I-Archeo.S. - Integrated System of the Natural and Cultural Heritage and the Cultural Activities

PRIORITY AXIS 3 "ENVIRONMENT AND CULTURAL HERITAGE"

Specific objective 3.1 "Make natural and cultural heritage a leverage for sustainable and more balanced territorial development"

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EUROPEAN UNION

HUMAN RESOURCES ENHANCEMENT STRATEGY PLAN

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The territorial map

The project “I-Archeo.S.” focuses upon the creation and implementation of a shared platform aimed at enhancing, strengthening, monitoring and developing cultural tourism in both sides of the Adriatic Sea, specifically in Croatia and Italy involving three municipal administrations (Croatia) and three regional administrations (Italy). Of course the core of each partner is not coinciding with its formal territory, since a multidimensional network of connections is at stake in order for identity, landscape, built and crafted as well as intangible heritage, material culture, traditions, and creativity to be effectively offered to local and international tourism.

Site-specific values

The project moves along a delicate balance: on one hand the attraction of tourists must be based upon specific features of each area, which does not imply a closed narrative approach, but needs to avoid any temptations of copying-and-pasting from successful tourism experiences re-corded anywhere else. Until competitive tourism ends up to fall in the trap of imitation, attracting mass tourists whose content indifference and search for comfortable stays clearly prevails upon the inclination to explore, discover, appraise and share unique identities related to specific space and time factors.

Adriatic koiné

On the other hand the localisation of partners in an area endowed with common history, and with material, commercial, cultural, and atmospheric exchanges, requires for both tourism supply and demand the valuable option of tracking the shared, cross-fertilised and hybrid elements that may allow us to talk of ‘Adriatic culture’. Also due to the indefinite and long flows of soldiers, merchants, explorers, artists, and manufactures Croatia and Italy can easily emphasize their common language, allowing residents and voyagers to observe more easily, interpret more clearly, and enjoy more intensively the cultural treasures of the areas at stake.

Creative tourism

Knowledge-based tourism faces a twofold demand, on the part of both strongly motivated tourists and curious visitors ready to new experiences. Creative tourism must not alter local resources , but also must anticipate the desires of ‘explorers’. Creative tourism should therefore be made consistent within the overall tourism offer, along the following lines: a) creative tour-ism is a possible development for destinations, being based upon specifities; b) management of creative tourism requires managerial creativity; c) creative tourism can upgrade the existing tourism offer; d) creativity stimulates local economy; e) external influences are negative.

The framework: tourism and culture in the emerging paradigm

Trends

Experts agree on the positive trend that tourism will experience in the coming years. Diffused information, intensive communication, the slow but solid passage from dimensional ownership to symbolic access are among the multiple sources of growth for the tourism industry all over the world. Although many differences (income, access to services, analogic and digital alphabetisation) are not being reduced and inequalities appear to be the prevailing symptom of a changing society, tourism will grow possibly being located in a higher rank within the range of consumption choices on the part of many various individuals and groups.

Changes

The growth of tourism, and of its cultural orientation, will necessarily affect the existing tourism industry as a whole, since many orientations and actions will likely change in a radical way. Characterised by mass excursions until a few years ago, tourism is growingly aim at a different and perhaps unexpected style, whose main features are: a) experience; b) relationship; c) personalisation. In such a way an expanding cohort of intentional travellers will gradually substitute the mass tourists whose only effort is to be present in a trip crafted and managed by professional organisations within cloned and iterative protocols.

Emphasis

Such a crucial change may elicit fears and worries in many territorial organisations and institutions including municipal and regional administrations, traditionally satisfied with the high dimensions of seasonal tourism also on the basis of its monetary fallout being generated in the area. Nevertheless, figures could prove tricky if not properly interpreted: mass tourism can generate a high, predictable and regular revenue for an area, but its protocols end up to drain its distributional width, simply concentrating its recipients among a restricted club of traders able to grant access to the hordes of visitors.

Limits

In short, the overall perception is that of a successful activity, whose only effort is to provide tourists with a standard, comfortable, predictable entertainment combining souvenirs, cheap food, some monumental itineraries and some performing arts show specifically crafted for quick and greedy tourists. A more detailed analysis would emphasize the absolute indifference of the local community to tourism revenues, and the symmetrical burden generated by the widespread costs of congestion, consisting in a very limited enjoyment of time and space on the part of residents, and in the related growth of the monetary costs of managing the invasion.

Orientations

The emerging army of tourists is likely to prefer a more relaxed experience, in which the above listed features can be effectively pursued in small groups spending a short or long period within a lively urban community, sharing its places, times and styles, being 'embedded' in the ordinary breath of an area and combining various experiences with no established conventional hierarchy. The emerging traveller does not look for souvenirs, and prefers to bring home signs of local culture such as creative intuitions (music, literature, handicrafts), material habits (kitchen utensils, recipes, ingredients), site-specific objects (visual arts, textiles, symbols).

Products, methods, contents

Evasion

The main change occurring in the passage from mass tourism to experience travelling is related to the nature, dimensions, and contents of tourist core product: what do people buy when they travel? This was a simple issue in the iconic years. Travelling was like evading from an unliked routine, and idiomatic statements such as "I switch off the energy", or "I recharge the batteries" were clearly focusing upon the binary separation between working life and holidays. The most evident symbol of such a view was the 'Club Med', where everything was pleasurably un-realistic, and evasion from duties, constraints and rules was granted.

Discovery

In the digital years a totally different approach to travelling has been gradually but firmly consolidated, putting the pursuit for sharing knowledge, experience and even fun at the top of the hierarchy. Contemporary travellers seem to have substituted evasion with discovery: the main orientation which the selection of the place is based upon appears to be an unknown area, where living within the territorial community is the source of unfungible value. This explains why we discuss and browse quite a lot before deciding, and come back home, as noted above, with many various objects representing the culture and the style of the visited place.

Conventions

Conventional tourism lays in the middle, and is going to fade progressively. The radical change from a pre-cooked conventional tourism based upon itineraries, and a personally crafted experience based upon a multiple discovery exerts an important impact on the whole tourism industry, and ends up requiring a different approach on the part of public administrations (specifically, regional and municipal institutions) in order for territorial infrastructures, channels of communication, creative and productive networks, and human capital training and regulations to be consistently tuned to the complex needs of such a new protocol.

