

DEL 5.1.4 Cross-border Cultural Touristic Management strategy

Project number:	10042741
Project acronym	REMEMBER
Project Title	REstoring the MEmory of Adriatic ports sites.Maritime culture to foster Balanced tERritorial growth
Start of the project	January 2019
Duration	42 months

Related activity:	5.1 – Adriatic ports cultural network
Deliverable name:	Cross-border Cultural Touristic Management strategy
Type of deliverable	Strategy
Language	English
Work Package Title	Adriatic ports cultural network
Work Package number	5
Work Package Leader	KIP – Intermodal Transport Cluster

Status	Final
Author (s)	KIP
Version	1
Due date of deliverable	06/2022
Delivery date	06/2022

Contents

Introduction	3
1. Cultural tourism	4
1.1. EUSAIR macroregional strategy	4
1.2. State of the art – available cultural offer	5
1.3. Development constraints and development opportunities.....	7
2. Tourist demand and consumption effects.....	9
3. Key questions and limitations.....	11
4. Development opportunities and possible actions to implement	13
5. Target markets.....	15
6. Fields of cooperation	16
7. Timeframe and financial resources.....	17
Conclusion	18

Introduction

This document is part of the Work package (WP) 5 Adriatic ports cultural network that aims at setting up the Adriatic ports cultural network for the cross-border valorization of Adriatic Italian and Croatian ports as a single integrated destination for cultural tourism, linked but at the same time alternative to the coastal tourism.

Activity 5.1 answers to a real need of involved partners to create added value for the territories from the cultural heritage that must be safeguarded. Therefore, all involved partners are committed to continue the cooperation on cultural and tourism valorisation also after the end of the project, in line with the existing local developing strategies and building upon existing cooperation frameworks among the PPs.

The goal of the cross-border CTM strategy is to show the cross-border value of our project and the similarities of our project with the EUSAIR macro-regional strategy.

The cross-border strategy will analyse and summarise individual strategies created in each port-city involved in the project and define main goals of the project and possible timeframe.

1. Cultural tourism

Cultural tourism is one of the special forms of tourism that offers to economy a long-term competitive advantage. On the one hand cultural tourism potentials of Italy and Croatia is recognized both from foreign and domestic tourists but there is still space to become larger tourist offerings. With existing offers, picturesque settlements, rich and varied history, historical urban and rural units and already developed tourism Croatia and Italy have good prerequisites for the development of a cultural tourism product.

Despite the dominant influence of the sun and the sea in Italy and Croatia, more and more foreign visitors participate in cultural activities visiting cultural-historical sites or attending concerts, performances and cultural events.

The potential of demand for culture in tourism can be fully utilized in planning and coordinated access to the development of a cultural tourism product.

1.1. EUSAIR macroregional strategy

The EUSAIR action plan calls for the development of the sustainable and responsible tourism potential of the whole Adriatic-Ionian Region through the innovative and quality tourism products and services. This goal is in line with the REMEMBER project since partners are creating and preserving cultural touristic offer in the form of virtual museum that use different virtual tools to utilize the best potential for the cultural offer in each city. With the virtualisation of the cultural offer, partners on one hand are attracting wide variety of tourists, such as students, disabled, elders, and on the other hand are diversifying the products availability to the whole year and not just seasonal availability. Virtual tools used are also sustainable since the cultural products are recorded and showcased to the wider public without the need to damage the original products. With the help of virtual tools and modern technology the original products are not only protected from the mass tourism but also enhanced in the form of virtual restoration and 3D models, the time-laps images and videos and virtual reality. With this goal in mind, each partner created their own CTM strategy as well as part of their own Virtual Museum (VM) available at the innovative ADRIJO platform open to the public.

The ADRIJO platform is perfectly in line with the *Communication (COM(2010)352) “Europe, the world’s No 1 tourist destination – a new political framework for tourism in Europe”*, in which the Commission focuses on two key concepts mutually influencing each other: the need for a sustainable approach and the need to boost the competitiveness of the European tourism sector.¹ With the ADRIJO platform, the cultural and historical offer is preserved in the virtual world, and the platform encourage visitors to explore the cultural potential in each destination that is not affected by the seasonality and mass tourism offer. The expectation of the platform is to educate visitors in the forms and availability of cultural offer in each city and encourage them to visit outside peak seasons.

By focusing on the cultural tourism, partners are working toward sustainable tourism job offers that will depend less on the seasonal models by providing high-value products and services available “all year round”.

