BLUTOURSYSTEM

Human centered learning models and QH mechanism

Final Version of 30/September/2019

Deliverable Number D.4.1.1

Università Ca'Foscari Venezia

Veneto
The Land of Venice
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Document references

Project: BLUTOURSYSTEM "*Knowledge platform, skills and creative synergies for blue tourism ecosystem development*"

Axis: BLUE INNOVATION

Specific Objective: 1.1 - Enhance the framework conditions for innovation in the relevant sectors of the blue economy within the cooperation area

Work Package N.: 4

Work Package Name: Capacity building process, networking and pilot scenarios for Blue tourism development

Activity N.: 4.1

Activity Name: Defining innovative learning tools and the QHelix Mechanics

Deliverable N.: 4.1.1

Deliverable Name: Human centered learning models and QH mechanism: learning models are designed placing human resources at the centre of the process.

Credits

Partner in charge: PP1 - Veneto Region

Partners involved: contributing Veneto Region; collaborating others

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Table of contents

Abstract

BLUTOURSYSTEM provides tourism operators with tools and skills to develop new business ecosystems. Capitalizing the knowledge gained with TourMedAssets, the project steers decision makers to rethink tourism, reduce gaps and design eco-innovative scenarios thus to promote sustainable growth.

The project aims to stimulate competitiveness, innovation and creative enhancement of the tourism offer.

The main aim is to enrich the analytical skills of stakeholders in order to improve the sustainable and creative tourism sector, while developing new knowledge based on advanced tools and services.

For this reason, learning sessions have been activated in some pilot areas in the eligible areas of the program and other dissemination and formative activities, for local actors.

Specific information about gaps and needs have been thus collected through interviews submitted to stakeholders, who represent both public and private sector in the tourism field.