Itineraries

The logic lying behind itineraries is quite simple and comfortable. It simply identifies the most attractive places (buildings, monuments, urban spaces, thematic trade, etc.) that can stimulate tourists to spend time, assess their presence (it used to happen also in pre-selfie times), and spend their money. Not only itineraries end up to pack tourist flows in areas where highbrow trade and cheap souvenirs and merchandising are concentrated, they also apply the same standardised approach to tourists belonging to different age brackets, income levels, education experiences and emotional/cognitive orientations: their specificities are drained.

Palimpsest

Such an intensive heterogeneity of tourists could be more effectively addressed, overcoming itineraries and developing a territorial palimpsest based upon a multidisciplinary combination of information, and a hypertextual narrative structure whereby the many site-specific features can be offered smoothly, respecting the local identity and avoiding any forced design of trails being compacted into one single mass flow. The benefits are evident: a) a wide range of small flows avoids congestion; b) heterogeneity of travellers spreads them in a wider territorial fabric; c) the varied orientation matches each traveller with a different bunch of goods and services; d) a smoother and more extensive distribution of revenues is granted; e) individual expenditure proves much closer to the threshold of willingness-to-pay.

The value of human resources: strategies

Islands

Tourism based upon an even distribution of narrative 'islands' in the territorial palimpsest should be based upon a complex strategy. First of all space management must be crafted as a whole, considering the network of material and digital connections among the various knots of urban fabric, possibly requiring some tailor-made public action: tax and fiscal incentives, free services, facilitated localisation of trade, grass-roots organisations and service providers. This could be strengthened by an inventory of neglected, misused or unused public buildings and spaces, whose utilisation could strongly improve the even diffusion of tourism supply.

Stories

Then a transparent but firm selection of useful services and activities should be pursued, in order for each area to become a narrative 'island' able to offer a generous stratification of elements aimed at encouraging the discovery of a multidimensional area: when food is being produced in an area also handicrafts can be directly connected with it (crates for wine, for example, dishes for local cooking, even pans or ovens for cooking), and certainly there are stories (legends, tales, literature, etc.) related to the technical, social and symbolic value of food in that area. In such a way the 'long tail' philosophy is consistent with the variety of knowledge.

Explorations

The ability of an area to offer such a complex and rich endowment of stories, artworks, handicrafts, experiences, and objects implies the indefinite opportunity to progressively enrich the amount and the value of the exploration which travellers engage in; in the same way the discovery trail can enjoy a longer horizon, starting from the past as the remote origin of the territorial identity, flowing along its development through the years, and also extracting value from con-temporary evolutions of the identity itself due to creative intuitions, new languages, site-specific artistic and cultural orientations.

Experience

According to recent research work present travellers look for unknown places (74%) whose discovery can enlarge individual endowment of experience, and for learning opportunities (67%) given by the way in which places offer their wide and multiple stratification of information including various forms of art, languages, material culture, objects and actions (the so-called intangible heritage). Such a rich option needs to be continuously monitored as far as its consistency and equilibrium are at stake: a multiple stratification of knowledge in its various languages may risk to lead to a sort of disneysation of a place.

Dialogues

Within the needed delicate and consistent approach to facilitating the extraction of value from territorial identity and culture a crucial issue is related to the combination of analogic and digital channels of expression, storytelling, communication and relationship. This does not imply any special effects aimed at surprising travellers and at capturing their curiosity; the goal of the strategy is to establish a consistent and intensive dialogue with each traveller, acknowledging their heterogeneity and their 'long tail' orientation. A cross-media stratification of information related to each place, building, monument, museum, theatre and landscape area is crucial in order for the desire of discovery to be encouraged and facilitated.

The value of human resources: skills and competences

Professionals

The passage from conventional itineraries to dialogic 'islands' requires a clear re-orientation in the offer of services, actions and mediations on the part of professionals devoted to tourism industry in each specific location. Within the conventional framework tourists are somewhat static and acritical, leaving every choice related to their experience to the organisers; in such a way the professionals employed play the role of coordinators, combining logistic supervision with content provision. Useless to emphasize that in such a framework contents are pre-cooked and uniformly conveyed to the groups as notions with a very limited critical orientation.

Dilemmas

Archaeologists, art historians and other experts are in some way forced to drain their knowledge and their passion in order for the message to be easily digestable on the part of varied tourists grouped together. Also times and styles of visits tend to be strandardised. Whatever the evaluation of such a binary trade-off between manageability on one hand, and subjective action on the other, the crucial element is represented by the drained willingness-to-pay due to the strong limits imposed upon tourist trails: each tourist faces the same options of doing, buying, exploring, and enjoying. The final amount spent is much less than it could be.

Versatility

In such a framework, where itineraries are enriched and transformed in hypertextual and cross-media 'islands' (we may define them 'clusters' or any other label pointing at a grape of multiple information), the needed professionals are certainly much more skilled and versatile than the conventional tourist guides or trade facilitators. Supply becomes a wide and varied range of knowledge combining historical, technical, aesthetic, social and anthropological areas: many values can be extracted by even a single building; if our focus is a territorial area possibly melting landscape and urban fabric, materials and handicrafts, past endowment and future orientation, then tourism professionals should aim at emphasizing the multiple features of each area.

Connections

From the demand perspective, such a rich and multidimensional supply allows (and invites) travellers to focus upon slices of a generous cake, selecting those components that they consider closer to their past experience, present investigation, and future desires. This implies that tourism professionals should be ready to react and counter-react in real time to any possible bunch of preferences showed by each single traveller, proving able to connect the various layers of value in a smooth and consistent way: for example, the shape of a building reveals connections with local natural resources, makers' know-how, the artistic inspiration, the symbolic needs of power, local conventions, legends, stories, and also with productive and trade features.

