Joint report on priority actions and KPI

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1. Introduction

The FRAMESPORT (FRAMEwork initiative fostering the Sustainable development of Adriatic small PORTs) is a strategic project that has the aim to create a coordinated initiative to support the sustainable development of small ports of the Adriatic basin through a strategic perspective. The project has been developed in partnership with several organisations, such as local and national authorities, universities, research institutes, port authorities and local businesses. This multi-stakeholder approach has been designed to ensure that all interests are taken into account and can be represented in the development of the project.

Therefore, the objective is to turn small ports into proactive drivers of the socio-economic development of Adriatic coastal area. This strategic goal requires a multifaceted and interdisciplinary approach, including both the adoption of concrete pilot projects as well as identification of priority themes to be promoted within the overall strategy. These actions were performed adopting a bottom-up approach, involving local and national stakeholders since the beginning of the project. This allows for local and national needs and wishes to be taken into account when formulating project objectives and activities.

Also, the various project partners have been selected to guarantee a wide territorial cover. The aim was to address the planning and management topics, the business model implementation, the enhancement of training and competence, as well as the development of Information and Communication Technologies (ICT) tools and services. Through this partnership, it was possible to develop an ICT platform that would collect key data on small ports in order to use this information to drive sustainable development.

The created FRAMESPORT portal works as a bridge between the two sides of the Adriatic basin, enabling better communication between Italian and Croatian stakeholders. This helps foster a more consistent and united network of small ports, businesses, and institutions that can align their sustainable performance, infrastructure, and policies in order to favor their development and growth. It is hoped that this collaborative platform will provide a foundation for further initiatives aimed at improving sustainable practices in small port communities across the Adriatic basin.

1.1. Connection to the Work Package 3

Work Package 3 represents the core technical activity of the FRAMESPORT project. In fact, it had the aim to create the aforementioned ICT platform or portal, and define a common strategic approach to support the adoption of better practices to boost sustainable development. The WP3 is therefore accompanying the whole evolution of the FRAMESPORT project, being the backbone of the platform collecting information on small ports infrastructures and their potentials.

A comprehensive survey was performed to grasp the status quo of the Adriatic basin and its small ports through data collection that was later run on the platform in an adequate manner. This data was collected in a database that is going to be updated regularly to permit the continuous development of the area. This information is also going to be valuable to outline the action plan to promote sustainable development in the area.

WP3 is also an umbrella activity that allows the launching of the WP4 and WP5 activities.
In particular, the WP4 had the objective of defining the general picture of the small ports' phenomenon. Thus, the purpose was to deliver a wide set of data fundamental to populate the database of the FRAMESPORT platform and identify the best practices and initiatives that are characterizing small ports. These activities also have the aim of discussing and defining the priority themes and, consequently, the actions to be promoted at an upper level. Therefore, it is going to contribute to the definition of the FRAMESPORT strategy for sustainable development. In regards to WP5, this is the practical side of the project. Pilot projects were performed to test technical solutions and experimental initiatives to identify new or alternative paths to solve current challenges as well as to move small ports towards sustainable development.

Methodology for the creation of the FRAMESPORT strategy
The methodology is conceived to be adaptable to different spatial and socio-cultural settings to address the challenges and opportunities of small ports based on:

1. Understanding of the current criticalities in order to rethink approaches for planning and managing small ports
2. Facing the current challenges, strengthening collaboration by forming new partnerships and forms of organization
3. Reconceptualizing existing social, economic, and cultural values in order to design a common strategy

Steps toward the FRAMESPORT strategy development

1. Elaboration of the information collected and produced under Work package 4
2. Elaboration of the information collected and produced under Work package 5
3. Production and coordination of a semi-structured questionnaire which is to be submitted to get insights from local stakeholders along with the Work package 4 leader
4. Support of consultation meetings inside Work package 4 activities
5. Collection of the questionnaire results and preparation of a main strategy elements report
6. Support of the second round of meetings organized by the WP4 leader along with other public events, where the aforementioned report will be discussed;

7. VII. Finalization of the strategy document.

1.2. FRAMESPORT platform

The general aim of the FRAMESPORT platform was to:

1. create a consistent and united network of small ports, businesses, and institutions between Italy and Croatia;
2. present and sponsor the various stakeholders of the territory, supporting the improvement of their sustainable performances;
3. favor the sharing of best practices and know-how and provide valuable info and tools to users and stakeholders;
4. facilitate strategic co-operation between the involved stakeholders;
5. promote an efficient exchange of data, information, and knowledge amongst all participants;
6. provide accurate reports about progress made in terms of sustainability;
7. enable an easy access to data for all stakeholders involved;
8. be useful to users and stakeholders of the territory.

Figure 1 Layout of the FRAMESPORT platform

Source 1 www.framesport.eu

2. Purpose of the document

The research part of this document included a review of 200+ papers from several databases such as WebOfScience and Scopus. The research also incorporated discussions with relevant experts from the field as reviewing the available digital sources. This research part resulted in gathering of 137 key performance indicators which included KPIs from both nautical and freight ports.
These 137 key performance indicators were divided into 7 major categories covering all the major aspects of any business. The research papers and consequently performance indicators, referring solely to the marinas and smaller ports were significantly outnumbered by the ones referring to the freight ports. Therefore, the number of key performance indicators (KPIs) had to firstly be redacted to the ones that refer to the nautical ports, and secondly, the rest of the KPIs had to be removed or adjusted so they fit the narrative of small ports and marinas. The first reduction resulted in 10 KPIs in each of the 7 categories which was followed by another reduction to 5 KPIs in each category.

The categories are as follows:

1. Port operations and Management
2. Environment and Sustainability
3. Customer Service and Satisfaction
4. Technological Advancement and Digitalization
5. Safety and Security
6. Financial Performance
7. Social and Community Responsiveness

2.1. Methodology

The methodology employed for conducting the online questionnaire on key performance indicators (KPIs) and priority actions was designed to ensure a comprehensive and reliable analysis of stakeholder perspectives. The process began with careful planning and design, taking into account the specific objectives of the FRAMESPORT project. The questionnaire was developed in consultation with experts and project partners, ensuring that it captured the relevant aspects of sustainable development in small ports.

To reach a wide range of stakeholders, the questionnaire was distributed through various channels, including email invitations, online platforms, and targeted outreach to relevant organizations and individuals. Special attention was given to ensuring the anonymity and confidentiality of respondents, fostering open and honest feedback. The questionnaire was designed to be user-friendly and accessible, allowing participants to provide their input easily.

The sample size for the questionnaire was determined to achieve a representative and diverse set of responses. Stakeholders from different backgrounds, including port authorities, local businesses, research institutions, and government bodies, were invited to participate. The inclusion of various perspectives was crucial for capturing a comprehensive understanding of the challenges and opportunities faced by small ports in the Adriatic basin.

Data collection was conducted over a specific timeframe to ensure the timely acquisition of responses. The questionnaire consisted of a combination of closed-ended and open-ended questions. Closed-ended questions allowed for quantitative analysis, while open-ended questions encouraged stakeholders to provide detailed insights, suggestions, and specific examples related to KPIs and priority actions.

Once the data collection phase was completed, rigorous analysis techniques were applied to derive meaningful insights. The quantitative data from closed-ended questions were analyzed using statistical methods to identify patterns, trends, and preferences among respondents. The qualitative data from open-ended questions were subjected to thematic analysis to extract key themes and common threads in stakeholder responses.

Throughout the analysis process, careful attention was paid to ensuring the validity and reliability of the findings. Data quality checks were performed to identify and address any inconsistencies or potential biases in the responses. The research team worked collaboratively to interpret the findings and make informed conclusions.

The methodology employed in this questionnaire-based study provides a robust foundation for understanding stakeholder perspectives on KPIs and priority actions for sustainable development in small ports. By gathering input from a diverse range of stakeholders, the methodology ensures that the findings accurately represent the interests, challenges, and aspirations of the Adriatic coastal area. These insights serve as a valuable basis for shaping the strategic framework and future actions of the FRAMESPORT project.