1.2. State of the art – available cultural offer

Italy and Croatia shares Adriatic Sea. Although the sea can be seen as a dividing factor, it can also be considered as uniting factor. In the case of Italy and Croatia it is an administrative dividing factor that divide the two territories, but at the same time, it is a uniting factor that unites two cultural identities as well as two shores. Through the history and today, it can be seen how much two sides of the Adriatic coast are connected in cultural and traditional way. For that reason, partners created ADRIJO platform. The word ADRIJO is derived from the combination of the Italian word ADRIATICO and the Croatian JADRANSKO. With this word partners wanted to showcase and promote their common cultural and maritime heritage, a heritage of monuments and of tangible and intangible skills, of 8 Italian and Croatian ports – Ancona, Ravenna, Venice, Trieste, Rijeka, Zadar, Split, and Dubrovnik – by means of an interactive digital portal.

¹ <https://www.adriatic-ionician.eu/wp-content/uploads/2020/04/EUSAIR-SWD-2020.pdf> p52

Picture 1. REMEMBER port cities



The eight port cities involved in the project overall have about 1.14 million citizens living in the city area. At the same time, the cities were visited by approx. 9.40 million tourists in pre-pandemic 2019 year. The highest number of visitors received Venice, followed by Dubrovnik and Split. The number of tourists is 9 times larger than the number of residents. The most tourists visit during peak season June – August.

The goal of the REMEMBER project is development of the sustainable cultural tourism offer – as such, partners worked on providing the overview of the cultural tourism in their cities. The collected cultural offer was presented through WP4 and main project output – ADRIJO platform. The cultural offer was sorted in 3 main categories and 11 sub-categories:

- Tradition and Culture
 - People
 - Knowledge
 - Myths
 - Life Style
- Stories
 - Economies
 - Relations
 - Route and Maps
- Heritage
 - City monuments
 - Harbour landscape
 - Objects/Icons/Design
 - Sea cultures

Beside offer visualised and described in the ADRIJO platform, each port-city also described the available cultural offer in their port-cities that include a combination of tangible and intangible assets that includes buildings, walls, churches, monasteries, gardens, museums, and other facilities as well as events and works that symbolises cities destination.

1.3. Development constraints and development opportunities

One of the main development constraints identified in the cities that have the most visitors are operational difficulties such as traffic congestions, overcrowding of sites and attractions, degradation of important assets, and other challenges. Also, the mass tourism trends have been observed, such as trend towards poor quality and excessive standardization of commercial activities, insufficient awareness of the use of environmental resources as a factor of local development, spread of low-cost tourism etc. Congestions, overcrowding and overuse of environmental resources have mostly been observed in the cities with the largest number of tourists visits, namely Venice, Dubrovnik, Split and even Zadar. Other cities have less problems with mentioned constraints, however, the trend of mass tourism and the need for the creation of the competitive brand identity and a base tourism product should be a high priority.

Development possibilities in all involved cities are very high and recognized by partners and relevant stakeholders. Thanks to the wide use of modern technologies, more and more cultural offer has been promoted to the wider public. Thanks to the modern technologies and information channels, visitors have the opportunity to investigate and collect information about available cultural offer in the cities they are visiting. This information availability has also the purpose of balancing the seasonality of the tourist season in the cities, and the attraction of the offer for elderly and high educated target groups. Tourist boards and regional authorities have recognized the need for the development of the brand image for each involved port-city.

2. Tourist demand and consumption effects

Tourism demand is the total number of persons who travel or wish to travel to use the tourist facilities away from their places of work and residence.² The tourist demand will be analysed through:

- Overall number of tourists in destination
- The number of overnight stays in destination
- The number of tourists visiting cultural offer (museums, manifestations etc.)
- The percentage of foreign tourists in destination

The data collected by partners are summarized in the table below:

City	Total number	Overnight stays	Culture visits	% of foreign tourists
Dubrovnik	1.5 mil	3.49 mil	300k	90%
Split	932 k	2.73 mil	n/a	91%
Zadar	630 k	1.5 mil	250k	88%
Rijeka	155 k	367 k	450k*	77%
Trieste	600 k	n/a	n/a	n/a
Venice	5.5 mil	12.9 mil	4.7 mil	86%
Ravenna	624 k	2.85 mil	n/a	22%
Ancona	170 k	n/a	n/a	26%

* The number include all visits (school etc.)

From the table, it is visible that most tourists do not visit cultural offer in the analysed cities with the exception from the city of Venice. That means that the cultural tourism is still not enough developed, and cities should work on the promotion of the cultural value. The data collected point to the most visitors enjoying sightseeing, swimming, visiting restaurants and bars etc.