Skills

The needed professionals cannot limit the spectrum of their skills, competences and actions to specialised threads aimed at eliciting mono-thematic interest on the part of travellers. On the contrary, the emerging flows of travellers are used to move quite ecumenically among areas of knowledge, also due to the technical features of computers and the web, whose protocols are based upon random access memory and hypertextual discourse. Skills and competences, and hence training, should therefore emphasize the fertile option of connecting various areas of knowledge among themselves, in order for the value attained by travellers to be extracted through a realistic, pluralistic, multiple and possibly unconventional experience.

Sustainable destinations

Controlled experience?

Even experienced tourists prefer, to some extent, controlled experience. It's because most of the tourists will visit some specific destination no more that once because of a range of constraints including limited budget, tight time schedules and length of the overall visit, desires or inclinations of their travelmates. In such a respect the management of clusters should consider the option of some standardised experiences within each specific destination. The complex equilibrium of such an option is related to the compatibility and consistency of lazy and conventional action on one hand, and exploration and discovery on the other.

Sustainability

Strategic planning, management and decision-making within an area should involve a large number of stakeholders whose activities may strongly benefit from sustainable, long-lasting and self-multiplying success of tourism offer. As tourism is an extremely multidimensional phenomenon, its development requires the inclusion of all relevant areas and disciplines, as well as an integral multidisciplinary and multi-sectoral approach. In Croatia and Italy clusters should therefore involve many various local actors such as public institutions active in nature protection, schools of tourism and hospitality management, institutions supporting business.

Risks

The pursuit of sustainability in crafting tourism for the next years brings with it the risk to fall into the trap of attracting tourists with a presumably high and possibly acritical willingness-to-pay, which could generate a sort of monolithic territorial structure simply aimed at replicating some successful experiences related to a fading economic and social paradigm. Although mass tourism is not going to suddenly disappear, territories must be prepared to elaborating new trails where more versatile employment and more widespread added value can be generated due to a range of options for a heterogeneous and evolutionary emerging demand for experience.

Options

Considering what is being labelled as 'creative tourism' the prevailing orientation for next years, the shape and dynamics of offer should be defined by the growing demand for control over tourism choices on the part of travellers, who normally opt for a personalised trail, combining the general desire to appraise a territory as a whole experience with their individual demand for specialisation. The European market for tourism should therefore include: a) adventure trails such as cycling and diving; b) community-based tourism; c) culinary tourism; d) cultural or religious tourism; e) nature or wildlife tourism; f) wellness tourism.

Effectiveness

The wide range of possible options brings with it a further complexity, related to the irregular correspondence between the features of travellers on one hand, and the available options on the other. This implies that we cannot build a sectorial taxonomy of dedicated options for specific groups. The above listed options cross-combine with many kinds of travellers: a) senior, both n couples and in groups; b) disabled, both in families and in thematic groups; c) solitary; d) gay and lesbian; e) families with children and adolescents; f) single parents; g) millennials; h) territorial, thematic, some-age groups.

How to involve potential markets

The framework: general remarks

The European inbound tourism market is a traditional market, where competition is fierce. Geopolitical instability does not discourage travellers, especially the European one, but it influences their choice of destination. Emerging target groups and the search for exclusive, authentic, personalized and sustainable experiences create a demand for new products. Travellers are increasingly searching for unique, exclusive experiences that create lasting memories. This is especially the case for destination marketing organizations, 56% of which consider experiences to be “a vital part” of their destination marketing[1].

Part of this trend is an interest in authentic experiences in non-traditional destinations where travellers can interact with local people. For example an increasingly popular expression of this trend is creative tourism. This allows travellers to actively participate in courses and learning experiences characteristic to the destination. Activities can range from traditional cooking to dance, handicraft or artwork. Originally, creative tourists were mainly people who practiced a creative activity at home and extended this to their holiday. Now, however, tourists of various backgrounds increasingly add creative aspects to their trips. To successfully attract European travelers, you need a professional online presence.

Consumers and tourism businesses are highly informed, selective and often have extensive travel experience and is really important to find the right way to involve them. Most tourism businesses and tourists want to discover extraordinary places and have new experiences. The “specialty” is the Focus of an offer, because they are looking for something that is really special.

Tour operators often prefer doing business with groups of companies, rather than with a single company. The reason is that it can be a way for them to offer tourists a broader package. To make an offer more attractive, a tour operator, for example, may seek to combine different experiences and places in a single package. Offering a combination of places and experiences – or better, inviting tourists to put together their own combinations from a number of available options – can help to attract more business. Can be useful and attractive for your buyers to help operators that are involved in an itinerary to collaborate together so to present an itinerary as a collective with clear and flexible options for combining products and facilities. Therefore sharing facilities will not only expand the offer, it may also help to cut costs.

1 TrekkSoft research.

Normally tour operators want some sort of evidence that you are a serious player with a reliable offer. This is because for a tour operator a new tourism destination is always a risk. They are attracted by the “unknown” destination but they need also a certainty, that they are in good hands.

To raise your credibility and reliability could be useful to become a member of recognized tourism and business associations or to be supported from the chamber of commerce or the national tourism board. And if you really want to be reliable check the opportunity to be part of the European Tourism Association.

One of the most important things is communicate clearly and accurately, tour operators are attracted only by a well-structured product that states the pragmatism and seriousness of the proposal. It is also important to listen to their needs and wishes. Most buyers want immediate answers to any questions they may have. If they are interested they will most likely send various e-mails in a single day, to them is important to answer the same day or the day before. A slow or evasive and vague replay make buyers lose interest. Quick and clear replies, on the other hand, will be seen as a good basis for developing a healthy business relationship. It is important to be reachable 24/7, also during national holidays and answer at the telephone with a good English It is advantageous to well structure all phone calls and meetings.

Be honest about the capacity it possible to manage and know precisely how many tour operators, or tourists can be afforded prevents to louse quality and put reliability. It is better to be realistic about the infrastructure in your area and to not hide the potential dangers. Even if is the best product, if the tourists or Tour Operator are informed whit inappropriate info it's almost certain that the business gets lost. Not create false expectations but share the doubts. The more transparent you will be, the more your potential buyer will trust you.

The buyers must be involve in a business and professional relationship. In a face to face meeting it is possible to discuss about the product, share strengths and weaknesses, build a basis of trust. If the buyers is invited to visit the itinerary it is vital to take time for them, give them excellent treatment and provide them with a realistic understanding of what is the offer. Fairs also can be a perfect place to meet potential buyers, they must be contact not too in advance.

