by market over time.

In relation to the destination Laguna, those tools were used to measure the sustainability of a destination through the construction of shared indicators and the involvement of tourists and residents. Starting from concrete examples, such as Etis toolkit, highlighting how the application of models is strongly influenced by innovation and market changes.





South Dalmatia Region

The croatian Local Action Group 5 representing the area of South Dalmatia organized different Living Lab seminars during the project period. Here below you can find the main topics discussed listed per meeting.

Destination Management - tasks and opportunities

6 June 2019

In this seminar the fact that the destination is an extremely complex system that unifies a number of sections was highlighted. Different areas of work as well as different horizons of action (short-term and long-term), some that are not even seen as part of the tourist sector were also discussed. The destination inside must cooperate to get out of the competition! Destination management also involves co-ordinating stakeholders within the destination so that there is a 'unique product' as well as taking care of the destination's outward communication, according to the market. Management implies a coordinated and integrated management of the destination mix. It requires a strategic and long-term approach based on vision and planning.

Tourism is still a very specific sector, so specific knowledge about the sector is required. For the workforce, however, there are still general and basic skill needs for everybody. For example, lack of knowledge of foreign languages has been recently recognised by national tourism organisations of some European countries as a lasting problem and even as a competitive disadvantage. Entrepreneurship – a concept still

vaguely defined – is taken more actively on board by education providers who are working on this notion and thinking of implementing this even at the compulsory school level.

There are also specific skill needs defined by labour category. Managers are expected to possess the following skills and competences: computer skills, business and strategic planning, strategic alliances, management skills, management through visions and values, yield management, accounting, product development, innovation, human resource management, destination management, project management, management skills to cope with globalisation influences, change management, marketing and sales skills. Of all stated, **most important for this workshop were development of management** through visions and values and innovations as a part of destination management. The biggest part of workshop was focused on recognition of existing destination manager skills, while identifying current weaknesses.

Creativity and quality as determinants of tourism development

7 June 2019

Focus was on main elements of tourism demand and offer.

Demand: Segmentation - The market is divided into a number of different customer groups;

Customers of life experiences - comes to (re) defining the quality of leisure time and constructively spent money; Environmentally aware - the environmentally sensitive offer is expected and increasingly selected; Technologically sovereign - research and book online.

Offer: Offering experiences - designing impressive experiences; Diversification - structurally rich value chains; 'Spirit of the place', identity, authenticity - become key concepts; 'Green Practice' - more frequent application. The concept of quality creativity is exposed to different interpretations. Therefore, the emphasis was on identifying what constitutes quality for individual entities and how to achieve it through existing certification schemes, but also through linking authenticity to quality that would produce quality products. Furthermore, for long term viability of tourism destinations, sense of place and development must be mutually enhancing. To promote

true sustainability, community preservation needs to balance tangible with intangible values: history with heritage, cellular memory with collective memory, and action with intention. Our planning work allows development to be integrated with community values encouraging sustainability and aligning public and private interests.

Following based on secondary literature research, along with participants we analyzed the quantitative data and the qualitative information gathered in order to define and articulate sense of place. We start by relating our findings to the heart mind and soul: Mind (rational, facts): The mind needs a rational, quantitative, factual understanding of what can be seen and measured. Heart (experiential, stories): The heart needs a qualitative experiential appreciation of what can be sensed and felt. Soul (emotional, memories): The soul needs an emotional connection to the memories created and the legacy left.

Application of ICT for the promotion of tourist destinations

13 June 2019

Main topics with focus on skills improvement were: Definition of e-marketing, The main features / advantages and disadvantages of e-marketing, Standard and extended marketing mix

Quality network location features, Promotion and sale of tourist products and services over the Internet, New trends in tourism e-marketing. The biggest interest among participants was on Promotion and sale of tourist products and services over the Internet, as a topic which is having an instant effect on economic viability. Therefore most of the workshop was focused on how to range of product and service mix offered to customers; how the product will be made available to consumers in the market, selection

of distribution channels, and partners. Also high value was added to developing human resources plans and strategies to support positive interactions between hosts and guests in means of e-space.

Programming: customer-oriented activities (special events, festivals, or special activities) designed to increase customer spending or length of stay, or to add to the appeal of packages. Alos great emphasis was on gathering physical evidence: ways in which businesses can demonstrate their marketing claims and customers can document their experience such as stories, reviews, blog posts, or in-location signage and components.

How to use mobile technology and e-marketing as a strategic advantage?

13 June 2019

Aim of this seminar was improving personal skills in area of: Mobile web and mobile applications, Social media, UGC, QR codes, AR, carrier technology, etc. Focus was also on the status of the Croatia on-line tourist market and improvement of its position, as well on benefits of SEO optimization and PPC marketing. Main skills participants showed interest in development were on social media marketing, trough fast and quality communication.