WP4 has been then planned to achieve the specific objective 2 "Improving skills and capacities to develop new Blue Tourism CB networks and business ecosystem".
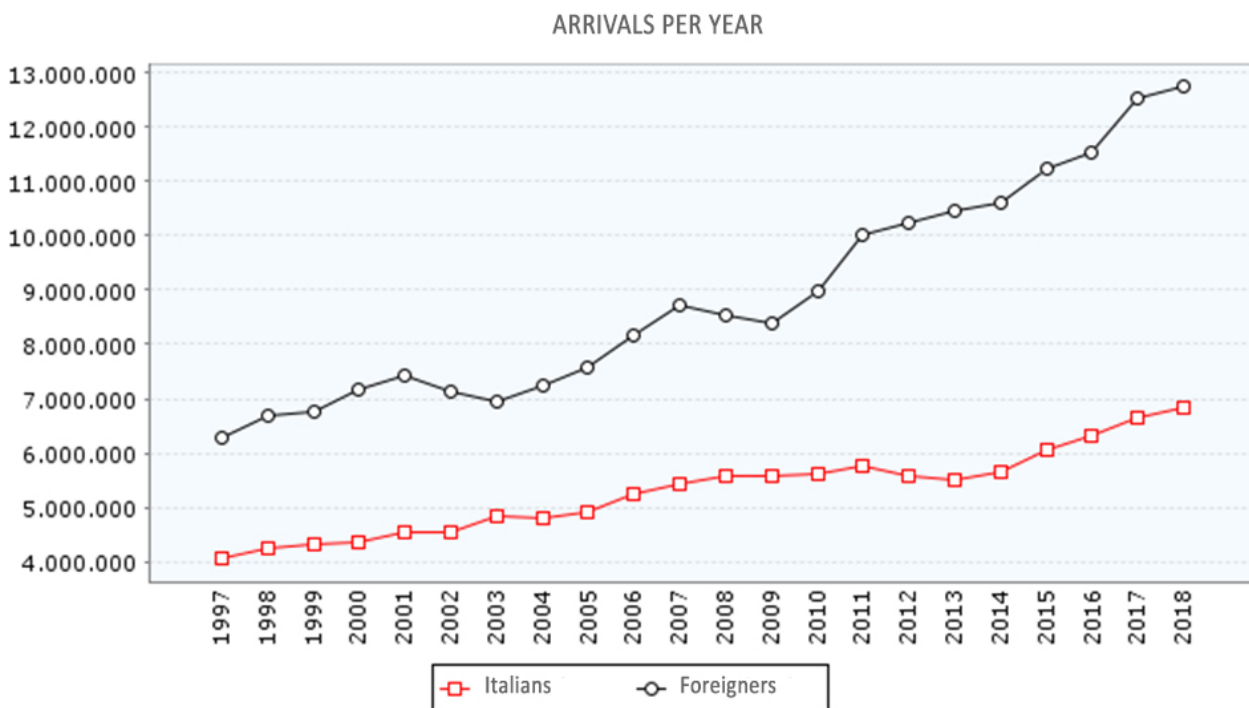
Deliverable 4.1.1: human centered learning models and QH mechanism: learning models are designed placing human resources at the centre of the process. The models are defined consistency with the scope of learning: tourism skills and networking capacities to activate business ecosystems. Human-Centered Learning models are not needed for the mastery of content, but for the mastery of the individual who must use it and further its development. Learning Models assume that the center of the "classroom experience" must shift from the information of individuals, to the individuals information. This report describes the learning model applied.
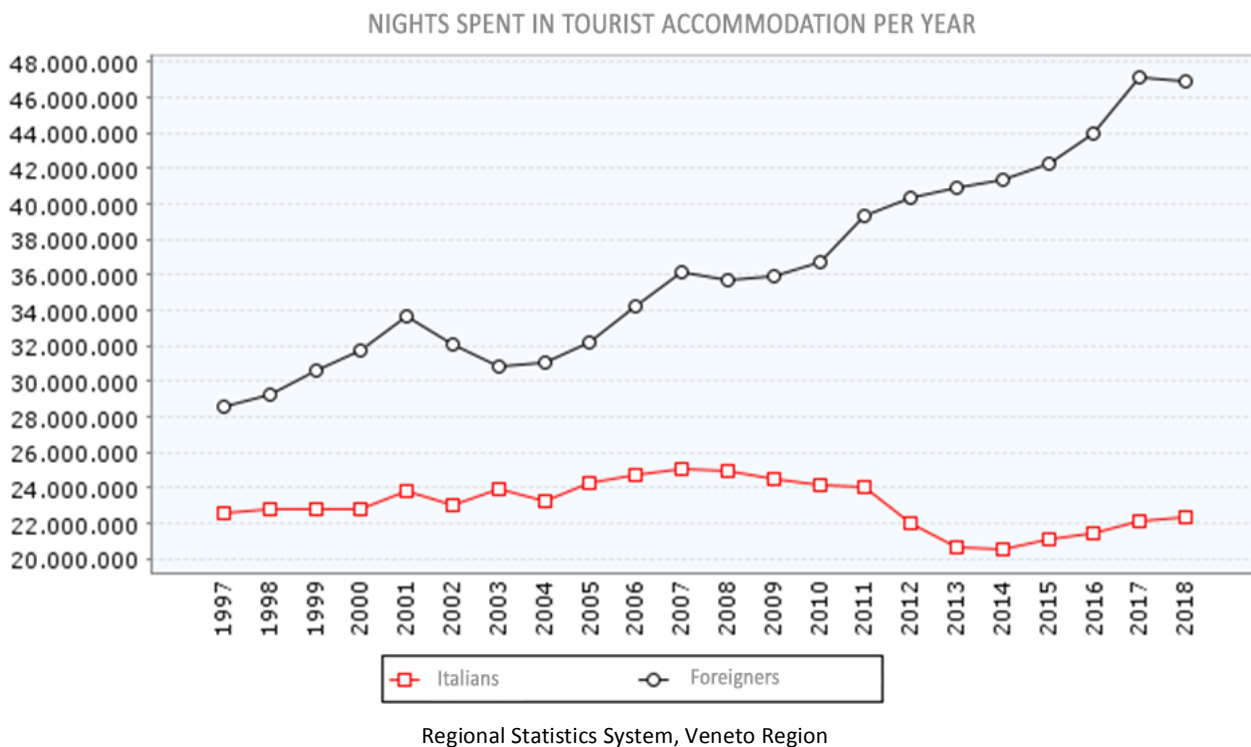
Pilot area description