Prices and cost are a fundamental part of an itinerary. The first rule is to be transparent and to propose different pricing. Offering a single, all-in price will be another reason for him to avoid the offer. All-in pricing and lacks transparency limits the range of choices for operators and tourists. A basic offer should include a certain trip and basic accommodation, for instance. On top of that it is possible offer optional upgrades for extra fees. Make sure that payment methods are easy and convenient for inbound tourists.

How to attract potential customers

To attract the online presence is becoming increasingly important. Social media, review sites and blogs are key channels to communicate with your potential customers. Visual storytelling is an especially effective way to reach them. Social media have become main sources of travel information before, during and after a trip. Facebook, Instagram, Twitter, YouTube, blogs, forums and review sites play a major in travelers' planning. In fact, 83% of consumers trust earned media above all other forms of advertising. This makes User-Generated Content a must. In addition to helping companies generate more sales, social media can be a useful tool to manage customer relationships. For example, 31% of Swedish and 28% of Danish online travel bookings were mobile. Mobile bookings in Spain also soared from 23% to 29%. Some markets were lagging behind, however, such as Germany (15%) and Austria (17%).

Visual storytelling is becoming increasingly important, especially in the travel sector. A picture really is worth a thousand words. Potential customers want to see what tourism companies

have to offer, rather than just reading about it. Visual storytelling gives them a taste of the experience. It allows people to picture themselves at the destination, or partaking in an activity.

Over one third of people now use a mobile device to book a hotel room[2]. Mobile's share of online travel bookings increased with double-figure growth rates, 82 %, 13% of bookings happen via agents. The remaining 5% are via marketplaces and point of sale3. Phocuswright predicts that the market share of OTAs will double by 20204. After researching on their smartphone, 79% of mobile travellers in 2017 completed a booking. For tours and activities, the proportion of bookings completed on mobile is lower, but it's growing year-on-year. 49% of direct online bookings are now on mobile, compared to 31% in 20165. 59% of travellers begin researching their next trip between one and three months before departure, says TripAdvisor6. Phocuswright shows how 38% of tour and activity bookings are happening on the same day or up to two days before the activity. Many of these bookings take place in-destination, while consumers are already travelling. Only 19% of these activities were booked more than a month in advance7.

2 Travel Flash Report by Criteo.
3 TrekkSoft booking data, Q4 2016 - Q3 2017.
4 Phocuswright, Tours & Activities Come of Age: Global Travel Activities Marketplace 2014-2020
5 TrekkSoft booking data, Q4 2016 - Q3 2017.
6 TripAdvisor, "The Four Booking Behaviours Driving Travellers" (17-10-2016)
7 Phocuswright, Tours & Activities Come of Age: Global Travel Activities Marketplace 2014-2020
8 Stride Travel, Stride Travel Market Research Survey (2016)
9 Digital Tourism Think Tank, "Gen Z: the New Destination Disruptors" (6-7-2016): Gen Z also approach social media in a different way compared with the previous generation. They give high value to privacy and prefer apps like Snapchat and Whisper. Even more interesting is the fact that 25% of this generation abandoned Facebook in 2014. This is because Gen Z spend most of their time looking for content on social media instead of social net-working. Also, apps like YouTube and Instagram are the most preferred ones. We are in front of a generation that doesn't only share things, but creates things. Gen Z can be defined as 'curators', they want to contribute to the conversation and be part of it."

The trend is to cut in to part, booking in advance flight and rooms and then all the difference experiences. That indicate how important is to consider the spontaneity of the process that creates the travel itinerary. It is therefore necessary to provide a lot of flexibility in the creation of the tourism proposal. No surprises here: 9 out of 10 travellers think that reading online reviews is important. When it comes to tours and activities, most important are tour & activity reviews on third party sites, which 95% of travellers trust according to Stride Travel[8].

We heard a lot about the Generation Millennials, but a new phenomenon is emerging: the Z Generation (1996 – 2010). According to the Digital Tourism Think Tank (DTTT), they are a quarter of the population and in two years, they could account for 40% of consumers[9].

But we do not forget the Generation X, people born in between 1965-1980. They are the chief shopper when it comes to big purchases such as travel and activities. Often they have family and the timing of their holiday is lines up with the school year. Most Gen Xers are looking for the ability to relax and unwind, Family or group-focused options, the option to work while on vacation, uncomplicated travel. Millennials are predicted to have the most buying power within the next five years, but Generation X is still the reigning big spender when it comes to travel. This could be due to more family-focused travel or relaxation trips that come with a few more amenities.

- Make sure your offers are presented clearly and can be easily purchased.
- Ensure that you can accommodate all travelers that might be traveling with.
- Be online.

And the Baby Boomers? Or more simply “The SENIOR”? First they are not any more “old”, because we live longer and we are healthy enough to social activity and travel. Most Baby Boomers are looking for:

- 57% of Boomers travel to spend time with loved ones.
- 39% take trips to step outside of their everyday life
- Unlike in previous years, only 38% of those surveyed are taking trips to relax and rejuvenate.
- The 30s to 50s crowd is looking for the most rest and relaxation
- the 65+ folks are wanting to socialize and carve out some time for adventure.

If you want to attract this generation consider that for many of them traditional communication channels are still quite effective. Brochures, newspaper advertising, and local radio ads can still grab the attention of this generation. Create a balance between the on line and the of line.

A comment on the answers given by the partners to our questions

The first result of our meetings was to share different and important definitions:

- Tourist as a viewer, observer, spectator, but in the same time user, temporary citizens, resident
- Customer as a client, buyer, consumer, shopper but in the same time human being, complex, multifaceted, curious, unique
- Destination as place, location but in the same time holiday, time off, vacation, unique experience, share whit others

And key words:
- Experience
- Sharability
- Community
- Specialization

The partners' visions on our common toolbox can be extracted by the live discussions, email exchange, and specific answers to technical questions. The numerous and various points of view can be synthetised in the following comparative analysis:

What is culture?:

In your definitions Culture is the identity of a territory and its people; is the combination and synergy of all elements – material and immaterial - of a community; is the capabilities that gives to a man the possibility to live in a society, properly; is a representation of originality that an individual or a collectively express in the arts; is in constant confirmation, creation and development; is a recognized past and a movement to future and innovation, that a tourist/spectator can experience and forever associate to the memories of this territory. Culture is in constant confirmation, creation and development.