Additionally, customer success representatives should be intentional with their company's social media interactions. Social media can serve as a social listening tool to find out information about guests. Are they visiting for an anniversary or a special occasion? **Listening to customers through social media can help brand create an exceptional experience that is sure to delight guests.**

Creating Sustainable Tourism through Innovation and Interpretation

14 June 2019

During the seminar main issues of management of attractions (basic tourism resources) were discussed and solved:

- Type of attraction?
- Attraction attractions?
- What is the value of attraction?
- Who controls the attraction?
- Status of use

As well as visitor management issues in the form of creating a sustainable tourism product:

- Target market segments - who?
- Organized or individual tours?
- Announcement of a visit?
- Apply for a visit or encourage donations?
- Limited access to cars - an alternative?
- Interpretation - guides, interpretive boards, 'my guide' with the printed material?
- Visitor Centre, yes or no?
- Distribution of information?



Networking suggestions: South Dalmatia case





South Dalmatia Region, represented by LAG5, implemented different approaches and techniques to foster networking. Here you can find some suggestions listed per meeting.

Destination Management - tasks and opportunities

6 June 2019

Destination management is a process of continuous communication between stakeholders, coordination of activities in the input of different stakeholders and their harmonization over development activities, therefore main effort of this seminar was on harmonization of stakeholders groups development aims and needs. Where the exercises were based on the workshops were:

- Co-ordination of interest groups in the destination
- Planning tourism
- Facilitating the development of tourism products / offers (eg market information, education)
- Management of part of tourist offer

Creativity and quality as determinants of tourism development

7 June 2019

The focus of this topic was to find out the importance of local community connectivity and the need of tourists to improve quality through cooperation and knowledge exchange. Expectations vary from segment to segment. Therefore, we need to know which guests we are addressing. To know this, we need to have an idea of what our tourism resources are and what we offer. Product mix takes into account 'trendy

products' (... vacation is still the main motive of travel, although there is a shift in the interests of cities, culture, gastronomy, health and recreation ...), but also valorizes the resources of the area.

The production mix is complementary, the contents of one product are important in the other (eg in nautical tourism it is a very important aspect of eno-gastronomy).

Application of ICT for the promotion of tourist destinations

13 June 2019

The emphasis of the seminar was on learning the common features of the offer that are reflected in ICT, thus determining the destiny of the destination. It is clear that the Internet is an increasingly important source of information on the destination, with the most used social media, especially for distant broadcasting markets. Tourists residing in the Dubrovnik-Neretva County use the Internet as a

source of information on the destination, with a great emphasis on harmonizing and increasing the quality of content on the DMO's web site and other web sites, such as: accommodation and other catering establishments, associations, cities and municipalities, with the aim of creating quality promotion and availability of information.

How to use mobile technology and e-marketing as a strategic advantage?

13 June 2019

The aim of the seminar was to establish responsibility for the use of the Internet and WEB 2.0 technology for the promotion of a tourist destination through the implementation of various contents. The emphasis was on implementation:

- "Mash-up" and User-Generated Content (UGC)
- Mobile Web and Mobile Applications (RWD)
- Using QR Codes, Extended Reality Technology (AR)
- Using GPS satellite navigation in destination marketing
- Using IPTV technology in destination marketing
- "Wearables" (carrier technology)
- "Heat mapping"
- "Big data"

Creating Sustainable Tourism through Innovation and Interpretation

14 June 2019

In view of increasing stakeholder cooperation through the development of sustainable products, it was necessary to look at the basic elements of cooperation:

- Responsibilities in the form of long-term development
- Determining a realistic state, on which it can be more effective (concessions and the like)

- Coordinators of development activities
- Direction of tourist demand

Also, great emphasis is placed on the interpretation as a basic technique for visitors, which is of particular importance for the continuous creative and technical cooperation of all involved in the process.

Recommendations for networking

Networking and stakeholder collaboration are important in all aspects of business activities. However, in the development of sustainable tourism products is extremely important. Without the good cooperation between the various public and private sector stakeholders in the destination tourist offer can not be created. Networking is a vital component for the tourism destination development. **There for we suggest a forming of network based on communication via online platform and wide mailing list.**

There are many benefits from networking. For example, these benefits are: strength connections and helping one another in finding opportunities to develop innovative products, getting fresh ideas, because network can be an source for new perspectives an ideas. A wide network means broader access to new and valuable information for included stakeholders. It is also important to highlight that from different stakeholder means different perspectives. Exchanging the information's sometimes can contribute to understanding the local specifics and differences. The point of networking in tourism is to develop professional relationships, sharing ideas and helping, but also to stimulate and accelerate tourism development in a way that is sustainable in the long term.

