S.LI.DES
Smart strategies for sustainable tourism in LIvely cultural DEStinations

2014 - 2020 Interreg V-A
Italy - Croatia CBC Programme
Priority Axis: Environment and cultural heritage
Specific objective: 3.1 - Make natural and cultural heritage a leverage for sustainable
and more balanced territorial development

D.4.2.1. Pilot actions methodology
The document describing the common procedure to be followed
to plan and develop the pilot action in order to test the Destination
Ecosystem properly

Work Package:	4 – Pilot actions
Activity:	2 – Pilot actions: design and implementation
Responsible Partner:	Dubrovnik development agency DURA
Partners involved:	LP – University of Cà Foscari (IT)
	PP1 - CISET (IT)
	PP2 - Ecipa (IT)
	PP3 - SIPRO Ferrara (IT)
	PP4 - City of Bari (IT)
	PP5 - City of Venice (IT)
	PP6 –CAST-University of Bologna (IT)
	PP7 – Institut za Turizam
	PP8- Craft College- Institution for adult education Subsidiary Rijeka
	PP9- Development Agency of the City of Dubrovnik-Dura
	PP10-Sibenik Tourist board

Version:	Final V.01	Date	12/10/2020
Type:	Methodology		
Availability:	Public		
Editor:	PP9 DURA		

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Introduction

This document aims to describe the common procedure to plan and develop the pilot actions in order support specific initiatives aimed at promoting local identity and cultural assets and to test the Destination Ecosystem properly. The AF foresees, within the WP4, the development of one pilot action for each city in order to test and implement the **Smart Destination Ecosystem** developed in WP3. The design of the **Destination dashboard** created in WP3 shall be translated into a prototype: each city shall use it as the basis of the pilot actions planning.

The **first step** of the pilot action process is to analyse the scenario provided by the Destination dashboard. This will provide decision makers with a clear and immediate picture of the visitor flows, the tangible/intangible cultural heritage to valorise and the distribution of the sustainable and traditional economic activities to promote.

The **second step**, is to take the indications to fine-tune the initial pilot action idea and to implement concrete interventions in order to transform cultural assets in valuable resources, foster diversification of the local economy, reduce seasonality and spatial concentration of visitor flows.

Key factors

In order to better define and develop the pilot action and its objectives, targets and specific initiatives we recommend cities to consider the following aspects, as documented in previous studies and researches.

1) The action range: which subjects to involve
Depending on the characteristics of the city (kinds of craft activities, level of development of handcrafts, CCIs, and of tourism, socio-cultural specificities, local policies, etc.), the pilot action may be restricted to a specific set of local businesses/organisations and stakeholders, properly selected according to certain parameters (for example only the most historic businesses/organisations or those businesses that have achieved a specific recognition or certification, etc.) or extended to a wide range of subjects.

2) The selection process: how to select and involve subjects
Related to the previous aspect, one important issue is to decide how to select local businesses and stakeholders to be involved in the pilot action. Cities may adopt a top-down approach or a bottom-up approach or a combination of them. According to the first perspective, the city, as promoter and manager of the intervention, decides (also possibly with the support of a commission of experts) which subjects could be included in the initiative according to certain criteria. The second approach is instead based on a sort of self-selection carried out directly by local businesses/organisations who decide to take part in the initiative or not, for example by applying for an open call launched by the city.

3) The final target of the pilot action
Although the pilot action will involve several different subjects (local businesses and organisations, other stakeholders such as residents, visitors, etc.), it is important to define, according to the objective of the pilot action, who the intervention is finally addressed to.

In particular, we can distinguish between demand and supply. On the one hand, initiatives may be aimed at stimulating the demand, i.e. the final users, in the sense of visitors of the city and customers of craft and CCI products, for example for making visitors and in general customers more aware of the handcraft productions, of the CCI activities and of the related tangible and intangible heritage; or for encouraging them to visit other less known areas of the city, to buy local products, etc. On the other hand, initiatives may be aimed at stimulating the supply, for example for encouraging business and product innovation, or the revitalization or the requalification of craft activities, or the generational change and the knowledge transmission between "seniors" and "juniors" through the involvement of young people, etc.