3. Data analysis

The data collected through the online questionnaire on key performance indicators (KPIs) and priority actions underwent a rigorous analysis process to extract meaningful insights and inform decision-making within the FRAMESPORT project. The analysis of the questionnaire responses aimed to uncover patterns, trends, and stakeholder perspectives related to sustainable development in small ports.

Quantitative analysis techniques were applied to examine the closed-ended questions, which provided numerical data. Statistical methods, such as frequency analysis and descriptive statistics, were used to summarize and quantify the responses. This allowed for a quantitative assessment of stakeholder opinions on specific KPIs and priority actions. The analysis revealed the distribution of preferences among stakeholders and highlighted areas of consensus or divergence.

In addition to quantitative analysis, qualitative analysis techniques were employed to analyze the open-ended questions. Thematic analysis was used to identify recurring themes, concepts, and ideas within the textual responses. This involved coding the responses to capture key topics and subtopics, which were then organized into meaningful categories. The qualitative analysis provided a deeper understanding of stakeholder perspectives, allowing for the identification of nuanced insights and the exploration of specific examples and suggestions related to KPIs and priority actions.

By combining quantitative and qualitative analysis, a comprehensive understanding of the stakeholders' views and priorities was achieved. The analysis revealed common challenges, innovative ideas, and potential areas for improvement in sustainable development practices for small ports. It also shed light on the alignment or divergence of perspectives among different stakeholder groups, providing valuable insights for decision-making and strategy formulation.

Throughout the data analysis process, robust quality assurance measures were implemented. Data validation techniques were employed to ensure the accuracy and reliability of the collected information. Steps were taken to address any potential biases or inconsistencies in the data, enhancing the credibility of the findings. The research team conducted regular discussions and peer reviews to validate the interpretations and conclusions drawn from the data.

The data analysis process was iterative and interactive, involving ongoing collaboration among the research team, project partners, and relevant stakeholders. The findings and insights were

synthesized and presented in a clear and concise manner, utilizing visualizations, charts, and summaries to effectively communicate the results.

The data analysis serves as a vital foundation for decision-making and strategic planning within the FRAMESPORT project. The insights gained from the questionnaire responses provide evidence-based guidance on the most crucial KPIs and priority actions that should be emphasized to drive sustainable development in small ports. The analysis outcomes contribute to the development of an informed and comprehensive strategy that aligns the interests and aspirations of stakeholders across the Adriatic coastal area.

3.1. Priority Actions

The FRAMESPORT project is driven by a firm commitment to foster the sustainable development of small ports along the Adriatic coast. To translate this vision into tangible outcomes, the project has identified a set of priority actions that serve as the cornerstone of its strategic framework. These actions are based on a comprehensive analysis of the data collected from stakeholders, encompassing their perspectives, needs, and aspirations for the future of small ports. By synthesizing the insights obtained through surveys, consultations, and expert inputs, the project has identified key areas where focused action is necessary to address the challenges and seize the opportunities associated with small port development. The priority actions provide a roadmap for guiding policy decisions, resource allocation, and collaborative efforts among various stakeholders, including local and national authorities, universities, research institutes, port authorities, and local businesses.

The formulation of priority actions was grounded in a participatory approach, engaging stakeholders throughout the project's lifecycle. Their invaluable contributions, insights, and experiences have been instrumental in shaping the strategic direction of the FRAMESPORT project. By actively involving stakeholders, the project ensures that the identified priority actions are not only aligned with the broader objectives of sustainable development but also reflect the real needs and aspirations of those directly involved in small port operations, management, and utilization. This collaborative approach promotes ownership, fosters inclusivity, and enhances the prospects of successful implementation and long-term impact.

The priority actions identified through the data analysis encompass a wide range of focus areas. They include but are not limited to optimizing port operations and management practices, enhancing environmental sustainability, improving customer service and satisfaction, leveraging technological advancements and digitalization, ensuring safety and security measures, enhancing

financial performance, and promoting social and community responsiveness. Each priority action represents a targeted intervention that addresses specific challenges or opportunities identified within the small port context. The actions are designed to be pragmatic, feasible, and scalable, ensuring their relevance and applicability across different small port settings along the Adriatic coast.

Furthermore, the priority actions are intended to be interconnected and mutually reinforcing, recognizing the systemic nature of small port development. Emphasizing this holistic perspective, the FRAMESPORT project seeks to foster collaboration among stakeholders, facilitating the exchange of knowledge, best practices, and innovative approaches. The priority actions are not isolated initiatives but part of a broader framework that encourages synergies, cooperation, and learning among small ports, businesses, institutions, and communities. By aligning their efforts and resources towards common goals, stakeholders can collectively contribute to the sustainable growth, competitiveness, and resilience of the Adriatic small port sector.

The questionnaire focused on the discussion questions that were presented to the stakeholders in a form of an open-form questions

1. How do you think the development of future infrastructure will impact ports and marinas? How will it change or affect tourist operators and other stakeholders in the future?
2. What do you think will be the future trends for the users of ports/marinas? How will they “use” the port/marina? Will the number of users increase in the future?
3. Considering the environmental dimension, are you familiar with specific measures (strategies for transitioning to renewable energy sources, approaches to circular economy, lack of potable water, rising of sea level, etc.) that will help ports and marinas in dealing with climate change?
4. How will the typologies and size of boats change? Will people be interested in using a hybrid/electric boats?
5. The distribution and planning of areas inside a marina will change in the future because of new customer's needs and environmental changes. How would you imagine the marina of the future?

3.1.1. Priority Actions – results

In this chapter, we will provide a consensus of the answers received for each of the five open-form questions that were included in the questionnaire distributed to stakeholders. The purpose of this analysis is to gain a comprehensive understanding of the perspectives and insights shared by the stakeholders regarding key aspects of the FRAMESPORT project and the development of small ports in the Adriatic basin.

- The questionnaire was distributed to a diverse range of stakeholders, representing various sectors and organizations involved in the maritime industry. Among the respondents, the largest group consisted of 27 out of 51 individuals representing Port Authorities. Their expertise and knowledge of port operations and management provided valuable insights into the challenges and opportunities faced by small ports in the region.

- Additionally, 8 out of 51 respondents were Port Users, who provided a unique perspective as individuals directly utilizing port services and facilities. Their first-hand experiences and feedback shed light on the practical aspects of port operations and the impact of infrastructure development on their daily operations.

- The survey also attracted participation from 6 out of 51 National Bodies, representing governmental organizations responsible for maritime affairs and policy-making. Their contributions provided important insights into the regulatory framework and strategic considerations related to the sustainable development of small ports.

- Furthermore, 3 out of 51 respondents were Development Agencies, playing a crucial role in fostering regional development and coordinating initiatives that support the growth of small ports. Their perspective helped to highlight the potential synergies between infrastructure development and economic advancement.

- One respondent from a Research Institution participated in the survey, offering valuable academic insights and research-based perspectives on sustainable port development and best practices. Their expertise enriched the analysis with evidence-based knowledge and innovative approaches.

- Moreover, the survey attracted the participation of 2 out of 51 Regional Authorities, who provided insights into the regional context and local governance aspects of small port development. Their input helped to identify regional priorities and align them with the broader goals of the FRAMESPORT project.

- Two Associations also participated in the survey, representing collective interests and advocating for the needs of specific stakeholders within the maritime industry. Their perspectives highlighted the diverse interests and concerns within the sector.

- Lastly, 2 out of 51 respondents represented other organizations not falling into the aforementioned categories. These respondents brought additional perspectives and experiences that enriched the overall analysis and provided a more comprehensive understanding of the stakeholders' viewpoints.

By incorporating the perspectives of these various stakeholders, we aim to present a well-rounded consensus of the answers received for each open-form question. This collective insight will serve as a foundation for identifying common themes, opportunities, and challenges that can inform the formulation of priority actions and strategies within the FRAMESPORT project.