Furthermore, interaction between stakeholders leads to an increase in knowledge, because involving more people and organizations creates 'spiral' of knowledge. The network is especially useful for 'small' organizations because membership allows them access to the necessary information and knowledge. Finally, the main advantage of the network is to create synergy.

There are many different ways to improve networking and cooperation among stakeholders. One of the forms is create a formal stakeholders group/body that would include key stakeholder representatives from each country. This formal group could develop a plan of activities to strength cooperation of stake-

holders. Some of these activities could be: creation of web portal (B2B) for the entire network with bases of all stakeholders with examples of good practices, current workshops, addresses, etc. Then it would be useful to organize an annual scientific-practical conference. The conference would serve to present network activities, exchange of ideas and projects implemented in the member states, strengthening cooperation and sharing ideas. To strengthen the network, it is necessary to promote the network and to continuously inform members of the benefits of active participation in the network. It is also a task of a specially formed body responsible for the network.

Informal forms of cooperation are relating to all the occasional activities that the stakeholders take for the purpose of co-operation. These are field trips and meetings, communication through various social networks, etc. This co-operation takes place occasionally, can be between two or more network participants,

“Networking is a vital component for the tourism destination development. There for we suggest a forming of network based on communication via online platform and wide mailing list”

may be between public and private sectors, both public and public or private and private. The network develops depending on the needs of the member. As a product of workshops some main conclusions have been made:

- One of the main tasks of DMO's is to promote destination and tourism products. For that DMO use different offline and online activities. They are also responsible for official destination promotion sites. These web sites are aimed at end-customers, but also can include a part intended for the business community (B2B).
- The DMO can encourage other stakeholders to promote tourist attractions and tourism products. This can be through the sharing of their promotional materials, brochures, leaflets and the like. Further, this can be through linking the DMO website links to the official website of other stakeholders
- Involving the project management office (PMO) in the process should make continuous communication between partners and stakeholders vital. PMO plays or should play an important role in managing project knowledge in organizations. This issue is especially challenging if we want to identify and capture the knowledge which is in the possession of individuals and is the result of their experience. On the other hand, even if we fill the data repository with, for example, the outsourced standards, there are other types of difficulties connected with transferring this codified knowledge into the designated places. Therefore, having a standardized job task for the PMO is of utmost importance.

“The network is especially useful for ‘small’ organizations because membership allows them access to the necessary information and knowledge. Finally, the main advantage of the network is to create synergy”

- Organizing webinars (and its recording) to disseminate the possibilities of using the platform to share knowledge and experience. It is very important to introduce stakeholders which are not project partners on webinar to show the possibilities for all stakeholders' levels. Emphasis of the webinar should be on a newsfeed where stakeholders can post links to uploaded documents, links to other sites, photos and photo galleries, infographics and plain text posts, and are able to comment underneath each post.
- Since it is in the long-term interest of the project to acquire new knowledge of stakeholders, it is important to devise a way to motivate stakeholders to invest their time into networking. Sharing of experiences, best practices, ideas and the like is a process that requires time, and so it is important to see the benefits resulting from these activities. Therefore, it is necessary to allow the reward of those who do it. One way is to give stakeholders, who upload their documents, case studies, business practices and the like into the repository, visibility to wider public through web site of the project.



Design future scenario: Veneto Region case





Po and its Delta



Data driven

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Digital driven

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Data driven

Destination experiences and needs

As planned in the context of the STPV, the Region has started the path for the establishment of the federated regional tourist Observatory, which is taking shape as a “knowledge square”. A place where the information produced by the different subjects, starting from the Universities, the Region, the Chambers of Commerce, meet and exchange.

In this phase the information will flow into the platform developed within the BLUTOURSYSTEM project and the destinations, with the tourist operators as well, are helping to define the contents being able to make available any data already collected or highlighting the topics of interest.

Regarding the need to define together with the operators which might be the themes to be integrated/implemented within the Observatory, in the first instance the following aspects have emerged, also in consideration of the path just started by the DMO:

1. We are in “search” of information able to guide the planning and to direct investments based on the economic value and the effects on the territory.
2. And at the same time there is the need to involve businesses more, even through the production and dissemination of data.
3. In general, the need emerged for tourist operators to better understand which data can be

produced and disseminated, and above all which useful information can be obtained.

Specifically, the data that you would like to have in order to affect the planning and construction of new sustainable products range from:

- the awareness and reputation of the Delta destination and how it is perceived outside;
- any tautology between the term “Delta” and the Po Delta;
- trend data and insights on nature tourism;
- in-depth studies on specific niches such as archaeology;
- data relating to events and their impact (economic and environmental);
- in-depth analysis of mobility starting from the means of transport used to reach the area and to move inside.