As you can see culture means for all of you something that reflects your way of seeing your territory and how this territory is reflected in you.

What is creativity?

In your definition creativity is the capacity of inventing something new and emotional; is a particular form of approach that valorizes the originality; is the ability of original and unlimited thinking; creativity transform what it is existing in something new; bring innovation in the existing tourist offer.

And because your project is made by culture and creativity it was imperative to discover the role that tourism takes in your process of manufacture an itinerary.

What is tourism?

Tourism is an instrument of economic development; is the tool to "make natural and cultural heritage a leverage for sustainable and more balanced territorial development"; is a chance to address a different audience; is a way to have this people coming to us, instead that us traveling to reach them; is to enrich the tourist offer of the partner towns and reduce seasonality bearing in mind sustainable development; tourism is an experience; tourism is enjoyment. Tourism reflect the opportunity to generate new value in your territory

Which could be the value produced by tourism?

The relationship between culture and tourism can generate a wonderful value, for example, as you say in your answers, can rebuild trust and cooperation after a dramatic event as an earth-quake, or through positive experiences between locals and tourists can install a strength cooperation to live and promote in a sustainable way the cultural site. But tourism contributes also to develop a territory promoting in a sustainable way the cultural site and in the same time re-stores and produce more value for the local people.

What kind of tourism?

The tourism that your projects are they looking for is:

- international tourists that spend long period in the Region
- international "generic" cultural tourists
- cultural operator / cultural Institute representatives
- Sustainable year-round tourism, more specifically health, recreational and cultural tourism
- tourism that could valorise the nature, gastronomy, history, sport activities, and in general the discovery of the territory and local traditions
- scholastic and cultural
- cultural tourism that will help us to awaken our own identity

Which are the prevailing topics considered to choose holiday:

Is evident from the cloud that experience, destination, food but also accommodation are the topics that more influence you on choosing your holiday.

The other characteristics, all present themselves as fundamental factors.

Culture and tourism products already present in your area

What emerge from the cloud is that all of you have cultural sight and events in your area, and this is really an interesting point in common. Then the cloud also evidence that sport exists in your area but you didn't' mention it in our meetings. Nature, history, museums are the frame of your areas and the activities which take place in them.

What do you want to achieve?

Your answers were focused:

- to increase the awareness of public and private actors about the added value of a sustainable and green approach to their territories
- to prolong the tourist season in a new and innovative out-of-season tourist product
- to create original products/services able to surprise the tourist
- to expand and raise the level of our offer by stressing the complexity of our identity
- to improve our usual collaboration with the stakeholders, making it effective and structured, addressing a specific target audience

Key words

There is only one key word that emerge from the cloud and it is:

EXPERIENCE

The others are all at the same level and are they the players, the activities, the emotions of your experiences.

The possible common elements

What emerge from the cloud is that the cultural element is strong and common in all your areas. But, reading your answer, emerge also the opportunity to contribute each other in the elaboration of the different itinerary, and share your contacts.

The expected co-operation:

And finally, partners are expecting different results from their co-operation:

- A more structured synergy between you and the different service involve in a win win strategy that create a more efficiency with the target audience
- A push to think different between the different actors involved to develop their own potentials in a sustainable manner
- A local co-operation is expected between the administration and the local players involved to promote the destination
- It seems already a result that the laboratory on tourism produce co-operation and integration
- The evidence that the objectives to accomplish the project are more or less common among the citizens that love and appreciate their town and territory

Evidence from Statistical Analyses

Tourism demand at the local level

The following pages provide partners with an overview of tourism in the areas involved in the project, in order to technically appraise and strategically interpret the specific, common and synergic elements upon which the strategic backbone of the project can be crafted.

Demographic information

I-Archeo.S. project considers heterogeneous areas with different resident population and density, therefore it is necessary to realize heterogeneity itineraries. For example, Pazin, Crikvenica and Porec are quite small cities, therefore some joint strategic and technical approach can be desired. See Table 1 in the Annex.

Supply analysis

It was analysed data on tourist flows and their features in 2016 from the point view of supply and demand side. Number of hotel in Archeo's area are 2.7% in Marche, 1.5% in Abruzzo and 3.5% in Puglia. In the year 2016 Poreč realized 3,109,227 overnight stays, which is 25,584 more overnight stays in 2015. The most frequent type of accommodation is hotel accommodation, with 1,871,872 overnights in 2016, which are 50,027 more overnights compared to 2015. In private accommodation in 2016 there were 792,251 overnights, which are 34,030 fewer nights than in 2015. In the camps there were 315,564 overnight stays in 2016, which is 10,746 more overnight stays in 2015. In non-commercial accommodation in Porec-Poreč, in the year 2016, 129,540 overnight stays were realized, which is 1,159 nights less than in 2015. Based on this infrastructure, we should consider tourism demand for itineraries. See Table 2 in the Annex.

In 2016, nights spent in tourist accommodation establishments were around 184.070 in province of Bari, about 3 million in Ancona province and 3.668.962 in Abruzzo Region.
About 7.8000 of arrivals there were in Puglia, and about 742.000 arrivals in Ancona Province
See Table 3 in the Annex.

Figure 1 and Figure 2 analyse Croatian tourists in the Italian territory: Marche is visited by 2498 tourists, in term of arrivals, following Puglia and Abruzzo. A similar trend was registered in overnight stays.

Tourist demand

The first step to anticipate trends and provide sustainable market prospects is to know tourists and their behavior. In 2014 Italy received 15% of Croatian tourist and ranked the first Nation more visited by them. It is possible to be cautiously optimistic that Croatian tourists may be interested in following the tourist itineraries proposed by Archeo's project in Italy. Austria with 27.138 tourists and the Czech Republic with 20.493 tourists are the main sites of Croatian tourist. Then follow Germany, France and Greece.