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

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

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

Regional Statistics System, Veneto Region

NIGHTS SPENT IN TOURIST ACCOMMODATION PER YEAR

Regional Statistics System, Veneto Region

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

From this Venetian pilot macro-area, 4 pilot sub-areas were identified based on the criteria of the BLUTOURSYSTEM project (creative tourism, ecotourism, innovation) and on the eligible areas. These are 4 areas, each with its own level of development and within homogeneous territorial systems. In each sub-pilot area a DMO operates in the form of a public-private sharing table. An exception is represented by the Venetian Lagoon, which belongs to two different territorial tourist systems - namely "City of art" and "Sea and beaches" - among those identified by the Veneto Region through its own law.

The identified areas are:

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

CAORLE

Destination Management System: DMO Caorle

Municipalities involved: Caorle and Concordia Sagittaria.

Caorle is a city of about 11,000 inhabitants that offers hospitality with over 250 small and medium-sized hotels, numerous apartments, tourist villages and campsites. The services for seaside tourism are excellent. Since 1992, its beaches - over 18 kilometers, divided into two equipped beaches (Levante and Ponente), as well as Porto Santa Margherita, Duna Verde, Lido Altanea and the Valle Vecchia nature reserve - have received the "blue flag" award.

Caorle is one of the main tourist destinations in Veneto Region with over 4.290.230 thousand overnights (68% of foreigners).

Caorle in online searches:

DMO CAORLE – Google results					
	2018 (october)	**2019 (september)**	**Related searches**		
Caorle	3.950.000	5.050.000	Events	Beach	Hotel
Concordia Sagittaria	1.120.000	844.000	Cathedral	Restaurants	Museum

Caorle has over 5 million results on Google, due to the importance of entertainment, beaches and the lagoon.

The peaks of Google search, however, occur both for 2018 and 2019, at the same time with the "Street Food and Sound" festival, which appears to be an important attractor, as can be seen from the queries associated with the search term "Caorle", also related to leading artists hosted during the event. In general, the events organized by the Municipality (even the Wonderland at Christmas and the Caorle Summer Music Festival), although important, do not surpass the location that hosts them.

The city also bases part of its tourism on food and wine, thanks to local fish products and to what the surrounding area has to offer. Known examples of product enhancement are the "Gusta Caorle" project for the promotion of the three leading products (the local musky octopus -"Moscardino di Caorle"-, the queen scallop and the clams) and the creation of fishing tours and tourism.

Analysing the interest by geographical area, the first country that shows interest for the territory is Austria followed by Italy (in particular for the regions of Veneto, Friuli-Venezia Giulia and Trentino), the Czech Republic, Slovakia and Hungary. Foreigners are more interested in the destination in general, hotels and restaurants, while Italians (in large numbers residing in neighbouring regions) are already aware of the organization of the destination and show interest in specific events.

A research that unites all of them is that of live webcams, installed in different parts of the city.

As for Concordia Sagittaria, there are 844,000 results on Google. Despite the historical importance of the municipality, analysing the Google trends, the queries associated with the term refer to searches that do not seem to be related to tourism, but that come from local citizens, such as cinema programming, pharmacy or obituary. Furthermore, Italy is the only research area, with Veneto in the forefront and Friuli-Venezia Giulia.

Destination Management System: DMO Euganean Spa and Hills

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

The area includes the territory of the Euganean Thermal Basin and the Euganean Hills, which are linked by a common mission, connected to a holistic approach to wellness.