4) The nature of the intervention: analogue and digital

Nowadays there is the opportunity to implement a wide range of interventions, from "analogue" actions to "digital" initiatives, thanks to the great opportunities offered by ICT. It also possible to combine analogue and digital tools.

It is then important to define the nature of the intervention, since the channels and the instruments that will be implemented for the pilot actions depend upon this decision. Analogue solutions may be new thematic itineraries, or new experiences for visitors (such as workshops, visiting to local businesses and other points of interest), or training courses for businesses, or the development of a local craft hub, or the cooperation between craftsmen and contemporary artists for stimulating business and product innovation, etc.

Digital solutions may be, instead, mobile applications to promote cultural heritage, craft activities and stimulate contents' co-creation by visitors, or augmented and virtual reality to enrich customer' and visitors' experience, or digital storytelling, or online platforms for e-commerce, etc.

5) The degree of innovation

The S.LI.DES. project aims at valorising unexploited tangible and intangible cultural heritage, and at promoting sustainable territorial development, through craft activities and creative industries. In the light of their important and ambitious nature, these objectives represent challenges that should be faced by the cities through innovative approaches.

It is then important to take into account also the degree of innovation of the pilot action that cities are planning to implement.

Innovation can be considered in absolute terms or in the relative sense. In other words, the pilot action can be based on initiatives that are so unique and original they have never been developed in any other context; or on initiatives that have already been implemented in other places (that could be good practices and significant case studies) but that are completely new and then innovative for the city.

The city may also decide to repeat an intervention that has already carried out in the past, in order to capitalize on the results obtained and to produce new ones. In this case, however, it is important that the initiative will be managed with an "up-to-date" approach, consistent with the new challenges of the project, and that it will promote new "stimulus" able to produce new added value.

4.1 Destination dashboard prototype

Each city will be provided with a Destination dashboard prototype, a web application that automatically extracts data, calculates KPIs and develops tabular and visual reports.

Two deliverables are expected in activity 4.1: The Destination dashboard prototype (D.4.1.1) and the Destination dashboard user manual (D.4.1.2).

D.4.1.1. Destination dashboard prototype

The Destination dashboard prototype will allow to show all data imported in a datahub system. Every destination will have its own dashboard, which could be customized and related to its own data.

Please note that the customization will be possible depending on the quantity and quality of available data (gathered within WP 3.1) per each municipality.

The Destination dashboard is a user-friendly web platform that combine the different goals of the project in a unique design; the prototype is divided into 6 sections:
- City at Glance
- Tourism
- Culture and Crafts
- Environment
- Accessibility & Mobility
- City popularity and attractiveness

The dashboard has been designed in order to have three types of users, namely: complete, medium and low access to the information.
Depending on the results of the single pilot actions and the use of the dashboard will be done - during the pilot implementation - the level of different users could be redefined or increased.

D.4.1.2. Destination Dashboard User Manual

The Destination Dashboard User Manual will be created after completing the development of the dashboard and once all the data from the destinations have been gathered.
The user manual will be then useful for all the partners in the pilot phase as well as in the ordinary adoption of the dashboard.

4.2 Pilot actions

Pilot actions are aimed to **test and evaluate the effectiveness of the Smart Destination Ecosystem**. Each involved destination – Venice, Dubrovnik, Sibenik, Bari, and Ferrara – is asked to realize a pilot action to support specific territorial initiatives and to generate added value in the **sustainable promotion of tangible and intangible cultural heritage**. The focus is on those craft activities, in particular on artisans, craft-people, CCI firms, professionals and associations the cities have declared they want to promote in the AF and that are mapped in WP3.3.