In the logic of the Federated Observatory it is then essential to work to identify the data integration methods and the platforms that are being developed in different projects.

	DMO PO AND ITS DELTA	
	WHAT IS BEING DONE	WHAT WOULD BE USEFUL
<p>Conventional data Know the trend of tourism through the data provided by hotel and non-hotel accommodation facilities</p>	arrivals and overnights collection	historical data for motivational product
<p>Destination Brand Knowing how to respond to the existence and value in terms of awareness, evaluation, desire and satisfaction of the destination tourist brand</p>	Tour River survey	awareness and perception
<p>Reviews/reputation To manage the reputation and improve the tourist's experience, knowing in real time where they come from, what they are looking for and what aspects they would improve in relation to single structures, museums, restaurants and other services</p>		monitoring of reviews
<p>Site analytics and social media analytics To find out what happens around the website and the destination's social networks and check the “traffic” to spot any potential discussions about it, about its competitors and the topics of greatest interest that generate web traffic</p>	Google analytics	analysis extension

<p>Business survey</p> <p>Knowing companies, knowing how they go, finding common elements to face the market and to find common solutions to problems</p>		more or less periodic surveys
<p>Surveys on tourists at companies</p> <p>Who they are, where they come from, what they look for in the territory, how they move, what they buy, how they evaluate the experience</p>		questionnaires distribution
<p>Surveys on tourists/hikers info-point and attractors</p> <p>Who they are, where they come from, where they sleep, what they look for in the area, how they move, what they buy, how they evaluate the experience</p>		questionnaires distribution (events + transports)
<p>Surveys on residents</p> <p>Listen to the voice of the inhabitants of the destination to know how they see themselves, what they recognize about the destination (comparison between internal and external perception). And to measure their sentiment in relation to tourism, their expectations, the problems generated, to share and plan a sustainable destination.</p>		qualitative and quantitative surveys
<p>Comparison/competition with similar destinations</p> <p>(by size and/or type)</p>		comparative analysis with similar areas



Digital driven

Monitoring tools and benchmarks

The spread of digital tourism in recent years has determined a transformation in the management and especially in the marketing of hospitality businesses that currently find themselves having to manage different distribution channels, which have joined the traditional off-line channels. The multiplication of online channels has favoured both the diffusion of channel manager software that needs to be integrated, and tools able to keep the operator and/or operator networks constantly updated in relation to the activity trends (reservations, revenues, etc.).

During the seminars held in destination Po and its Delta two instruments were presented:

- the first is H-BENCHMARK, a tool that allows you to analyse the trend of bookings and revenues in a destination in real time through the continuous reading of accommodation management systems. The system is particularly suitable for hotels and campsites. It can be used in any area/destination as evidenced by the fact that it is widespread in various and important destinations (i.e. Milan or Trentino), as well as in some destinations in the Veneto region.
- the second IDA allows small businesses, in

particular non-hotel businesses, to manage the bureaucratic procedures that consist of reporting guests to the State Police, the payment of the city tax to the Municipalities and the communication of statistical data through a single software to the bodies in charge.

Beyond the interest shown by the participants, an important aspect emerged is how the DMO or local administrations can stimulate/favour the acquisition of software by companies, even with ad hoc investments.

Management of the tourist destination

The Veneto Region is promoting the dissemination of DMS through the Feratel application, in the context of destinations, business networks and product clubs in order to make information distribution, promotion and marketing increasingly effective.

The DMS is a primary lever in terms of the organization of destinations, and the relationship between public and private and between public subjects, also in relation to the three macro-areas that it covers and which concern information, events, and tourist proposals.





Caorle



Data driven

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Digital driven

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Data driven

Destination experiences and needs

As planned in the context of the STPV, the Region has started the path for the establishment of the federated regional tourist Observatory, which is taking shape as a “knowledge square”. A place where the information produced by the different subjects, starting from the Universities, the Region, the Chambers of Commerce, meet and exchange.

In this phase the information will flow into the platform developed within the BLUTOURSYSTEM project and the destinations, with the tourist operators as well, are helping to define the contents being able to make available any data already collected or highlighting the topics of interest.

Starting from the presentation of the dashboard, the participants showed an interest in having updated and meaningful data for the destination starting from the analysis of the reviews, for which an in-depth explanation on their validity was requested.

Regarding the need to define together with the operators what the themes to integrate/implement within the Observatory might be, the following aspects emerged to be investigated:

- on current tourists: to understand if the destination is now able to attract new targets and new markets, to know the reasons for understanding how they book;
- on potential tourists: to learn about the new trends that characterize tourism demand, and to identify new markets;
- regarding specific products: to properly orient investments on hospitality;
- on the destination image and perception: to define the destination positioning and orient the offer.