Tourism in this area is very ancient, developed thanks to thermal water and its mud. These natural resources are widespread throughout the area and especially in the cities of Abano, Montegrotto, Battaglia, Galzignano and Teolo, where the tourism industry has created the largest thermal basin in Europe. During the second half of the twentieth century, tourism success was determined by a tourism product guaranteed by about 100 spas integrated in the hotels and managed with typically corporate dynamics.

Euganean Spa and Hills in online searches

In the collective imagination, according to the web results, the Euganean Hills are perceived as connected to: poetry, spas, nature, good food and wine.

For the "Colli Euganei" query, there are 1,790,000 results on Google, less than the individual land attractors, more famous or at least researched in the same area. As for Abano Terme, for example, there are around 4 million results, for Montegrotto Terme almost 2 million.

The interest in this area comes mainly from Italy (Veneto and Emilia-Romagna) and from Austria and Switzerland.

The searches appear to be quite related to tourism: restaurants, wineries and hotels are googled. The same type of research also appears in relation to the single municipalities, especially the ones

connected to spas, where the importance of hotel facilities and everything that has to do with hospitality plays an even greater role.

As far as this DMO is concerned, spas and hills seem to be perceived as separate entities. "Euganean spas" is automatically traced to individual destinations in particular to Abano Terme, also because of the notoriety of local private structures. This can also be seen from the Google results, in fact for the query "euganean spas" there are only 360,000 results, much lower than those that you have for the individual areas.

Euganean Spa and Hilss – Google results						
	2018 (october)	**2019 (september)**	**Related searches**			
Abano Terme	4.830.000	3.450.000	Events	Booking	Restaurants	
Este	-	2.810.000	Events			
Monselice	2.370.000	2.190.000	Castle	What to see	Tourism	
Montegrotto Terme	1.580.000	1.950.000	Offers	prehistoric Spas	Spa	Events
Teolo	1.110.000	1.430.000	What to see	Restaurants	Companies	
Torreglia	807.000	1.230.000	Village festival	Restaurants	Pudding place	Luvigliano di Torreglia
Baone	715.000	919.000	Restaurants	What to visit	Agritourism	
Due Carrare	951.000	919.000	Events	Cinema	Restaurant	
Battaglia Terme	-	861.000	What to see	Castle	Hotel	Spa
Rovolon	604.000	722.000	Restaurants	Assapora Rovolon 2019	Agritourism	Frassenelle Park
Arquà Petrarca	729.000	688.000	What to see	Paths	Hotel	
Galzignano Terme	747.000	688.000	Offers	Pools	Galzignano Spa Hotel Sporting	What to see
Lozzo Atestino	570.000	585.000	Castle	Map	Events	Restaurant
Cervarese S. Croce	670.000	569.000	Castle	Events	Restaurants	
Cinto Euganeo	543.000	553.000				
Vo'	-	91.200	Restaurants	Events		
Euganean Hills	1.390.000	1.400.000	History	Paths	Agritourism	Poet
Euganean Spas	-	329.000	Termal pools	Free entrance spas	Prices	Spa

The hills are certainly known as a tourist destination, but as a whole and not for the individual components, although some municipalities have been awarded, such as Arquà Petrarca, one of the most beautiful villages in Italy.

PO AND ITS DELTA

Destination Management System: DMO Po and its Delta

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

The Destination Management Plan of the area has highlighted the potential expressed by these territories and identified the main themes on which operators could develop tourism products: Culture - landscape - archaeology; Sea and beaches - beaches of the Po Delta park; Environment and nature; Sport - wellness – food&wine; Unesco - MAB Biosphere Reserve

The area of the Po Delta, most likely because it belongs to both Veneto and Emilia Romagna regions, creates confusion in web searches. Despite more than 23,000,000 results on Google, for the query "Delta del Po Veneto" are associated requests such as: "Where is it, What are the countries", as if we were talking about a known but abstract area, despite the fact that the researches are mostly from Italy, specifically from Veneto, Emilia Romagna, Lombardy, Piedmont and Trentino Alto Adige.