In order to plan, implement and evaluate the pilot action, each city is asked to **follow the procedure below**. The other PPs will be as well involved in this procedure: they are asked to comment and agree on each single step made by the cities.
Please note that each step of the procedure is connected to an Annex/form to fill in, which, duly completed by each city, will constitute the deliverables expected in activity 4.2.
The annexes are:
- Annex 1 – Pilot action form
- Annex 2 – Pilot action in-depth description form
- Annex 3 – Pilot action monitoring form
- Annex 4 – Pilot action final report form

1) At the beginning, each city is asked to provide a **draft** of the pilot action with the definition of the pilot action's objectives and target. The draft includes a short description of PA, the main objectives, the list of heritage to be promoted according to what was declared within AF, an explanation of how the pilot can benefit from the information provided by the Smart Destination Ecosystem displayed in the Destination Dashboard and the concrete contribution the pilot can give to test the effectiveness of Smart Destination Ecosystem.
The draft shall be submitted by filling in the **Annex 1 form**.
The WP Leader and the other PPs shall comment and agree on the drafts.

2) Starting from the comments received by the WP Leader and the other PPs, each city shall produce an **in-depth description** of the pilot action, according to the intervention area selected.
The description includes the following fields:
- the list of target groups to be reached through the PA;
- the list of stakeholders relevant for the pilot action and the description of their role in the pilot action;
- the kind of interventions;
- the main steps and the prediction of the deadlines for each step of pilot action implementation;
- the list of specific objectives and their impact on tourist mobility, promotion of cultural heritage and craft activities;
- the kind and degree of innovation of the pilot action;
- the PA contribution to the effectiveness of Smart Destination Ecosystem;
- the list of the cultural and natural (tangible/intangible) heritage to be promoted.
The in-depth description of the pilot action shall be submitted by filling in the **Annex 2 form**.

The WP Leader and the other PPs shall comment and agree on the in-depth description of the pilot action.

3) The third phase of the procedure concerns the implementation of the pilot action. During the implementation, the PPs shall perform a **monitoring activity** in order to produce an **assessment of the first results** and lead to corrective actions (in case of need).
The implementation of the pilot action is supported by the **Annex 3 form**, a tool that each PP/city shall fill out and that will guide cities in reporting the monitoring performed, the assessment of first results produced and the eventual corrective actions adopted. Annex 3 requires cities to check if the main steps and activities previously specified in Annex 2 are respected within the defined deadline.
Monitoring will apply to most of the points previously provided in the Annex 2 form:
- the assessment of target groups reached and the description of possible measured taken by PP to improve the reach of target groups;
- the assessment of stakeholders' involvement in the pilot action implementation and the description of possible measures taken by PP to improve stakeholders' involvement;
- the assessment of the development of analogue and digital interventions and a description of the possible measures taken by PP to improve the implementation of analogue and digital interventions in the pilot action;
- the assessment of compliance with the time frame for the foreseen steps of the pilot action implementation and possible measures for redefining the time frame;
- the assessment of specific objectives achievement and the possible measures taken for redefining the specific objectives;
- monitoring the dashboard testing process through the consulting of the dashboard indicators foreseen previously (in Annex 2) and the inclusion of new indicators to be consulted if necessary;
- monitoring the promotion of cultural and natural heritage through the PA implementation and the inclusion of new possible heritage elements in the promotion process.

The WP Leader and the other PPs shall comment and agree on the form about the implementation of the pilot action.

4) The last part of the procedure concerns the final results of the pilot action. After the implementation, the PPs shall perform a check of the activity realized in order to produce a **final assessment** of the results achieved.
The final results of the pilot action shall be reported in the **Annex 4 form**, that, similarly to Annex 3, will support cities in assessing the correct implementation of the pilot action, the results obtained and the effectiveness in using the Dashboards, according to what is defined in Annex 2 during the planning phase.
The final assessment form provides an overview of the implementation of the pilot action and that includes:
- the activities implemented during the PA implementation process;
- the actual contribution the PA had to the heritage promotion;
- possible problems, deviations and delays defined previously, the reasons and the solutions;
- the description of the PA main achievements;
- the description of the stakeholders' involvement in the PA implementation process;
- the description of the target groups reached;
- the evaluation of the Dashboard testing process, the evaluation of its usefulness and effectiveness and

- the conclusions on possible ways to improve the dashboard in order to support tourism policies in future.