	DMO CAORLE	
	WHAT IS BEING DONE	WHAT WOULD BE USEFUL
<p>Conventional data Know the trend of tourism through the data provided by hotel and non-hotel accommodation facilities</p>	arrivals and overnights assessment	medium-long term trend to define the stage in the product life cycle
<p>Destination Brand Knowing how to respond to the existence and value in terms of awareness, evaluation, desire and satisfaction of the destination tourist brand</p>		awareness and perception analysis
<p>Reviews/reputation To manage the reputation and improve the tourist's experience, knowing in real time where they come from, what they are looking for and what aspects they would improve in relation to single structures, museums, restaurants and other services</p>		monitoring of reviews
<p>Site analytics and social media analytics To find out what happens around the website and the destination's social networks and check the "traffic" to spot any potential discussions about it, about its competitors and the topics of greatest interest that generate web traffic</p>		monitoring of local websites
<p>Business survey Knowing companies, knowing how they go, finding common elements to face the market and to find common solutions to problems</p>	Confcommercio Caorle summer results	Hotelbenchmark repeating survey
<p>Surveys on tourists at companies Who they are, where they come from, what they look for in the territory, how they move, what they buy, how they evaluate the experience</p>		a short common questionnaire for all the accommodations
<p>Surveys on tourists/hikers info-point and attractors Who they are, where they come from, where they sleep, what they look for in the area, how they move, what they buy, how they evaluate the experience</p>	Rileva Caorle (beaches)	short questionnaires distribution
<p>Surveys on residents Listen to the voice of the inhabitants of the destination to know how they see themselves, what they recognize about the destination (comparison between internal and external perception). And to measure their sentiment in relation to tourism, their expectations, the problems generated, to share and plan a sustainable destination.</p>		qualitative survey
<p>Comparison/competition with similar destinations (by size and/or type)</p>		identification of comparable destinations and evaluation dashboard



Digital driven

Monitoring tools and benchmarks

The spread of digital tourism in recent years has determined a transformation in the management and especially in the marketing of hospitality businesses that currently find themselves having to manage different distribution channels, which have joined the traditional off-line channels. The multiplication of online channels has favoured both the diffusion of channel manager software that needs to be integrated, and tools able to keep the operator and/or operator networks constantly updated in relation to the activity trends (reservations, revenues, etc.).

During the seminars held in destination Caorle two instruments were presented:

- the first is **H-BENCHMARK**, a tool that allows you to analyse the trend of bookings and revenues in a destination in real time through the continuous reading of accommodation management systems. The system is particularly suitable for hotels and campsites. It can be used in any area/destination as evidenced by the fact that it is widespread in various and important destinations (i.e. Milan or Trentino), as well as in some destinations in the Veneto region.

It is, as emerged during the seminar with the operators, a virtual place "where real things are told" as between a group of friends at the bar. In fact, the system is based on the real data of what happens in the accommodation facilities in relation to reservations and sales by channel and it constantly returns a correct, even forecast and predictive framework.

An ad hoc processing on Caorle returns a rather traditional profile of the destination:

- it does not adopt flexibility in presenting itself on the market;
- reservations take place well in advance (typical of the classic seaside product);
- it is still not oriented towards product innovation.

Indications that can be the basis of actions to change the status quo and increase the competitiveness of the companies, diversifying and integrating more the offer, currently overall concentrated on the summer period (suffice it to say that 90% of the overnights in a year is concentrated in the period June-September).

- the second **CONNECTIS** allows small businesses, in particular non-hotel businesses, to manage through a single software the bureaucratic obligations that consist in the complaint of the guests to the State Police, the payment of the city tax to the Municipalities, and the communication of the statistical data to the bodies in charge.

In the case of Caorle the system has already been adopted by the destination and it is spreading thanks to its usefulness both for operators and for the public body.

In the first case, in fact, the tool allows -in addition to the functions already listed aimed at companies- to perform a management control by cost center and therefore to analyse the tourist flows and above all the economic results for services, and therefore for example to distinguish between beach property revenues from congressional ones or restaurant ones and so on.

For public bodies, on the other hand, the comparison between the communications received and other online and off-line tools makes it possible to intervene in cases of illegal activity. It is for example the case of structures that have a "sign" in commercial or sharing portals, but do not yet pay the city tax.

Among the ideas/requests of the participants that emerged during the seminar, the one related to the channel managers of the accommodations: it might be made an agreement of "affiliation" with them and make them compatible with those of the OLTA. This topic is directly related to the regional DMS.