Italy and Croatia have a rich cultural heritage; however, it is still not sufficiently recognized as a product that can extend the season. REMEMBER partners have been working on the problem of

² https://www.tutorialspoint.com/tourism_management/tourism_management_demand.htm



the cultural heritage promotion through the ADRIJO platform and brand image as well as promotion activities of the Adriatic cultural ports network. This is the first step towards the promotion of the area as a more inclusive destination, where the main product on offer is a story.

3. Key questions and limitations

All destinations at the Adriatic Sea faces seasonality of touristic activities. Most tourists chose the time of their visits based on the weather conditions. Usually, the highest turnover is in months between June and August. Cities are trying to make the pre and post season as long as possible with the offer of many manifestations and other cultural and fun activities. With the work on the promotion and development of the cultural tourism through the REMEMBER project, partners are contributing to the overall grow of tourist brand and image, and consequently, of the economic sector in their region.

The promotion and branding of the cities have increased in the last several years with targeted adds on all available social media outlets. The mass medias such as Facebook, Twitter, Instagram and LinkedIn are increasingly popular and offer huge possibilities for promoting brand image of the cities.

To ensure that the touristic demand is met, we have to analyse the state of the tourist infrastructure in the cities. By analysing the state of the accommodation offer, it has been noted that it is of the adequate quality and the prices are mostly expected by the targeted tourists.

Traffic connections to the cities are varied and adequate, especially in the peak season when many airlines increase the number of flights. However, the traffic roads in some city centres could be improved – in a sense that traffic congestions are making huge problems not only o tourists but also to domestic population and workers. This is especially visible in the cities that have big ferry ports in the centre, such as Split, and where the cars exiting or entering ferry ship make huge congestions through the whole city centre. This problem should be addressed by the regional authorities and the city centre should be better connected with the public transport to reduce the number of cars.

Cities and authorities are increasingly using the destination management tools to overcome the limitations and problems in their cities. Destination management is a strategy used to coordinate all elements that make up a destination. The elements can be accommodation, access, promotion, attractions, marketing and pricing. Considering that the main aspect of this

documents are port-cities, the focus in the strategy is to analyse place, people, product and process in the ports.

The place we are analysing are the ports – a location where tourists do the shift from sea to land. It is a place that connects cities with the sea. Almost all ports analysed are positioned in the city centre or close to it. On one hand, that means that all main attractions are close to visiting tourists. On the other hand, this creates problems with the congestions in the cities. The port itself can be considered as a destination if it offers cultural or other product in the port. Most ports are rich in history and it is a great opportunity to present them and develop that side of the ports as well.

The people visiting the ports are mainly tourists that stay in ports for a limited amount of time. Usually, they are just passing through the port, but if they are staying, due to administrative or other reasons, they may be interested to learn more about the port itself.

The product can be accommodation, attraction, experience or something else. In the case of ports, it is usually the experience – passing through the ports, changing the mode of transport, the experience of the transfer etc. Ports should offer the positive experience to the visiting tourists, especially if there are waiting periods. Showcasing the cultural offer in the cities and ports could make people feel less anxious during the waiting times.

The process is the management of destination, the coordination of all stakeholders in the touristic chain that will ensure that people visiting the port-cities are satisfied with the offered product.

4. Development opportunities and possible actions to implement

Long - term trends in international tourism demand indicate a continuous increase in tourism in the last 60 years. Despite occasional crisis, it is in the position as the fastest growing economic activity in the world. The best example of this can be the COVID-19 pandemic crisis – 2019 year was a record year for the touristic activity at the Adriatic Sea. Then the pandemic came and 2020 was one of the lowest years for the tourism sector. In 2021 we can see the gradual recovery of the touristic sector, and in 2022, if it continues as it is, may be the new record year for many cities in the Adriatic Sea.

In the Mediterranean basin, tourism is vital for many countries: considering exclusively coastal areas economy, tourism represents over 70% in terms of Production Value and Gross Value Added

However, this kind of tourism is mostly „Sea, Sun and Sand“ kind of tourism, it includes low-cost airlines, comfortable accommodation and cheap food. Over the years, this kind of tourism evolved, but in the core, it is still the same. This kind of „mass“ tourism leads sustainability problems, so local communities are increasingly concerned to preserve their natural, economic and social assets from negative impacts.³

The EUSAIR strategy is calling for the development of the sustainable diversification of the Region’s tourism offer – mainly by providing high value-added products and services. REMEMBER partnership has worked on most of the indicative actions marked in the EUSAIR strategy. The indicative actions mentioned in the strategy are:⁴

- Brand-building of the Adriatic Ionian tourist products/services – REMEMBER partners are in line with this activity with the ADRIJO brand that has been promoted as a one destination with shared culture and history. Partners have promoted this brand image through local stakeholder workshop, by signing the memorandum of understanding, participating at the cultural and tourism exhibitions etc. The vision partners have is to

³ <https://www.medqsr.org/tourism>

⁴ <https://www.adriatic-ionian.eu/wp-content/uploads/2020/04/EUSAIR-SWD-2020.pdf> p55-56

promote ADRIJO – ADRIATIC PORTS CULTURAL NETWORK - One website, eight virtual museums to spread and experience the Adriatic ports traditions and culture.