In 2016, trips with overnight stays made by Italian residents were 58.420 million. Domestic destinations hosted 83.6% of trips. Trips to foreign countries (16.4%) were mostly directed towards EU destinations (10%). Only 9.3% of Italian tourists spent your holiday in one of Italian Region of Archeo's project (7.7% of total). This percentage is very less, therefore to involve the Italian tourists in the Archeo's places partners must create itineraries that are able to attract the Italian tourist to spend their holidays in their municipality. Moreover, about 6% of Italian tourist spent your holidays in Croatia. In terms of international tourism, it can be observed that the Italian people could easily be interested in the itineraries proposed in Croatia by our partners. See Table 4 in the Annex.

In more detail, table 5 show that Italian tourist come from Sicily and Sardinia are not interest by area of Archeo's project, except for Ancona. This case, we need to promote Archeo's itinerary by these Region. At the same time, Italian people who do not live in South do not spent your holiday in Abruzzo. In this case, the project could promote tourist itineraries in Abruzzo in those Italian regions where these places are less known. At the same time, it will be necessary to increase the number of tourists coming from the other Italian divisions in all the sites provided by Archeo's. See Table 5 in the Annex.

During the summer season, 7.7% of long domestic holidays were spend in Puglia and about 2% in the other Regions, whereas Croatia was among the main destinations during summer (9.6%). See Table 6 in the Annex.

Recreation and relax holidays were mainly directed to Italian and Croatian destinations, whereas business trip were more frequently in Marche, Abruzzo and Puglia. We observe that the sea is the main tourism product of Puglia, with 54% of regional arrivals, followed by business - tourism for business (19%), culture (13%), religious tourism (4%), from nature and well-being (2% each). See Table 7 in the Annex.

In the most recent years, tourists have changed the type and organisation of their holidays. Holi-day period decreased. The choice of destinations has been affected by both the international political crisis and the economic crisis and, increasingly, the travel agency brokerage is re-placed by online booking and holiday self-organisation.

33.5% of Italian tourist spent short holidays in Croatia, whilst 76.5% for long holidays. In Ancona 71.1% of tourist spent long holiday, in Bari 79.4%. In Puglia, in term of overnights the sea weight (68%) and culture (17%) increase, both with at least 5 nights stay, and instead reduce religious and business, whose tourists stop in Puglia for a maximum of 2 nights. Also adding the data related to private accommodation not registered (second homes, homes relatives, etc.), the weight of the sea line reaches 73% on attendance. In Pescara and Chieti over 70% spent short holiday. See Table 8 in the Annex.

Car was the main means of transportation (74% of trips). Air and train were less used. See Table 9 in the Annex.

Annex to

HUMAN RESOURCES ENHANCEMENT STRATEGY PLAN

Evidence from Statistical Analyses

Demographic information

Tab. 1: Demography and enviroment (2016)

Area	2016	area (Km2)	density (habitant per Km2)
Italia	**60 ,665 ,551**	**302 ,072,84**	200.83
Center	**12 ,067 ,803**	**58 ,085,04**	207.76
Marche	**1 ,543 ,752**	**9 ,401,38**	164.20
Ancona (prov)	**476 ,192**	1 ,963,22	242.56
Ancona	100 ,861	124,84	807.91
Polverigi	4 ,508	24,98	180.44
South	**14 ,110 ,771**	**73 ,799,56**	191.20
Abruzzo	1 ,326 ,513	10 ,831,84	122.46
L'Aquila (prov)	**303 ,239**	**5 ,047,55**	60.08
L'Aquila	69 ,753	473,91	147.18
Teramo (prov)	**310 ,339**	**1 ,954,38**	158.79
Teramo	54 ,892	152,84	359.14
Pescara (prov)	**321 ,973**	**1 ,230,33**	261.70
Pescara	121 ,014	34,36	3.521.64
Chieti (prov)	**390 ,962**	**2 ,599,58**	150.39
Chieti	51 ,815	59,57	869.85
Puglia	**4 ,077 ,166**	19 ,540,90	208.65
Bari (prov)	**1 ,263 ,820**	3 ,862,88	327.17
Bari	326 ,344	117,39	2.780.01
Conversano	26 ,150	128,42	203.62
Mola di Bari	25 ,695	50,94	504.41
Monopoli	49 ,133	157,89	311.18
Polignano a Mare	18 ,023	63,09	285.68
Putignano	26 ,859	100,16	268.17
Rutigliano	18 ,662	53,85	346.53
Croatia	**4 ,190 ,669**	**88,073**	**47.58**
Pazin	4 ,386	136,5	32.13
Porec	16 ,696	139	120.12

Source: National Statistics Institute

Supply analysis

Tab. 2: Number of hotel and bed-places in I-Archeo.S. Area (2016)

	Hotel		Other Tourist accomodation		TOTAL	
2016	HOTEL	N. bed-places	Other tourist accomodation	N. bed-places	TOTAL	TOTAL N. bed-places
Area						
Italy	33 ,166	2 ,248 ,225	145 ,283	2 ,694 ,287	178 ,449	4 ,942 ,512
Center	6 ,453	458 ,193	32 ,694	747 ,919	39 ,147	1 ,206 ,112
Marche	873	60 ,086	3 ,933	141 ,092	4 ,806	201 ,178
Ancona (prov)	229	16 ,579	985	33 ,921	1 ,214	50 ,500
Ancona	21	1 ,881	121	2 ,592	142	4 ,473
Polverigi	1	70	7	78	8	148
South	4 ,638	402 ,836	14 ,951	424 ,989	19 ,589	827 ,825
Abruzzo	773	50 ,046	1 ,940	60 ,582	2 ,713	110 ,628
L'Aquila (prov)	229	12 ,432	500	10 ,042	729	22 ,474
Teramo (prov)	310	20 ,505	448	31 ,028	758	51 ,533
Pescara (prov)	91	8 ,236	385	3 ,393	476	11 ,629
Chieti (prov)	143	8 ,873	607	16 ,119	750	24 ,992
Puglia	1 ,012	101 ,481	5 ,292	173 ,354	6 ,304	274 ,835
Bari (prov)	156	14 ,890	1 ,139	11 ,526	1 ,295	26 ,416
Conversano	6	324	38	302	44	626
Monopoli	16	2 ,275	221	2 ,336	237	4 ,611
Polignano a Mare	11	1 ,788	118	861	129	2 ,649
Putignano	-	-	36	237	36	237
Rutigliano	-	-	5	78	5	78
Croatia	692	135,322	3,875	893,678	4,567	1,029,000
Pazin	1	-	511	-	512	-
Porec	45	12 ,320	154	16 ,334	199	28 ,654
Crikvenica	21	3 ,015	1 ,710	20,524	1 ,731	23, 519