Question 1. How do you think the development of future infrastructure will impact ports and marinas? How will it change or affect tourist operators and other stakeholders in the future?

In the first question of the questionnaire, stakeholders were asked to express their thoughts on how the development of future infrastructure would impact ports and marinas, as well as how it would change or affect tourist operators and other stakeholders in the future. The responses provided a range of perspectives, reflecting both positive and constructive viewpoints.

From the analysis of the answers, several recurring themes emerged. Many stakeholders emphasized the positive impact that improved infrastructure would have on the competitiveness and attractiveness of ports and marinas as tourist destinations. They highlighted that enhanced infrastructure would lead to safer, more efficient, and ecologically friendly port operations, positively influencing the experience of both tourists and local users.

Moreover, stakeholders recognized the importance of environmental preservation, emphasizing the need for ports and marinas to adopt renewable energy sources and prioritize environmental

stewardship. They believed that such initiatives would have a positive influence on the local communities and contribute to the sustainable development of the coastal areas.

The development of future infrastructure was also seen as a means to enhance the overall quality of tourism offerings. Stakeholders acknowledged that improved infrastructure would attract a larger number of tourists and enable the expansion of services, benefiting various stakeholders in the tourism industry. Furthermore, the respondents emphasized the significance of collaboration and compromise among institutions involved in development projects to ensure successful outcomes.

While the majority of responses highlighted the positive effects of infrastructure development, there were also considerations regarding potential challenges. Some stakeholders expressed concerns about increased costs associated with maintenance, which could impact tourist prices and the sustainability of operators. Others raised the importance of preserving the balance between development and environmental protection, particularly in sensitive and pristine coastal areas.

The consensus among the responses indicates that the development of future infrastructure holds great potential for positively transforming ports, marinas, and the tourism industry as a whole. By embracing digitalization, prioritizing environmental sustainability, and improving services, stakeholders envision a future with enhanced accessibility, a higher quality of experiences, and increased tourist influx.

Question 2. What do you think will be the future trends for the users of ports/marinas? How will they "use" the port/marina? Will the number of users increase in the future?

The future trends for the users of ports/marinas, as identified through the survey responses, encompass a range of perspectives and expectations. Many respondents expressed a belief that improving services for nautical users will lead to an increase in the number of visits and a broader range of nautical enthusiasts utilizing port facilities. They emphasized the importance of ensuring an adequate number of communal berths and sustainable management practices to enhance the satisfaction and responsible use of port infrastructure by users.

There is a consensus among respondents that the number of users will increase in the future, driven by factors such as growing interest from both domestic and foreign boat owners. The anticipated trends include an emphasis on digitalization and the adoption of modern technologies to enhance services and prioritize ecological and safety aspects. It is expected that users will demand a greater

variety of services, both for their vessels and in terms of the overall tourism offerings provided by ports and marinas.

However, some respondents also highlighted the need to strike a balance between the number of berths and marina facilities available and the sustainable development of ports. They stressed the importance of considering environmental factors, such as the limitation on the number of berths and marinas to ensure a sustainable approach to development. The respondents acknowledged the ongoing challenge of meeting the demands and desires of users while also ensuring the long-term viability and ecological integrity of the port and marina areas.

Overall, the consensus among survey respondents is that the future trends for users of ports/marinas will involve increased demand, improved services through digitalization, and a focus on sustainability. The projected growth in the number of users will require careful planning and management to ensure that the development of infrastructure and services meets the evolving needs and expectations of users while preserving the natural and cultural heritage of the Adriatic basin.

Question 3. Considering the environmental dimension, are you familiar with specific measures (strategies for transitioning to renewable energy sources, approaches to circular economy, lack of potable water, rising of sea level, etc.) that will help ports and marinas in dealing with climate change?

The responses to the question regarding specific measures to address climate change and the environmental dimension within ports and marinas varied among the survey participants. While some respondents indicated a familiarity with various measures and strategies, others expressed a lack of knowledge or limited awareness.

Among the measures mentioned, transitioning to renewable energy sources emerged as a prominent approach. The potential for incorporating renewable energy technologies, such as solar panels or offshore wind power, was highlighted as a means to reduce reliance on fossil fuels and mitigate environmental impact. Additionally, the installation of systems that harness marine energy and utilize heat pumps for seawater were identified as potential solutions to promote energy efficiency and sustainability within port areas.

Circular economy principles were also mentioned, emphasizing the importance of resource management and waste reduction. The adoption of recycling practices, the use of biodegradable

materials, and the exploration of desalination technologies were proposed as means to address the challenges posed by climate change and water scarcity.

Some respondents acknowledged the rising sea levels and the need for ports and marinas to invest in infrastructure improvements to protect against this phenomenon. Efforts to enhance the electric grid and increase the availability of charging points for electric boats were also mentioned as measures to support the transition to cleaner energy sources.

Overall, while there were variations in familiarity with specific measures, the respondents recognized the significance of addressing climate change and implementing sustainable practices within ports and marinas. The survey responses indicate a growing awareness of the importance of environmental stewardship and the need to adapt to changing climatic conditions.

Question 4. How will the typologies and size of boats change? Will people be interested in using a hybrid/electric boats?

Regarding the typologies and size of boats, the responses varied among the survey participants. Some respondents expressed the belief that boats will increase in size while becoming lighter, making it easier to navigate. Others highlighted the potential for larger vessels with modern technologies and a growing interest in hybrid and electric boats.

There was a recognition of the global trend towards electric vehicles in the automotive industry, and a similar shift towards electric boats was anticipated, particularly for shorter distances. However, some respondents expressed reservations about the immediate future, suggesting that widespread adoption of hybrid or electric boats may still be several years away.

The changing typologies of boats were also mentioned, with an emphasis on aligning with global market trends and catering to different transportation needs. The demand for larger boats and the interest in hybrid and electric propulsion systems were highlighted as potential areas of growth.

Factors such as the cost and availability of electric boats, as well as the availability of charging infrastructure in ports, were identified as key considerations in the adoption of hybrid or electric options. The potential for energy savings, efficiency, and reduced environmental impact were also mentioned as factors that could drive interest in these technologies.

It should be noted that some respondents expressed a preference for traditional propulsion methods and indicated that the size and typologies of boats may remain relatively unchanged in the short term.

Overall, the survey responses indicate a mixed outlook regarding the future typologies and size of boats. While some anticipate a shift towards larger vessels and an increasing interest in hybrid and electric options, others suggest that the market may evolve gradually, driven by factors such as cost, availability, and the benefits associated with sustainable and efficient propulsion systems.

Question 5. The distribution and planning of areas inside a port/marina will change in the future because of new customer's needs and environmental changes. How would you imagine the port/marina of the future?

The responses to the question about the marina of the future highlighted various aspects and considerations. There was a strong emphasis on the need for ports/marinas to adapt to new customer needs and environmental changes, ensuring sustainability, safety, and improved services.

Many respondents envisioned a future marina that is digitally connected and equipped with advanced technologies. This includes features such as digitalization, automation, and video surveillance for enhanced security. The concept of a "smart port/marina" emerged, encompassing efficient management systems, strict control of waste substances, and optimized administrative processes.

Environmental consciousness was a recurring theme, with suggestions for eco-friendly port designs and practices. This included the implementation of renewable energy sources, such as solar panels and the utilization of energy resources available in the vicinity. Considerations for waste management and the collection of greywaters were also mentioned, aligning with existing regulations.

Respondents emphasized the importance of meeting the needs of different user categories, including domestic and tourist vessels, fishing boats, and recreational boats. The distribution of areas within marinas was seen as crucial, catering to specific types of boats and services. Some respondents mentioned the importance of intermodal connectivity, making ports and marinas accessible to passengers and vehicles.

Improving safety and security measures within ports and marinas was highlighted as a priority. Respondents also emphasized the need for continuous improvement in port infrastructure to keep up with the increasing investments in boats, particularly in the tourism sector.