Po and its Delta in online researches

Po its Delta – Google results						
	2018 (october)	**2019 (september)**	**Related searches**			
Adria	-	3.410.000	What to see	Circuit	Archaeology Museam	
Ariano nel Polesine	466.000	531.000	What to see	Restaurants		
Bergantino	761.000	1.290.000	NO TOURISM-RELATED SEARCHES			
Castelmassa	376.000	512.000				
Corbola	313.000	550.000	Sea	Prawn		
Gaiba	540.000	785.000	Gaiba Fair			
Polesella	491.000	602.000	Street market	Events		
Porto Tolle	8.090.000	1.100.000	Beach	What to see	Restaurants	
Porto Viro	3.290.000	1.100.000	Map	Beach	Sea	Restaurants
Rosolina	1.290.000	1.600.000	Sea	Events	Hotel	Sea reviews
Stienta	288.000	498.000	Events			
Taglio di Po	-	853.000	Restaurants	What to see	Campanile height	
Po Delta Veneto	-	23.000.000	Paths	Excursion	Delta by bike	Map

The associated queries are tourism-related and mostly related to excursions within the Delta.

The most researched among the municipalities is Adria. Research is mainly carried out in Italy, followed by Albania, Austria, Croatia and Germany and focuses on clubs, restaurants and on the Adria International Raceway.

Although the searches are greater for Adria, it is in Rosolina that are concentrated around 60% of the tourist arrivals of the area, thanks to the presence of numerous tourist structures, in particular family resorts and hotels, around which most of the web searches develop.

Rosolina has 1,600,000 results, mainly due to the fraction of Rosolina Mare and the island of Albarella. The tourism developed in the territory is purely maritime and family, with a strong presence of repeaters, which over the years have gone from being tourists to owners of second homes for the holidays.

As for the origin of the research, most of them come from Italy, especially from Veneto, Lombardy, Emilia Romagna and Trentino Alto Adige; a very small part also from the Czech Republic and Switzerland.

Porto Tolle, second in the area for arrivals, on the web with 1,100,000 results, does not appear however established as a tourist destination, despite the strong naturalistic attractors. Indeed, public interest seems to come from the conversion of the thermoelectric power station into a tourist village but also from restaurants, especially from the winner of the "4 restaurants" program, which has dedicated an episode to the activities of the Po Delta.

For this territory, the research is obviously made from Italy as well as from the Netherlands, Germany and Nigeria (limited to the last two months of 2018).

The other municipalities have mostly research coming from Italy only and with queries unrelated to tourism but to services usable by residents or citizens of the area.

VENETIAN LAGOON

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

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

Within these areas five DMOs operate, namely:

• Chioggia

• Brenta Riviera and Terra dei Tiepolo

• Venice

• Cavallino-Treporti

• Jesolo-Eraclea

The Lagoon in online researches

Venetian Lagoon – Google results							
	2018 (october)	**2019 (september)**	**Related searches**				
Venice	144.000.000	297.000.000	History	What to see	Hotel	Events	
Jesolo	8.790.000	10.000.000	Events	Hotel	Centre	Beach	
Chioggia	5.400.000	6.460.000	Underwater	Events	Tourism	Sea	Food
Cavallino - Treporti	1.950.000	1.400.000	Events	Camping	Hotel	Restaurants	
Quarto d'Altino	-	1.270.000	History	Museum	Hotel		
Musile di Piave	-	1.220.000	Distance Venice	Distance Jesolo	Village Festival		
Codevigo	-	955.000	Sea	Events			
Campagna Lupia	1.390.000	884.000	Village Festival 2019	Events			
Mira	3.050.000	797.000	Events	Distance Venice			
Venetian Lagoon	-	396.000	Glass Island	Second island lagoon	Lagoon fenomenon	Lagoon Flora	
Lagoon of Venice	-	1.130.000	Lagoon fenomenon	Salt or fresh water	Venice Lido	Venice	

According to the web results, the advice of guides and blogs on what to see in the Venice Lagoon, after Venice of course, are the islands: very numerous, from the most famous to the least known, in a perspective that leads to think that the lagoon area could only be related to the municipality of Venice. However, not being so, it is necessary to differentiate the types of municipalities that are part of the area in order to analyse the awareness.