Management of the tourist destination

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The DMS is a primary lever in terms of the organization of destinations, and the relationship between public and private and between public subjects, also in relation to the three macro-areas that it covers and which concern information, events, and tourist proposals.

Caorle was the first destination to use the DMS.







Venetian lagoon



Data driven

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Digital driven

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Data driven

Destination experiences and needs

As planned in the context of the STPV, the Region has started the path for the establishment of the federated regional tourist Observatory, which is taking shape as a “knowledge square”. A place where the information produced by the different subjects, starting from the Universities, the Region, the Chambers of Commerce, meet and exchange.

In this phase the information will flow into the platform developed within the BLUTOURSYSTEM project and the destinations, with the tourist operators as well, are helping to define the contents being able to make available any data already collected or highlighting the topics of interest.

Regarding the need to define together with the operators which might be the themes to be integrated/implemented within the Observatory, several elements have emerged, also in consideration of the path just started by the DMO:

It is necessary to start from the definition of Lagoon and its attractiveness on the market. No studies are available on what “Lagoon” means in terms of notori-

ety and image, or what the lagoon is associated with.

A second aspect is related to the measurement of the tourism sustainability in the destination and to the monitoring tools useful to support the planning and management of the destination.

Everything develops starting from the carrying capacity of the Lagoon, and therefore how much it can bear in terms of overnights, especially linked to daily hiking.

But we also need to expand to other aspects of sustainability, such as socio-cultural economic. The Observatory can be the place where “mutually” exchange useful and necessary information for the construction of indicators, such as those outlined by ETIS (European Tourism Indicators System) for sustainable destination management.

A further need is to better understand who the tourists are, starting from the current ones, but also those who are potentially interested in a different use than the one that characterizes the area today, linked to a greater awareness of what it is the territory and what it can offer differently than the context in which it is located (especially related to Venice).

	DMO VENETIAN LAGOON	
	WHAT IS BEING DONE	WHAT WOULD BE USEFUL
<p>Conventional data</p> <p>Know the trend of tourism through the data provided by hotel and non-hotel accommodation facilities</p>	arrivals and overnights collection	historical data for motivational product
<p>Destination Brand</p> <p>Knowing how to respond to the existence and value in terms of awareness, evaluation, desire and satisfaction of the destination tourist brand</p>		awareness and perception
<p>Reviews /reputation</p> <p>To manage the reputation and improve the tourist’s experience, knowing in real time where they come from, what they are looking for and what aspects they would improve in relation to single structures, museums, restaurants and other services</p>		monitoring of reviews
<p>Site analytics and social media analytics</p> <p>To find out what happens around the website and the destination’s social networks and check the “traffic” to spot any potential discussions about it, about its competitors and the topics of greatest interest that generate web traffic</p>		Google analytics
<p>Business survey</p> <p>Knowing companies, knowing how they go, finding common elements to face the market and to find common solutions to problems</p>		more or less periodic surveys
<p>Surveys on tourists at companies</p> <p>Who they are, where they come from, what they look for in the territory, how they move, what they buy, how they evaluate the experience</p>		questionnaires distribution

<p>Surveys on tourists/hikers info-point and attractors Who they are, where they come from, where they sleep, what they look for in the area, how they move, what they buy, how they evaluate the experience</p>		questionnaires distribution (events + transports)
<p>Surveys on residents Listen to the voice of the inhabitants of the destination to know how they see themselves, what they recognize about the destination (comparison between internal and external perception). And to measure their sentiment in relation to tourism, their expectations, the problems generated, to share and plan a sustainable destination</p>		qualitative – quantitative surveys
<p>Comparison/competition with similar destinations (by size and/or type)</p>		comparative analysis with similar areas (“the lagoons?”)



Digital driven

Monitoring tools and benchmarks

The spread of digital tourism in recent years has determined a transformation in the management and especially in the marketing of hospitality businesses that currently find themselves having to manage different distribution channels, which have joined the traditional off-line channels. The multiplication of online channels has favoured both the diffusion of channel manager software that needs to be integrated, and tools able to keep the operator and/or operator networks constantly updated in relation to the activity trends (reservations, revenues, etc.).

During the seminars held in destination Lagoon two instruments were presented:

- the first is **H-BENCHMARK**, a tool that allows you to analyse the trend of bookings and revenues in a destination in real time through the continuous reading of accommodation management systems. The system is particularly suitable for hotels and campsites. It can be used in any area/destination as evidenced by the fact that it is widespread in various and important destinations (i.e. Milan or Trentino), as well as in some destinations in the Veneto region.
- the second **IDA** allows small businesses, in particular non-hotel businesses, to manage the bureaucratic procedures that consist of reporting guests to the State Police, the payment of the city tax to the Municipalities and the communication of statistical data through a single software to the bodies in charge.