Other suggestions for the marina of the future included providing additional amenities and services, such as Wi-Fi access, medical facilities for first aid, and improved safety for vessels. The integration of ports/marinas with nature, sustainability, and green initiatives were also mentioned, aiming to minimize the impact on the environment.

Overall, the responses depicted a vision of future marinas that are technologically advanced, environmentally conscious, and focused on meeting the evolving needs of users. The port/marina of the future is seen as a dynamic and adaptable space, offering a range of services and facilities while prioritizing sustainability and safety.

3.2. Key Performance Indicators

The FRAMESPORT project aims to assess and enhance the development of small ports in the Adriatic basin. To evaluate the performance and progress of the project, a comprehensive questionnaire was distributed to stakeholders, including Port Authorities, Port Users, National Bodies, Development Agencies, Research Institutions, Regional Authorities, Associations, and others. The questionnaire focused on evaluating various key performance indicators (KPIs) within seven categories: Port Operations and Management, Environment and Sustainability, Customer Service and Satisfaction, Technological Advancement and Digitalization, Safety and Security, Financial Performance, and Social and Community Responsiveness.

Each category consists of five specific KPIs that were assessed on a Likert scale from 1 to 10, indicating the stakeholders' evaluation of the performance within each KPI. The data collected from the stakeholders provides valuable insights into their perspectives and assessments, enabling a comprehensive understanding of the current status and potential improvements in the targeted areas.

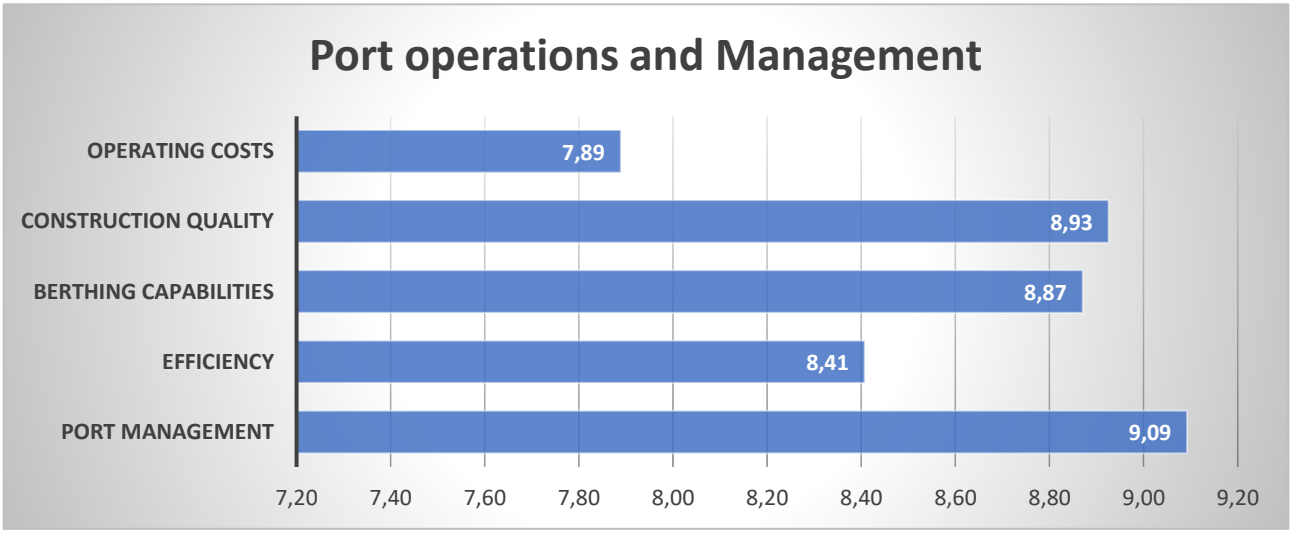
In this report, we will present the aggregated results of the stakeholders' evaluations for each category and its respective KPIs. This analysis will provide a comprehensive overview of the performance levels, identify strengths and weaknesses, and guide the development strategies for each category within the FRAMESPORT project. The evaluation data will be presented in the form of data tables and graphs to facilitate a clear visualization of the stakeholders' assessments.

By analyzing the key performance indicators, the FRAMESPORT project aims to drive continuous improvement in the development of small ports, ensuring efficient port operations, sustainable environmental practices, enhanced customer satisfaction, technological advancements, safety and security measures, financial performance, and social and community responsiveness. The findings from this evaluation will serve as a basis for evidence-based decision-making, policy formulation, and targeted interventions to foster the growth and success of small ports in the Adriatic basin.

3.2.1. KPIs – results - Port operations and Management

This section presents the evaluation results of the first category, Port Operations and Management, within the FRAMESPORT project. The category focuses on assessing the performance of key areas related to the effective management and operations of ports. The stakeholders were asked to evaluate five specific key performance indicators (KPIs) within this category: Port Management, Efficiency, Berthing Capabilities, Construction Quality, and Operating Costs.

The data collected from the stakeholders provides valuable insights into their assessments and perceptions regarding the current state of port operations and management. The stakeholders evaluated each KPI on a Likert scale from 1 to 10, reflecting their perception of the performance within each area. The aggregated results of these evaluations will be presented in the form of data tables and graphs, allowing for a clear visualization of the stakeholders' assessments.



The results from the evaluation of the Port Operations and Management category indicate positive perceptions and satisfaction among the stakeholders. A total of 51 stakeholders participated in the

assessment, providing their ratings for each of the five key performance indicators (KPIs) within this category.

The average rating for Port Management was 9.09, reflecting a high level of satisfaction with the overall management practices implemented within the ports. This indicates that stakeholders perceive the management of ports to be effective, well-organized, and capable of meeting the demands and requirements of stakeholders and users.

Efficiency received an average rating of 8.41, indicating that stakeholders perceive the ports to operate efficiently in terms of processes, resource allocation, and overall performance. This suggests that efforts are being made to optimize operations, streamline procedures, and minimize unnecessary delays, resulting in a smooth and effective flow of port activities.

Berthing Capabilities received a favorable average rating of 8.87, suggesting that stakeholders view the ports as having adequate infrastructure and facilities to accommodate vessels. This indicates that the ports are capable of efficiently managing berthing operations, ensuring the safe and secure mooring of ships and boats.

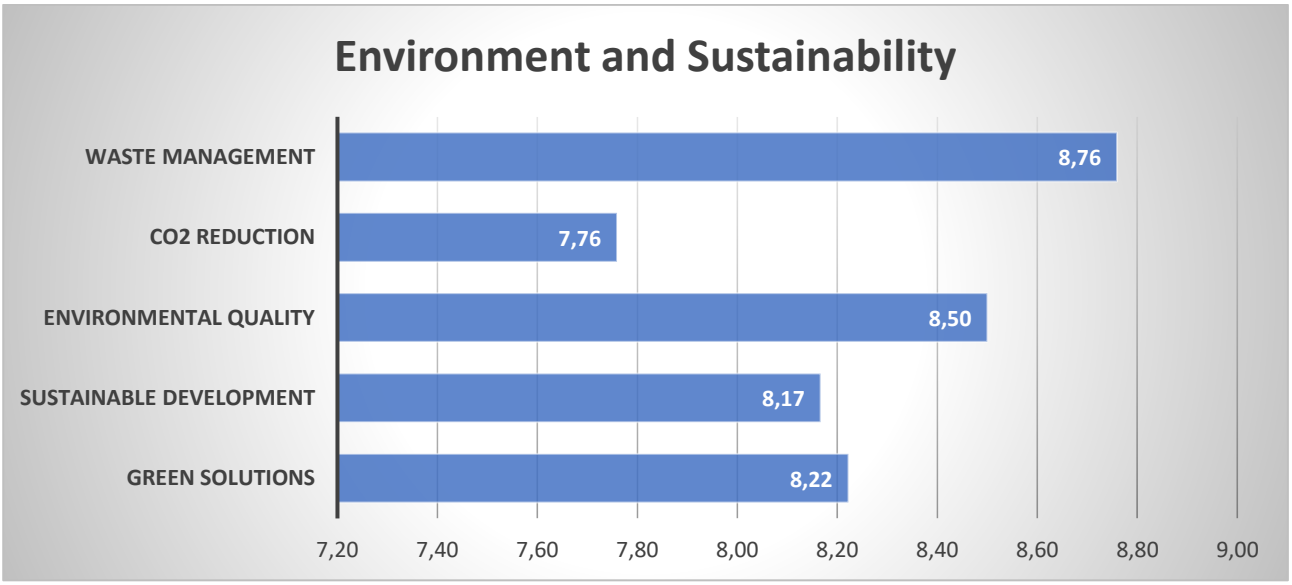
The Construction Quality KPI garnered an average rating of 8.93, indicating stakeholders' satisfaction with the overall quality and standards of the port infrastructure. This suggests that the construction and maintenance practices employed in the ports meet the required standards, providing a solid foundation for safe and reliable operations.