Jesolo presents itself as a tourist destination rich in activities, researched from Italy, but also from Austria, Switzerland and Hungary.

The web research and results undoubtfully highlight summer tourism, which favours the Jesolo Lido, suitable both for families with a massive search for family hotels and water amusement parks, and for youth tourism with the search for sporting events, beach parties, night clubs. Hotels, restaurants and clubs of various kind appears to be very important online. The organized activities seem to be the driving factor compared to natural resources.

Chioggia with a total number of 6,460,000 Google results is googled above all from Italy (Veneto, Lombardy and Trentino Alto Adige), Austria, Switzerland and Slovenia.

It is known for its gastronomy and typical products, for the radicchio, the violet artichoke and the bread, for the festivals -especially the fish festival- and for the coastal cities of Sottomarina and Isolaverde, the driving force of seaside tourism.

Several municipalities in the area do not appear to be tourist, but they all have characteristics or even a single prominent element, which acquires value if inserted in itineraries in the surrounding area.

For the province of Padua:
The municipality of Codevigo does not present too much web research or google results related to tourism.

On the web there is a historical interest regarding the slaughter that took place there in 1945, but it does not stand out singularly in a tourist perspective, it is involved in the naturalistic itineraries, especially by those related to the Delta park than those of the Lagoon.

For the province of Venice:

The municipalities of Mira and Campagna Lupia, both members (with fifteen other municipalities) of the DMO Riviera del Brenta and Terra del Tiepolo, have witnessed an increase in tourism in recent years.

Despite the naturalistic and historical richness of the area, the two municipalities (individually taken or not) within the Riviera tours do not benefit of much fame on the web.

Mira, despite being the municipality with the highest number of overnights for the Brenta Riviera, is a territory only googled in Italy and from the queries observed it would appear to be local residents or territories of proximity. A destination for hikers or short-lived tourists.
The villas, especially the Villa Widmann, googled especially for events, stands out more for the territory than as an attractor for tourism.

Similar situation for Campagna Lupia, which does not present itself as a tourist destination on the web, if it were not for an interest linked to naturalistic tourism. An element that intrigues users and undoubtedly stands out for the town, although it cannot be considered an attractor, is the double Michelin star restaurant in the hamlet of Lughetto.

Quarto d'Altino, while not presenting a tourist profile on the web at first glance and not having a sufficient number of searches to publish results, trends or queries associated with the search for the territory, presents good results in terms of numbers, thanks to its proximity to Venice airport, a factor heavily advertised by the structures.

Cavallino-Treporti presents itself as a destination for a sustainable holiday, surrounded by uncontaminated nature and in contact with history. The research for this location comes primarily

from Italy, but also from Austria, Switzerland, Germany and Denmark, related to accommodation and tourist attractions.

Undoubtedly the proximity to Venice and the rather fast connection by water, contributes in a very positive way to the tourist flows, but Cavallino-Treponti counts on a territory rich in elements: the Tegnùe defined as the submerged oasis of biodiversity, the coast, the lagoon, the history and events, including the "Beach on Fire" pyrotechnic event that over the years has attracted nearly 200,000 spectators.

Musile di Piave although it is not the last in the rankings concerning tourist arrivals, it appears to be the least tourist by type of results on the web. The queries associated with the search term can also be traced back to residents.
The online guides are also quite lacking.

As for Venice, it is a different matter.
To ask oneself what the attractors for the city are that most of all in Italy suffers from over-tourism, turns out to be trivial: it is the city itself in its entirety to be a call for tourists from all over the world. With 5,255,499 arrivals and 12,118,298 overnights in 2018, Venice is one of the most visited cities in Italy; among the Italians the Lombardi and the Lazio are the most numerous, while from the rest of the world the first fans seem to be Americans, English and French.