Considering the minority presence of hospitality businesses compared to the overall number of par-

ticipants in the seminars, the interest of the Lagoon operators in the tools presented was in any case significant. Especially in terms of the destination itself and not of the associates. The spread of these tools represents an element of growth of the broader context and a useful support for sustainable management, including tackling the fight against unregulated activities.

Management of the tourist destination

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The DMS is a primary lever in terms of the organization of destinations, and the relationship between public and private and between public subjects, also in relation to the three macro-areas that it covers and which concern information, events, and tourist proposals.

The system can become the “encouraging” tool to support the management of the Lagoon destination. Starting from the networking of information and events that are characterized by their sustainability, highlighting them compared to the others, coming from the different areas and DMOs that exist in the area of the Lagoon.

In the same way the destination through the DMS could “showcase” its products, choosing and selecting them, thus also responding to the need expressed by the operators to “show off” and make their sustainability recognized.





Euganean spa and hills



Data driven

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Digital driven

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Data driven

Destination experiences and needs

That of the district of Abano Montegrotto and the Euganean Hills is certainly not an ordinary destination, nor easily assimilable to others that even in Veneto have greater characteristics of homogeneity among them.

In particular, it is perhaps the first (and currently the only) Veneto destination to have faced - in analogy with the other Italian thermal realities - a phase of maturity of its product, in particular in the face of the decline in the curative demand assisted by public Italian Healthcare.

But, also, one of the few destinations to have faced this phase, for others traumatic and fatal, with a strong public-private push to re-launch the territorial values on the one hand, and to a diversification of product that respects tradition and yet is attentive to general trends of the market, which is perfectly condensed in the current definition "The largest area of preventive health in Europe", which integrates, covers and interprets the traditional spa vocation in an evolutionary way.

On the other hand, the international vocation ("mitteleuropean" would be precise) has always been one of the connotations of the geographic positioning of the area, just as other similar realities were concentrating and turning -perhaps even in a "guilty way"- on local dimensions and proximity.

This introduction is essential to better understand how the cognitive needs expressed by this destination appear on the one hand more sophisticated and on the other more aware of the current market conditions, especially in terms of profiles of demand.

Also related to this case, as is known, the Veneto Region, concretely applying its Strategic Tourism Plan, has started the path for the constitution of the federated regional tourist Observatory, which is taking shape as a "knowledge square". A goal-place in which the information produced by the different subjects, starting from the Universities, the Region, the Chambers of Commerce, can be met, compared, exchanged.

In this phase the information will flow into the platform developed within the BLUTOURSYSTEM project and the destinations, with the tourist operators as well, are helping to define the contents being able to make available any data already collected or highlighting the topics of interest.

And it is precisely in the direction of the ever greater understanding of the dynamics of demand that the collective reflection has developed, which has mainly focused around an observation:

- on the one hand we know with some precision the history, even remote, of the tourist demand ("how much was sold" and "who bought it")
- on the other hand, attention must be constantly paid on the "customer journey" ("what do they know about us?", "What do they think about?", "What do they buy?", "What would they like more or different? ", "How do they talk about us? ", etc.)
- and all this must make reference to the general economic and value trends of demand (for example: impasse of meeting industry and business tourism, global megatrend towards green and slow tourism, attention to lifestyles and holistic well-being that prevails over symptomatic and curative medicine, demand for fast transport to reach and access to slow media and local use

Starting from the presentation of the total dashboard (the Observatory model named "MA.DE.") the participants showed interest in having updated and meaningful data for the destination starting from the analysis of the reviews precisely as a final and privileged component of the "Customer journey", for which an in-depth analysis was requested on their validity, and a comparison between the various destinations in some way homogeneous or similar.

Regarding to the need to define with the operators what could be the themes to be integrated/implemented within the Observatory, the request/need for fast and up-to-date tools was expressed rather than waiting for data that might be more complete but always somewhat delayed. The following aspects to be investigated also emerged:

- **on current tourists:** to understand if the destination is now able to attract new targets and new markets, to know the reasons, build/rebuild a sort of "emotional map" of the territory, to understand how they book. A data mining activity was also prefigured relative to the cards collected regularly by the thermal establishments, which contain various data of tourist interest.
- **on potential tourists:** to learn about the new trends that characterize tourism demand ("what do you from me?"), and to identify new markets.
- **regarding specific products:** to properly orient investments on hospitality. In particular the enormous potential of identity, authenticity and underlying biodiversity still contained and unexpressed by the rural world has been reported, a real reserve of new narratives and new potential experiences suitable to meet the latent demand of "always new things to do ", perfectly in line with an aging demand that requires fullness and intensity, not just emptiness and relaxation.