The WP Leader and the other PPs shall comment and agree on the form about the final results of the pilot action.

The following deliverables are expected to be produced in the activity 4.2:
- D.4.2.1. Pilot actions methodology: **this document**;
- D.4.2.2. Pilot action report – Venice: the report includes draft, in depth description, implementation, and final results of the pilot action **(Completed Annex 1+2+3+4);**
- D.4.2.3. Pilot action report – Dubrovnik: the report includes draft, in depth description, implementation, and final results of the pilot action **(Completed Annex 1+2+3+4);**
- D.4.2.4. Pilot action report – Sibenik: the report includes draft, in depth description, implementation, and final results of the pilot action **(Completed Annex 1+2+3+4)**;
- D.4.2.5. Pilot action report – Bari: the report includes draft, in depth description, implementation, and final results of the pilot action **(Completed Annex 1+2+3+4)**;
- D.4.2.6. Pilot action report – Ferrara: the report includes draft, in depth description, implementation, and final results of the pilot action **(Completed Annex 1+2+3+4)**.

4.3 Destination dashboard testing

This activity aims at assessing the effectiveness of the destination dashboard in providing:
1) useful inputs to properly plan the pilot actions and then promote cultural heritage as leverage of balanced territorial development and reduce seasonality;
2) real time information on the pilot actions' outcomes in order to promptly modify/adapt them. The evaluation is functional to the general assessment of the Smart Destination Ecosystem.

The testing will be developed through the analysis of the reports and interviews with local decision-makers responsible for the implementation and monitoring of the actions.
The results will help to identify:
a) potential difficulties in using the Dashboard prototype (usability problems, technical issues, etc.);
b) potential problems in the Dashboard design and contents (e.g. KPIs identified) or in the data hub.

Two deliverables are expected in activity 4.3: The Evaluation report (D.4.3.1) and the Destination dashboard – final release (D.4.3.2).
D.4.3.1 Evaluation report: The report summarises the outcomes of each pilot action in relation to the territorial situation, expectations and data detected by the dashboard, describes the results of the dashboard testing and provides the guidelines for improvement.
D.4.3.2. Destination dashboard – final release: capitalizing on D.4.3.1. planning of the final release of dashboard.

In this phase of the project, thanks to the pilot actions results, every destination will be involved in the debugging phase of the dashboard, through specific feedback testing all aspects and functions of the platform.

To do list / Gantt

Here follows the timeframe in which the activities must be implemented:

Action	Partner	Deadline
4.1. Completing the destination dashboard prototype	ECIPA in cooperation with the partner cities (Comments from other partners)	28/02/2021
4.1. Writing the Destination Dashboards user manual	ECIPA	28/02/2021
4.2 Filling in Annex 1 – Pilot action form	Partner cities (Comments from other partners)	Already completed Updated by 31/01/2021
4.2. Filling in Annex 2 – Pilot action in-depth description form	Partner cities (Comments from other partners)	31/03/2021
4.2 Filling in Annex 3 – Pilot action monitoring form	Partner cities (Comments from other partners)	Deadline depends on the PA's implementation timeframe for each PP; *Note*: pilot actions should be organised by the end of April 2021. in order to provide enough time for the first results assessment
4.2 Filling in Annex 4 - Pilot action final report form	Partner cities (Comments from other partners)	30/09/2021
4.3. Writing the evaluation report	DURA (Comments from other partners)	10/10/2021
4.3. Completing the final release of the Destination Dashboard	Partner cities (Comments from other partners; support by ECIPA	31/10/2021