Operating Costs received an average rating of 7.89, reflecting stakeholders' perception of the financial efficiency and cost-effectiveness of port operations. While the rating is relatively high, it also indicates room for improvement in managing and optimizing operating costs to ensure long-term financial sustainability.

3.2.2. KPIs – results - Environment and Sustainability

The second analyzed category in the assessment of the FRAMESPORT project is Environment and Sustainability. Within this category, stakeholders evaluated five key performance indicators (KPIs) that are crucial for promoting environmental responsibility and sustainable practices within the ports and marinas. The KPIs assessed in this category include Green Solutions, Sustainable Development, Environmental Quality, CO2 Reduction, and Waste Management. These indicators provide valuable insights into the stakeholders' perceptions and evaluations of the efforts made by

the FRAMESPORT project and its stakeholders to address environmental concerns, promote sustainable development, reduce carbon emissions, and effectively manage waste within the port and marina environments. By examining the ratings and data associated with these KPIs, a comprehensive understanding of the current state of environmental and sustainability practices within the project can be obtained, leading to informed decision-making and targeted strategies for further improvement and progress in this vital aspect of the project.



The results of the evaluation for the Environment and Sustainability category indicate a positive perception among the stakeholders regarding the efforts and performance in this area within the FRAMESPORT project. The average ratings for the key performance indicators (KPIs) demonstrate a strong commitment to green solutions, sustainable development, and environmental quality. Green solutions received an average rating of 8.22, indicating that stakeholders recognize the importance of implementing environmentally friendly practices and technologies within the ports and marinas. The KPI of sustainable development also scored high with an average rating of 8.17, reflecting a shared belief in the necessity of balancing economic growth with social and environmental considerations.

Environmental quality received a particularly positive evaluation, with an average rating of 8.50. This signifies that stakeholders perceive the project's focus on maintaining and improving the environmental aspects of the ports and marinas as commendable. However, there is room for improvement in CO2 reduction, which obtained an average rating of 7.76. This indicates that

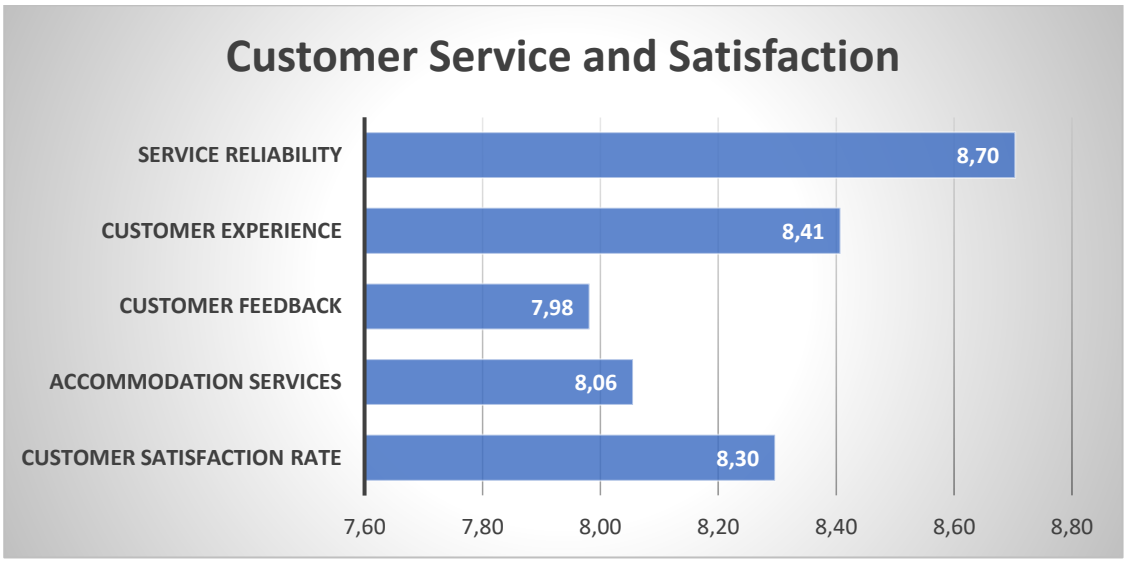
stakeholders recognize the importance of reducing carbon emissions but believe there is still progress to be made in this area.

Waste management received a high average rating of 8.76, demonstrating the stakeholders' satisfaction with the project's efforts to manage waste effectively and responsibly. This signifies a commitment to minimizing environmental impacts and promoting sustainable waste practices.

Overall, the results from the Environment and Sustainability category indicate that the FRAMESPORT project has been successful in prioritizing and addressing key environmental concerns. The positive evaluations of green solutions, sustainable development, environmental quality, and waste management reflect the stakeholders' recognition of the project's commitment to sustainability and its potential for long-term environmental benefits. However, the feedback regarding CO2 reduction suggests the need for further strategies and initiatives to enhance carbon footprint reduction within the project's scope. These findings provide valuable insights for the project's future planning and decision-making, enabling targeted actions to continuously improve environmental performance and ensure a sustainable future for the ports and marinas involved.

3.2.3. KPIs – results - Customer Service and Satisfaction

The FRAMESPORT project places a strong emphasis on customer service and satisfaction as a vital aspect of its overall objectives. By prioritizing the needs and expectations of stakeholders and customers, the project aims to enhance the overall experience and ensure their utmost satisfaction. In this section, we analyze the results of the Customer Service and Satisfaction category, which encompasses various key performance indicators (KPIs) crucial for evaluating the project's effectiveness in meeting customer expectations. The KPIs evaluated within this category include Customer satisfaction rate, Accommodation services, Customer feedback, Customer experience, and Service reliability. Through the assessment of these KPIs, we gain valuable insights into the stakeholders' perceptions and their satisfaction with the customer-oriented aspects of the FRAMESPORT project. By analyzing the data and feedback provided by the stakeholders, we can identify areas of success and areas that require further attention, enabling the project to continually enhance its customer service offerings and overall satisfaction levels.



Within the evaluation of the Customer Service and Satisfaction category, 51 industry-relevant stakeholders participated by providing their valuable insights and ratings on various aspects related to customer service. The ratings provided by these stakeholders offer valuable perspectives on their perceptions and expectations of customer service within the context of the broader industry.

Based on the ratings, it is evident that the stakeholders highly value customer satisfaction. The average rating for the Customer Satisfaction Rate KPI was 8.30, indicating a high level of satisfaction among stakeholders with the customer service practices they encounter in their respective roles.

Accommodation services received an average rating of 8.06, indicating stakeholders' positive perception of the services provided in terms of meeting their accommodation needs and expectations. This underscores the importance of offering quality accommodation services within the industry.

Stakeholders also provided valuable feedback on the Customer Feedback KPI, which received an average rating of 7.98. This demonstrates stakeholders' willingness to engage and share their thoughts and suggestions to further improve customer service practices.

The Customer Experience KPI received an average rating of 8.41, reflecting stakeholders' positive experiences when engaging with customer service processes and interactions. This highlights the importance of providing a seamless and enjoyable experience for customers within the industry.