Source:National Statistics Institute

(-): Phenomenon does not exist or exists and is detected, but the cases did not monitor

Table 3: Arrivals and presences by country in I-Archeo.S. Area (2017)

	Abroad		Nation		Total	
Municipality	Arrivals	Presences	Arrivals	Presences	Arrivals	Presences
CONVERSANO	5 ,143	18 ,271	17 ,862	36 ,101	23 ,005	54 ,372
MOLA DI BARI	5 ,330	19 ,023	17 ,997	36 ,986	23 ,327	56 ,009
POLIGNANO A MARE	4 ,394	14 ,821	12 ,162	24 ,531	16 ,556	39 ,352
RUTIGLIANO	3 ,512	11 ,472	11 ,631	22 ,865	15 ,143	34 ,337
ANCONA (PROV)	133 ,778	529 ,609	608 ,332	2 ,372 ,038	742 ,110	2 ,901 ,647
ANCONA	39.,48	103,280	100,942	272,330	140,690	375,610
Polverigi	-	-	1.633	4.554	1.737	5.100
L'Aquila	26 ,870	73 ,430	331 ,878	838 ,493	358 ,748	911 ,923
Teramo	77 ,540	533 ,664	456 ,230	2 ,871 ,602	533 ,770	3 ,405 ,266
Pescara	50 ,913	158 ,320	298 ,874	796 ,805	349 ,787	955 ,125
Chieti	35 ,411	109 ,378	248 ,736	737 ,411	284 ,147	846 ,789
PAZIN	6, 673	46 ,427	2 ,857	6, 107	9 ,530	52 ,534
POREC	516, 513	3 ,060, 719	34 ,143	91 ,281	550, 656	3, 152, 000
CRIKVENICA	292 ,188	1 ,617, 928	55, 310	259 331	347 ,498	1, 877 ,259

Source:National Statistics Institute

(-): Phenomenon does not exist or exists and is detected, but the cases did not monitor

Figure 1 and Figure 2 analyse Croatian tourists in the Italian territory: Marche is visited by 2498 tourists, in term of arrivals, following Puglia and Abruzzo. A similar trend was registered in overnight stays.

Figure 1: Croatian arrivals in Italy (2013)

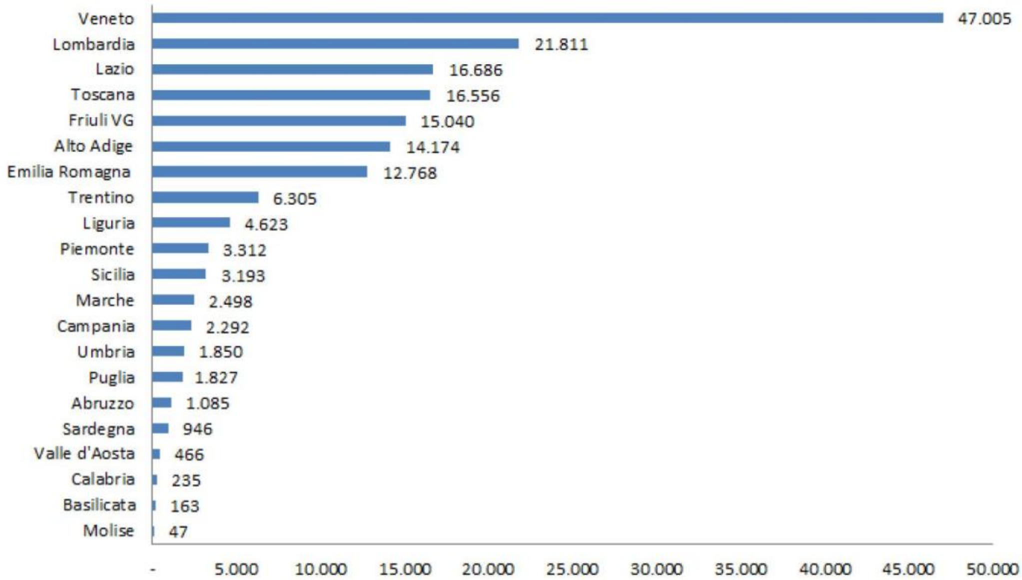
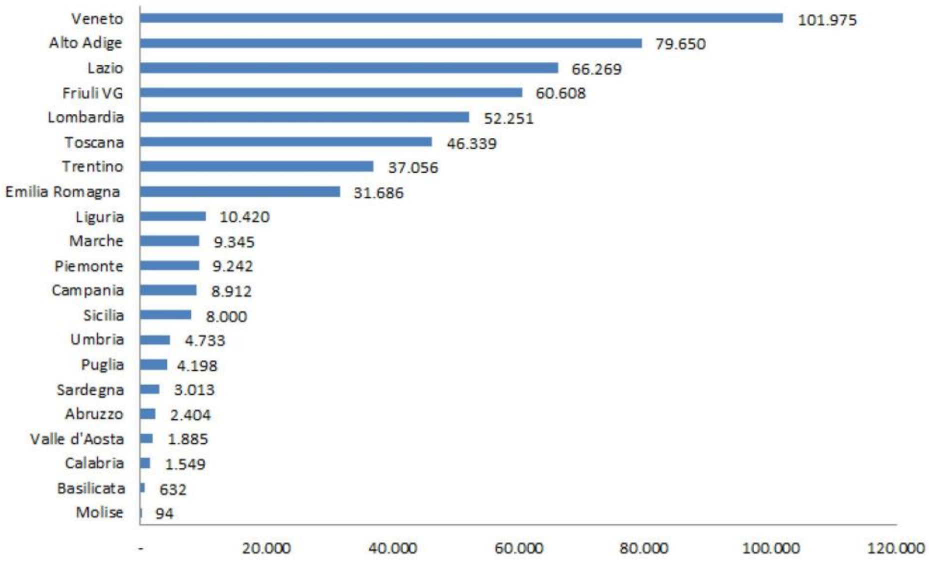