- **on the destination image and perception (awareness, reputation, values and online related searches, etc.):** to define the destination positioning and orient the offer in the management of a "mirror-brand" that involves and maintains

aligned the dynamics of destination (representation and storytelling) with those of demand (perception and word of mouth).

	DMO EUGANEAN SPA AND HILLS	
	WHAT IS BEING DONE	WHAT WOULD BE USEFUL
<p>Conventional data Know the trend of tourism through the data provided by hotel and non-hotel accommodation facilities</p>	arrivals and overnights assessment	medium-long term trend to define the stage in the product life cycle
<p>Destination Brand Knowing how to respond to the existence and value in terms of awareness, evaluation, desire and satisfaction of the destination tourist brand</p>		awareness and perception analysis, related reputation and values
<p>Reviews /reputation To manage the reputation and improve the tourist's experience, knowing in real time where they come from, what they are looking for and what aspects they would improve in relation to single structures, museums, restaurants and other services</p>		monitoring of reviews also associated with different and new experiences
<p>Site analytics and social media analytics To find out what happens around the website and the destination's social networks and check the "traffic" to spot any potential discussions about it, about its competitors and the topics of greatest interest that generate web traffic</p>		monitoring of local websites
<p>Business survey Knowing companies, knowing how they go, finding common elements to face the market and to find common solutions to problems</p>		Hotelbenchmark repeating survey
<p>Surveys on tourists at companies Who they are, where they come from, what they look for in the territory, how they move, what they buy, how they evaluate the experience</p>		a short common questionnaire for all the accommodations
<p>Surveys on tourists/hikers info-point and attractors Who they are, where they come from, where they sleep, what they look for in the area, how they move, what they buy, how they evaluate the experience</p>	thermal establishments cards	short questionnaires distribution
<p>Surveys on residents Listen to the voice of the inhabitants of the destination to know how they see themselves, what they recognize about the destination (comparison between internal and external perception). And to measure their sentiment in relation to tourism, their expectations, the problems generated, to share and plan a sustainable destination.</p>		qualitative survey "Destination personality"
<p>Comparison/competition with similar destinations (by size and/or type)</p>		identification of comparable destinations and evaluation dashboard



Digital driven

Monitoring tools and benchmarks

The spread of digital tourism in recent years has determined a transformation in the management and especially in the marketing of hospitality businesses that currently find themselves having to manage different distribution channels, which have joined the traditional off-line channels.

The multiplication of online channels has favoured both the diffusion of channel manager software that needs to be integrated, and tools able to keep the operator and/or operator networks (Bike, Wine, Green, Wellness, etc.) constantly updated in relation to the activity trends (reservations, revenues, etc.).

During the seminars held in destination Euganean Spa and Hills two instruments were presented:

1. the first **H-BENCHMARK** deriving from a business unit supported by Veneto Sviluppo), is a tool that allows you to analyse the trend of bookings and revenues in a destination in real time through the continuous reading of accommodation management systems, allowing you to consider the destination as a single company. It can be used in any area/destination as evidenced by the fact that it is widespread in various and important destinations (i.e. Milan or Trentino), as well as in some destinations in the Veneto region.

It is, as emerged during the seminar with the operators, a virtual place "where real things are told" as between a group of friends at the bar. In fact, the system, based on the real data of what happens in the accommodation facilities in relation to reservations and sales by channel, constantly returns a correct, even forecast and predictive framework.

Information that can be the basis of actions to change the current situation and increase the competitiveness of the companies, diversifying and integrating more the offer, also concentrated on single punctual events (cultural, fair, sports, etc.), modulating at best the rates (certainly not only downwards), controlling the effectiveness of distribution channels, etc.

2. the second **IDA** allows small businesses, in particular non-hotel businesses, to manage the bureaucratic procedures that consist of reporting guests to the State Police, the payment of the city tax to the Municipalities and the communication of statistical data through a single software to the bodies in charge.

Beyond the interest shown by the participants, an important aspect emerged is how the DMO or local administrations can stimulate/favour the acquisition of software by companies, even with ad hoc investments.

Management of the tourist destination

The Veneto Region is promoting the dissemination of the DMS through the **FERATEL** application, in both destinations and business networks and product clubs, in order to make information distribution, promotion and marketing ever more effective.

The DMS is a primary lever in terms of the organization of destinations, and the relationship between public and private and between public subjects, also in relation to the three macro-areas that it covers and which concern information, events, and tourist proposals.

The system has already been adopted by some Regions (Abruzzo, Trentino) and destinations also in Veneto (such as Caorle) and it is spreading thanks to its usefulness both related to operators and the public body.