Service Reliability garnered an impressive average rating of 8.70, indicating stakeholders' recognition of the importance of reliable and consistent service delivery. This emphasizes the need to maintain a high level of dependability in meeting customer needs and expectations.

These ratings provide valuable insights into the stakeholders' perspectives on customer service and satisfaction within the industry. By taking these ratings into account, industry players can identify areas of strength and areas for improvement, ultimately enhancing their customer service practices and ensuring customer satisfaction.

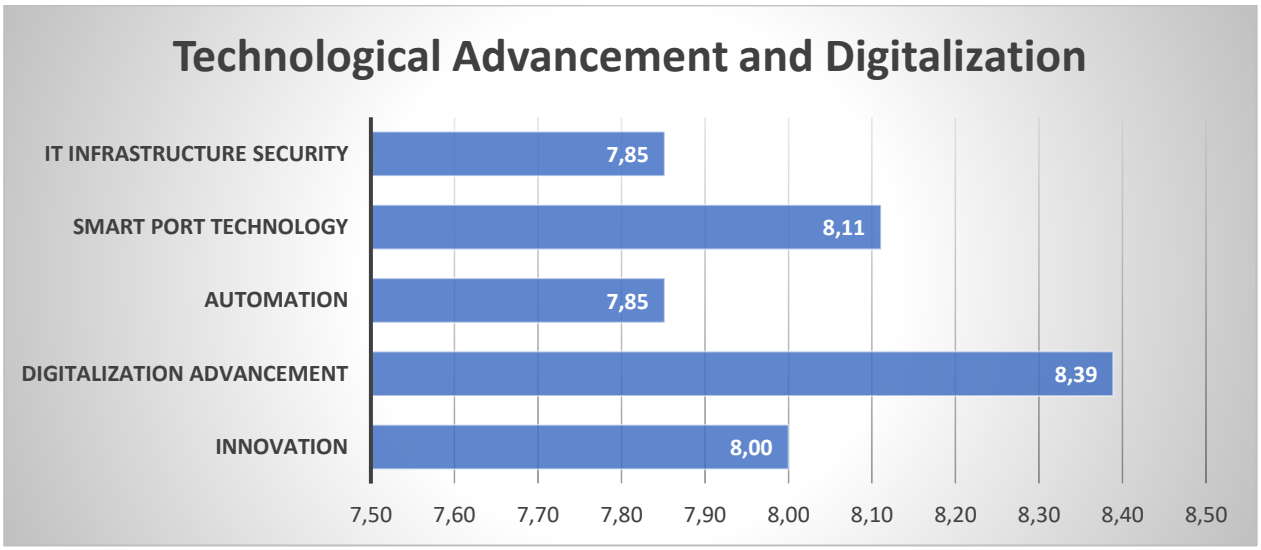
It is essential for the FRAMESPORT project to consider these insights from stakeholders in shaping its strategies and fostering collaboration with industry partners to collectively enhance customer service and satisfaction within the maritime sector.

3.2.4. KPIs – results - Technological Advancement and Digitalization

In today's rapidly evolving maritime industry, the integration of technological advancements and digitalization has become instrumental in optimizing port and marina operations. Recognizing the significance of these factors, the FRAMESPORT project conducted an evaluation of the Technological Advancement and Digitalization category. This category explores various key performance indicators (KPIs) that assess the industry's progress in harnessing innovation, embracing digitalization, implementing automation, leveraging smart port technology, and ensuring robust IT infrastructure security. Through extensive stakeholder engagement, industry-relevant insights were gathered, shedding light on the current state and future direction of technological advancements within ports and marinas.

The KPIs within this category provide valuable insights into the industry's readiness to adopt emerging technologies and utilize digital solutions. By analyzing the ratings and feedback provided by 51 stakeholders, we can gauge the industry's perception of the impact of technology on port operations and management. The results will not only help identify areas of strength but also highlight areas that require further attention and improvement.

The continuous evolution of technology and its integration into port and marina operations hold immense potential for enhancing efficiency, sustainability, and customer experiences. Understanding the outcomes of the Technological Advancement and Digitalization category will provide valuable guidance to industry stakeholders, enabling them to align their strategies and investments with the ever-changing technological landscape.



In terms of innovation, the average rating of 8.00 indicates a positive acknowledgment of the industry's efforts to foster creativity and implement novel solutions. This emphasizes the importance placed on staying at the forefront of technological advancements and exploring new possibilities for enhancing operations.

The rating for digitalization advancement stands at an average of 8.39, reflecting a commendable progress in adopting digital solutions and leveraging technology to streamline processes. The industry's commitment to embracing digitalization is evident, as stakeholders recognize its potential to drive efficiency, optimize resource utilization, and improve overall performance.

Automation, with an average rating of 7.85, highlights the industry's journey towards integrating automated systems and processes. While stakeholders appreciate the benefits of automation in terms of increased productivity and reduced human error, there is room for further development and implementation of automated solutions within ports and marinas.

Smart port technology, indicated by an average rating of 8.11, underscores the industry's recognition of the transformative power of intelligent systems. Stakeholders appreciate the value of smart technologies in enhancing port operations, optimizing resource allocation, and improving overall efficiency. The positive rating suggests a willingness to explore and invest in advanced technologies that can drive sustainable growth.

The average rating of 7.85 for IT infrastructure security highlights the importance placed on safeguarding critical digital assets and protecting against potential cyber threats. Stakeholders recognize the significance of robust security measures to ensure the integrity and reliability of IT systems within ports and marinas.

3.2.5. KPIs – results - Safety and Security

In the ever-evolving landscape of port operations and marinas, maintaining a safe and secure environment is crucial for the well-being of all stakeholders involved. The fifth analyzed category, Safety and Security, sheds light on the industry's dedication to ensuring the highest standards of safety and security. Within this category, stakeholders evaluated and provided their valuable insights on various key performance indicators (KPIs) that directly impact safety and security measures.

The first KPI, improved safety protocols, reflects the industry's commitment to implementing robust safety measures to prevent accidents, injuries, and other incidents within the port or marina premises. By continually enhancing safety protocols, stakeholders aim to create a secure environment that protects both personnel and assets.

Another significant KPI is the presence of an emergency response plan. This KPI assesses the preparedness and effectiveness of emergency procedures in the event of unforeseen incidents or natural disasters. An efficient emergency response plan ensures timely and coordinated actions, minimizing potential risks and damages.

Effective risk management is another crucial KPI within the Safety and Security category. Stakeholders evaluated the industry's ability to identify, assess, and mitigate risks associated with port operations and marinas. By implementing comprehensive risk management strategies, including proactive measures and contingency plans, stakeholders aim to safeguard against potential hazards and minimize their impact.

The presence of robust security measures is also a vital KPI in this category. It evaluates the industry's commitment to protecting assets, preventing unauthorized access, and deterring security threats. Stakeholders assess the implementation of advanced security systems, surveillance technologies, access control measures, and personnel training to ensure a secure environment within the port or marina facilities.

Lastly, training and education programs for employees play a crucial role in promoting safety and security. This KPI examines the industry's initiatives to provide comprehensive training and education to personnel, equipping them with the necessary skills and knowledge to handle safety protocols, emergency situations, and security procedures effectively.

The results from the fifth category, Safety and Security, highlight the industry's strong focus on ensuring a safe and secure environment within port operations and marinas. With input from 51 stakeholders, the average ratings for each key performance indicator (KPI) reflect the industry's commitment to excellence in safety and security practices.

The first KPI, improved safety, received an average rating of 8.81. This indicates that stakeholders recognize the industry's efforts to implement effective safety protocols and measures to minimize accidents, injuries, and other safety-related incidents. By continuously enhancing safety practices, the industry strives to create a secure environment for all personnel and visitors.

The second KPI, the emergency response plan, received an impressive average rating of 8.91. This signifies the industry's preparedness and effectiveness in responding to unforeseen incidents or emergencies. A well-developed emergency response plan ensures prompt and coordinated actions, enabling the mitigation of risks and the protection of lives and assets.