- Initiative to improve quality for sustainable tourism offer - *Improving the quality of the existing offer and delivering new services and products of enhanced quality should be at the basis of sustainable tourism offer. In this context, a tourism offer addressing specific target of tourists, such as: seniors, youth or people with disabilities, would be of interest.* REMEMBER partners have improved the quality of the cultural offer on one hand by making it available to seniors, youth or people with disabilities who could visit virtual museums from their homes and on the other hand by providing high technology models and virtual reality that reconstruct certain tangible heritages and show them in all their glory. Also, intangible heritage such as stories, receipts etc. are also preserved for future generations.
- Sustainable tourism R&D platform on new products and services – REMEMBER partners have developed Adriatic cultural ports network that has been working on the promotion of sustainable tourism as well as a product in the form of the ADRIJO platform.
- Improving accessibility for Adriatic-Ionian tourism products and services – with the ADRIJO platform, the visitors with the special access needs have been targeted. Seniors and disabled people can easily visit virtual museums using the home PC and enjoy the cultural offer showcased there.

Many cities and regions have adopted some kind of the Cultural or Sustainable tourism development strategy that is meant to define and establish development platform for cultural/sustainable tourism for the purpose of joint planning, mutual informing, education and project preparation in cultural/sustainable tourism, as well as designing and implementing measures to prepare the infrastructure base for the development of cultural/sustainable tourism and the systematic promotion of existing events and products in the international market.

5. Target markets

Target markets of the REMEMBER partnership has been identified as tourists interested in the story and product that the partnership has promoted and not the mass tourists. The largest number of tourists targeted with the project are those who fall in the categories of people interested in living the cultural and naturalistic experience in a sustainable oriented city. The target are also young school people who can learn about history of our cities through the virtual museums, as well as elder and disabled people who for various reasons, such as physical and other impediments, are unable to visit our cities physically. The tools offered by modern technologies also allow them to enjoy Adriatic port-cities comfortably seated at home, giving them a unique and certainly sustainable experience with a click.

6. Fields of cooperation

European Union is very interested in sustainable development of cultural tourism. There are cultural components in many EU policies, including education, research, social policy, regional development and external relations. The creation and promotion of culture in today's interactive and globalised world also goes hand-in-hand with media and digital technologies. The EU promotes policy collaboration on culture among national governments and with international organisations.⁵

The EU recognises the importance of culture as part of the European tourism experience and as an element that can enhance the profile of Europe as a global destination. The European Commission supports the areas of cultural tourism that have the greatest potential for growth.

The EU promotes a balanced approach between the needs to boost growth on one side, and the preservation of artefacts, historical sites, and local traditions on the other.

Cooperation among the stakeholders of sustainable tourist destination is crucial to meet future objectives. List of stakeholders includes: local/regional/national public authorities, cultural and natural heritage management bodies, local/regional development agencies and other supporting institutions, associations, NGOs, education and training institutions and inhabitants.

The goal of the partnership is to continue the cooperation on the project and enhance it in the new programming period 2021-2027 if the opportunity arose.

Regarding the cooperation on the local level, through the organized local stakeholder workshops, each partner had contacted the local community invested in the sustainable and cultural tourism. With a solid cooperation on the local level, the work could be carried out on the transnational level as well.

⁵ https://europa.eu/european-union/topics/culture_en

7. Timeframe and financial resources

REMEMBER project timeframe is from 01/01/2019 to 30/06/2022. However, the created platform will stay active in the future as well. The partnership goal would be to continue work on the project in the new programming period 2021-2027 as a continuation of the existing project.

Partners are invited to keep the created virtual museums updated with the use of own resources. For the development of digital and multimedia contents and for the integration of new communication strategies and promotion of the culture of ports and of the culture linked to port cities, will constantly monitor the possibility of application to new European funds and stay constantly in contact with other project partners.

Conclusion

The main goal of this cross-border CTM strategy is to summarize the work done by project partners in their own CTM strategies as well as to provide contribution to local, regional, national and macro-regional authorities in charge of promoting sustainable and cultural touristic offer of the Adriatic Sea and beyond. The virtual museums created thanks to the REMEMBER project should be used to reach wide audience and different targets but also as an example of the new technologies used for the diversification of the touristic market.