Figure 2: Croatian Presences in Italy (2013)



Source: National Statistics Institute

Tourist demand

Tab. 4: Trips with overnight by Italian residents in Region of I-Archeo.S. project (2016)

AREA	No. Trips
MARCHE	1,163,389
ABRUZZO	1,073,320
PUGLIA	2,826,206
CROATIA	602,345
TOTAL	**5,665,260**

Source: National Statistics Institute

Tab. 5: Italian tourist (overnight) per I-Archeo.S. Province Destination (2016)*

AREA	ANCONA	L'AQUILA	TERAMO	PESCARA	CHIETI	BARI	CROATIA	Total
North-West	186,231	-	10.216	-	54.655	164.748	199.962	**615.813**
North-est	101.475	12.181	122.676	9.102	-	146.879	383.489	**775.800**
Center	32.508	275.820	480.505		-	57.674	8.037	**854.544**
South	54.757	8.126	62.164	22.380	21.358	82.926	10.857	**256.706**
Islands	148.005	-	-	-	-	-	-	**148.005**
Total	**522.976**	**296.127**	**675.562**	**31.482**	**76.013**	**452.227**	**602.345**	**2.650.868**

Source:National Statistics Institute
(-) Phenomenon does not exist or exists and is detected, but the cases did not monitor
* estimation

Tab 6: Italian Pleasure holyday by Region (2016)*

	Marche	Abruzzo	Puglia	Croatia	Total
January	-	-	78 ,671	9 ,130	**87 ,801**
February	-	-	98 ,743	-	**98 ,743**
March	-	6 ,184	72 ,638	-	**78 ,822**
April	103 ,635	327 ,655	75 ,846	37 ,391	**544 ,527**
May	**62 ,360**	**-**	**70 ,228**	**18 ,663**	**151 ,251**
June	**168 ,089**	**55 ,544**	**127 ,112**	**25 ,598**	**376 ,344**
July	**129 ,169**	**28 ,896**	**342 ,511**	**263 ,701**	**764 ,277**
August	**320 ,269**	**428 ,680**	**1 ,496 ,775**	**158 ,236**	**2 ,403 ,961**
September	**177 ,590**	**7 ,021**	**368 ,579**	**81 ,589**	**634 ,779**
October	**37 ,183**	**145 ,550**	**14 ,576**	**8 ,037**	**205 ,345**
November	39 ,599	55 ,189	31 ,469	-	**126 ,258**
December	38 ,231	-	24 ,220	-	**62 ,451**
Total	**1 ,163 ,389**	**1 ,073 ,320**	**2 ,826 ,206**	**602 ,345**	**5 ,665 ,260**

Source:National Statistics Institute
(-) Phenomenon does not exist or exists and is detected, but the cases did not monitor
* estimation

Tab 7: Type of holiday by Italian tourist (2016)*

Holiday	ANCONA	L'AQUILA	PESCARA	TERAMO	CHIETI	BARI	CROATIA
Pleasure Holiday							
Receation and relax	314 ,841	156 ,297	359 ,653	12 ,921	21 ,358	249 ,221	548 ,270
Visit to relatives and / or friends	179 ,154	139 ,830	300 ,903	9 ,102	54 ,655	203 ,005	9 ,130
Religious Holiday	3 ,266						44 ,945
Total Pleasure Holiday	**497 ,262**	**296 ,127**	**660 ,556**	**22 ,023**	**76 ,013**	**452 ,227**	**602 ,345**
Business Trip							
Business	25 ,714	-	1 ,296	9 ,459	-	-	-
Other business	**-**	-	13 ,709	-	-	-	-
Total Business	25 ,714	-	15 ,006	9 ,459	-	-	-
Total	**522 ,976**	**296 ,127**	**675 ,562**	**31 ,482**	**76 ,013**	**452 ,227**	**602 ,345**

Source:National Statistics Institute
(-) Phenomenon does not exist or exists and is detected, but the cases did not monitor
* estimation

Tab 8: Short and long holidays by Italian per destination of I-Archeo.S. (2016)*

	ANCONA	L'AQUILA	TERAMO	PESCARA	CHIETI	BARI	CROATIA	Total
1-3 nights	151 ,124	155 ,789	290 ,376	22 ,380	59 ,187	97 ,503	201 ,839	978 ,197
4 or more nights	371 ,851	140 ,338	385 ,187	9 ,102	16 ,827	354 ,725	400 ,506	1 ,678 ,534
Total	522 ,975	296 ,127	675 ,563	31 ,482	76 ,014	452 ,228	602 ,345	2 ,656 ,731

Source: National Statistics Institute

Tab.9: Transport used by Italian tourist per destination I-Archeo.S. (2016)*

Transport	ANCONA	L'AQUILA	TERAMO	PESCARA	CHIETI	BARI	CROATIA	Total
AIR	148 ,005	-	7 ,846	-	-	78 ,499	66 ,627	**300 ,977**
Train	-	-	117 ,959	9 ,102	-	-	-	**127 ,062**
Ship	-	-	5 ,864	-	-	-	31 ,981	**37 ,845**
Car	371 ,704	289 ,943	509 ,158	22 ,380	21 ,358	363 ,570	406 ,894	**1 ,985 ,007**
Turistic Bus	3 ,266	6 ,184	-	-	-	-	-	**9 ,451**
Bus	-	-	-	-	-	6 ,937	9 ,130	**16 ,067**
Camper	-	-	34 ,735				52 ,605	**87 ,339**
Bycicle	-	-	-	-	-	3 ,221	-	**3 ,221**
Other	-	-	-	-	54 ,655		35 ,109	**89 ,764**
Total	**522 ,976**	**296 ,127**	**675 ,562**	**31 ,482**	**76 ,013**	**452 ,227**	**602 ,345**	**2 ,656 ,732**

Source: National Statistics Institute
(-) Phenomenon does not exist or exists and is detected, but the cases did not monitor
* estimation