Risk management, as a crucial KPI, received an average rating of 8.26. This reflects stakeholders' acknowledgment of the industry's commitment to identifying, assessing, and mitigating risks associated with port operations and marinas. By implementing comprehensive risk management

strategies, the industry aims to minimize the impact of potential hazards and ensure the resilience of operations.

The average rating for security measures was 8.83, indicating stakeholders' confidence in the industry's efforts to implement robust security measures. This includes advanced surveillance technologies, access control systems, and personnel training to deter security threats and protect assets within the port or marina facilities.

Training and education for employees received an average rating of 8.83. This highlights the industry's commitment to equipping its workforce with the necessary skills and knowledge to handle safety protocols, emergency situations, and security procedures effectively. By investing in comprehensive training programs, the industry empowers its employees to contribute to a secure and safe operating environment.

3.2.6. KPIs – results - Financial Performance

In the fast-paced and competitive landscape of ports and marinas, maintaining a solid financial performance is crucial for sustainable growth and prosperity. The sixth category analyzed in the FRAMESPORT project is Financial Performance, which provides valuable insights into the industry's financial health and its ability to navigate the complexities of today's market. This category examines a range of key performance indicators (KPIs) that shed light on the financial aspects of ports and marinas.

The first KPI, Revenue, measures the income generated by the facility through various sources such as docking fees, service charges, and ancillary offerings. It reflects the industry's ability to attract customers and generate consistent revenue streams. A higher rating indicates a robust revenue generation system and a positive financial outlook.

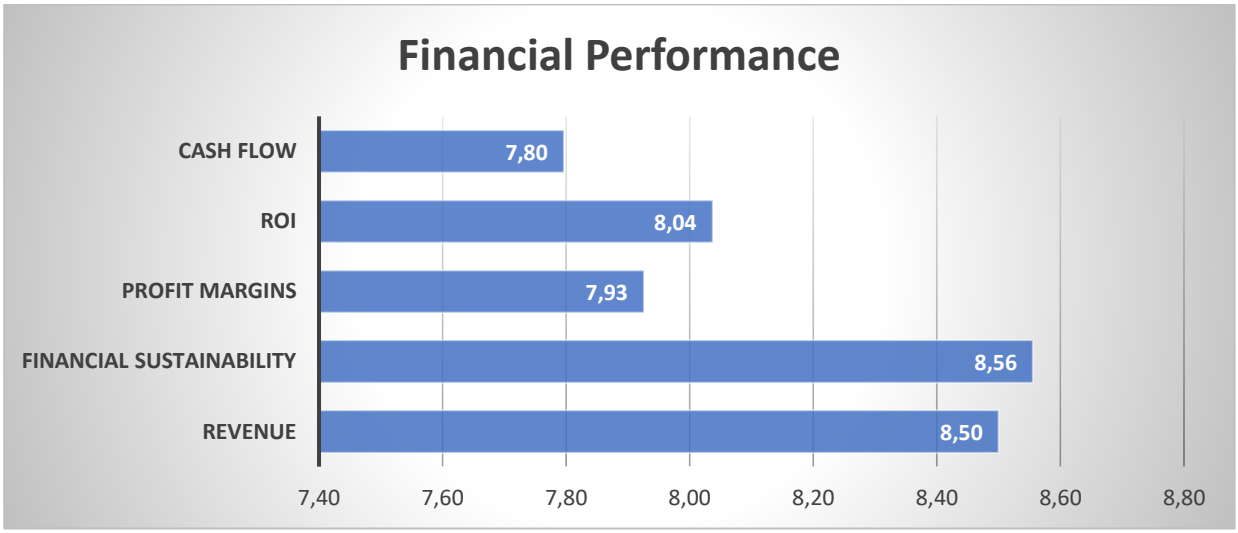
Financial sustainability is another critical KPI, highlighting the industry's ability to maintain a healthy balance between revenue and expenses over the long term. It encompasses factors such as cost management, efficient resource allocation, and strategic financial planning. A higher rating indicates a financially resilient and stable operation.

Profit margins, the third KPI, provide insights into the industry's profitability by analyzing the percentage of revenue retained as profit after deducting expenses. It measures the efficiency and

effectiveness of cost management strategies, pricing structures, and operational efficiencies. A higher rating indicates healthy profit margins and effective financial management.

Return on Investment (ROI) is a key indicator that assesses the profitability and financial viability of capital investments made by the port or marina. It measures the percentage of return gained from each unit of investment, indicating the industry's ability to generate returns on its investment decisions. A higher rating signifies successful investment outcomes and sound financial decision-making.

Lastly, cash flow is a crucial KPI that reflects the industry's ability to manage and maintain a positive cash position. It measures the inflow and outflow of cash, considering factors such as revenue collection, expenses, and investment activities. A higher rating indicates strong cash flow management and a healthy financial position.



The results from the sixth category, Financial Performance, provide valuable insights into the financial health and stability of ports and marinas. Based on the ratings provided by 51 stakeholders, the average scores for each key performance indicator (KPI) were as follows:

Revenue: The stakeholders rated this KPI with an average score of 8.50. This indicates a positive assessment of the industry's ability to generate income through various revenue streams such as docking fees and service charges. It suggests that the ports and marinas have been successful in attracting customers and generating consistent revenue.

Financial sustainability: The stakeholders rated this KPI with an average score of 8.56. This highlights their positive perception of the industry's ability to maintain a healthy balance between revenue and expenses over the long term. It indicates that ports and marinas have implemented effective cost management strategies and strategic financial planning to ensure financial sustainability.

Profit margins: The stakeholders rated this KPI with an average score of 7.93. While still above average, it suggests that there is room for improvement in optimizing the industry's profitability. Ports and marinas may need to focus on implementing cost-saving measures, improving operational efficiencies, and revising pricing structures to enhance profit margins.

Return on Investment (ROI): The stakeholders rated this KPI with an average score of 8.04. This indicates a positive assessment of the industry's ability to generate returns on capital investments. It suggests that the ports and marinas have made wise investment decisions, yielding satisfactory returns on their investments.

Cash flow: The stakeholders rated this KPI with an average score of 7.80. This highlights the industry's ability to manage and maintain a positive cash position. While still above average, it suggests that ports and marinas may need to focus on optimizing cash flow management by ensuring timely revenue collection, controlling expenses, and making prudent investment decisions.

Overall, the results from the Financial Performance category reflect a positive perception of the industry's financial performance, with strong ratings for revenue and financial sustainability. However, there is room for improvement in profit margins and cash flow management. By leveraging these insights, stakeholders can identify areas for improvement, implement effective financial strategies, and strive for long-term financial success in the dynamic landscape of ports and marinas.

3.2.7. KPIs – results - Social and Community Responsiveness

The FRAMESPORT project assessed the social and community responsiveness of ports and marinas, focusing on the seventh category: Social and Community Responsiveness. This category aimed to evaluate how these entities demonstrate social responsibility and respond to the needs of the community. The following key performance indicators (KPIs) were analyzed based on the ratings provided by 51 stakeholders:

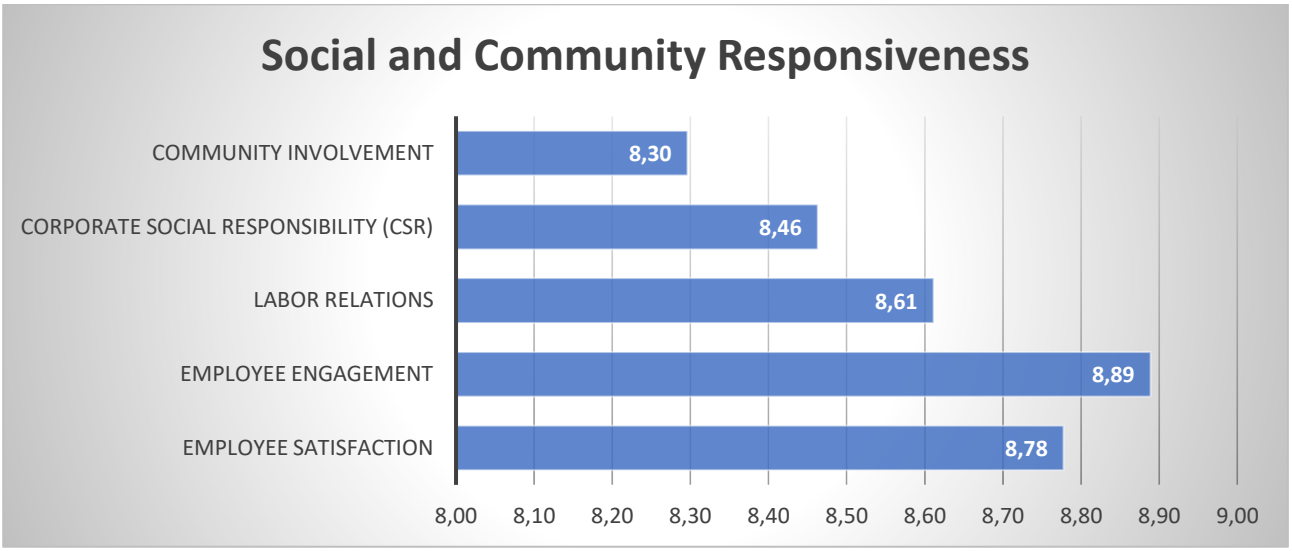
Employee satisfaction: This KPI measured the level of satisfaction among employees working in ports and marinas. It took into account factors such as working conditions, career development opportunities, and overall job satisfaction. The average score reflects the industry's performance in ensuring a positive work environment and employee satisfaction.

Employee engagement: This KPI assessed the degree of employee engagement and involvement in decision-making processes within ports and marinas. It indicated how well the industry encouraged active participation and valued the contributions of its workforce. The stakeholders' ratings provided insights into the industry's efforts to foster employee engagement and create a sense of ownership.

Labor relations: This KPI evaluated the quality of labor relations within the industry, including aspects such as communication, cooperation, and conflict resolution between management and employees. It reflected the industry's commitment to maintaining positive and productive labor relations, which are vital for overall organizational success.

Corporate Social Responsibility (CSR): This KPI measured the industry's commitment to practicing responsible business behavior and contributing to societal well-being. It encompassed areas such as environmental sustainability, ethical business practices, philanthropy, and community engagement. The stakeholders' ratings shed light on the industry's efforts to integrate CSR principles into its operations and make a positive impact on the communities it serves.

Community involvement: This KPI assessed the industry's level of involvement and contribution to the local communities where ports and marinas are located. It measured the extent to which the industry engaged with community stakeholders, supported local initiatives, and fostered positive relationships with the broader community. The stakeholders' ratings provided insights into the industry's efforts to be an active and responsible community partner.



The results for the seventh category, Social and Community Responsiveness, based on the ratings provided by 51 stakeholders, indicate a strong performance in various key performance indicators (KPIs) related to employee satisfaction, engagement, labor relations, corporate social responsibility (CSR), and community involvement.

Employee satisfaction received an average rating of 8.78, highlighting the industry's success in creating a positive work environment and addressing employee needs and expectations. This indicates a high level of job satisfaction and contentment among employees working in ports and marinas.

Employee engagement received an average rating of 8.89, demonstrating the industry's commitment to involving employees in decision-making processes and valuing their contributions. This reflects a culture that encourages active participation, empowers employees, and fosters a sense of ownership.

Labor relations received an average rating of 8.61, indicating that the industry maintains positive relationships and effective communication channels between management and employees. This suggests a collaborative approach, where both parties work together to address concerns, resolve conflicts, and promote a harmonious work environment.

Corporate social responsibility (CSR) received an average rating of 8.46, signifying the industry's dedication to responsible business practices and making a positive impact on society. This includes

initiatives related to environmental sustainability, ethical business conduct, philanthropy, and community engagement. The industry's commitment to CSR reflects its broader goals of sustainable growth and societal well-being.

Community involvement received an average rating of 8.30, highlighting the industry's active engagement with the communities where ports and marinas are located. This involvement includes supporting local initiatives, contributing to community development, and maintaining positive relationships with community stakeholders. The industry's commitment to community involvement demonstrates its desire to be a responsible and valued member of the local communities it serves.

4. Conclusion

In conclusion, the analysis of key performance indicators (KPIs) within the FRAMESPORT project provides valuable insights into the current state and future trajectory of the ports and marinas industry. The data collected from 51 stakeholders, representing various industry perspectives, paints a positive picture of the industry's overall performance across seven critical categories: Port operations and Management, Environment and Sustainability, Customer Service and Satisfaction, Technological Advancement and Digitalization, Safety and Security, Financial Performance, and Social and Community Responsiveness.

The average ratings received for each category reflect the industry's dedication to excellence and continuous improvement. Port operations and Management garnered an impressive average rating of 8.64, indicating robust management practices, efficient operations, and effective utilization of resources. This underscores the industry's commitment to optimizing port infrastructure, enhancing berthing capabilities, and maintaining high standards of construction quality.

In terms of Environment and Sustainability, the industry achieved a commendable average rating of 8.28, emphasizing its focus on green solutions, sustainable development, environmental quality, CO2 reduction, and waste management. This demonstrates a growing commitment to minimizing environmental impact, adopting eco-friendly practices, and preserving the natural resources in and around port areas.

Customer Service and Satisfaction received an average rating of 8.29, indicating a strong emphasis on meeting customer needs and delivering exceptional service experiences. The industry's dedication to customer satisfaction, accommodation services, customer feedback, customer experience, and service reliability underscores its commitment to creating positive and memorable experiences for port users.

Technological Advancement and Digitalization received an average rating of 8.04, reflecting the industry's efforts to embrace innovation, enhance digital capabilities, and leverage smart port technologies. This signifies a forward-thinking approach, with an increasing adoption of automation, advanced IT infrastructure, and digital solutions to improve operational efficiency, optimize processes, and enhance overall performance.

Safety and Security obtained an impressive average rating of 8.73, highlighting the industry's unwavering commitment to ensuring the safety and security of port facilities, personnel, and users. This underscores the industry's proactive approach to risk management, emergency response planning, security measures, and continuous training and education for employees.

Financial Performance achieved an average rating of 8.16, demonstrating the industry's ability to generate revenue, maintain financial sustainability, and achieve satisfactory profit margins. This indicates a sound financial management approach and a focus on optimizing return on investment (ROI) and cash flow, contributing to the industry's overall stability and long-term viability.

Lastly, Social and Community Responsiveness garnered an average rating of 8.61, reflecting the industry's dedication to employee satisfaction, employee engagement, labor relations, corporate social responsibility (CSR), and community involvement. This demonstrates a commitment to fostering a positive work environment, promoting employee well-being, maintaining strong relationships with labor unions, and actively engaging with local communities to address their needs and contribute to their development.

Overall, the industry's performance across these categories showcases its commitment to excellence, sustainability, customer-centricity, technological innovation, safety, financial stability, and social responsibility. The average ratings highlight the industry's overall positive trajectory and provide a solid foundation for further growth and development.

Looking ahead, the insights gained from this analysis can serve as a roadmap for strategic planning, decision-making, and industry collaboration. By leveraging the industry's strengths and addressing areas for improvement, stakeholders can work together to propel the ports and marinas industry towards a future characterized by enhanced efficiency, environmental stewardship, customer satisfaction, technological advancements, safety and security, financial resilience, and positive social impact.

In conclusion, the FRAMESPORT project has provided a comprehensive assessment of the ports and marinas industry, showcasing its achievements, identifying areas of excellence, and outlining opportunities for further progress. By capitalizing on these insights and fostering collaboration among stakeholders, the industry can continue to evolve, thrive, and make significant contributions to local economies, communities, and the overall maritime landscape.