In the collective imagination, certainly in the Italian one, the lagoon is inextricably associated with Venice, so much that the Venetian lagoon research counts 347,000 results, instead for Venice lagoon we have 1,130,000 results.

Targets and their needs

The STP (Strategic Tourism Plan) of the Veneto region starts from a fundamental consideration: "the tourist capital is not only made of irreproducible resources, but also and above all of human capital and knowledge, two components so closely related to merge".

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

And just to increase the capacities of the different subjects that operate in the tourism field in the different phases and in the different roles that each one plays, the path that is intended to get started within the BLUTOURSYSTEM project is a process with an approach linked to human resources, "that starts with the people you are designing for and ends with new tailor-made solutions to meet their needs".

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

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

This allows people to refine their ability to solve complex problems and to design products or services that perfectly meet the expectations. The training process focused on strengthening human capital aims to consolidate the responsibility and capabilities in the decision-making process of stakeholders, to network and to innovate the tourism offer of destinations. And this type of

approach means that the solutions that have emerged are really significant and sustainable for those who will benefit from them, taking advantage of a positive impact in the long term.

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

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

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

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

GOVERNMENT

Local, regional and national public authorities

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

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

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

ACADEMIA

Universities, technology transfer institutions, research institutions

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

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

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

BUSINESS

SMEs

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

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

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

COMMUNITY

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

* * *

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

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

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

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

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

Even today in most cases the use of data is limited to counting arrivals and overnights, and this is generally true for the analysis of the tourist phenomenon at national, regional and local level. Considering that at national level there is no single survey on the demand, but a sample survey on

foreign tourists at the borders carried out by the Bank of Italy and one on the holidays carried out by Istat (National Institute of Statistics) as part of the multi-purpose survey aimed at Italian families.

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

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

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

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

As highlighted in the PST, the sharing economy has experienced exponential growth and tourism has been one of the sectors in which this development has had the greatest impact.

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

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

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

- ✓ for companies to increase the level of knowledge of digital tools (analytical, management, commercial) available for their activity;

- ✓ for administrators and other parties involved (info, consortia, etc.) manage information to tourists in an integrated manner at destination and regional level through tools such as the Destination Management System;

- ✓ for the public and private sector of tools capable of supporting promotion and marketing activities (again with the DMS), and of providing tools capable of governing, also through cooperation, the relationship with the OLTAs and with the portals of sharing economy (Airbnb, etc.)

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

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

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

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

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

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

Type of training interventions

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

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

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

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

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

1. the realization of seminars for the definition of shared scenarios as a co-designing phase, this phase of strong community cooperation focuses on the wishes of tourists and the needs of the operators through an approach focused on the individual and aimed at identifying challenges and benefits. This is an important moment of sharing both for the planning of the

activities of knowledge transfer seminars and for harmonizing the information and the programming processes of the various destinations.

2. the realization of seminars for the transfer of the basic knowledge of the innovative tools that the project partners, the University and the Veneto Region, make available directly or through third parties, including data and information base deriving from the Regional Tourist Observatory, the tools available to operators to measure their performance also in relation to competitors. That of the seminars is an opportunity for the stakeholders to become familiar with the tools starting from the DSS developed by the Ca 'Foscari University, but also to participate in the co-designing of the constituting Federated Touristic Observatory that aims to analyse the phenomenon of tourism as widely as possible.

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

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The realization of the Living Labs employs the methodologies[1] already used in the Veneto region Strategic Tourism Plan and provides interactive workshops with the aim of directly involving the

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

participants in the development of the training session, with a view to developing creative and collaborative skills.

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

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

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

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

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

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

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

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

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

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

Training objectives

The WP4 action is linked to the achievement of the specific objective 2 of the project "improving skills and capacities to develop new tourism CB networks and blue business ecosystem".

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

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

1. Increase the ability to create innovation in tourism with the help of techniques that favour the development of ideas and solutions;

2. Improve the skills of networking between operators through aggregation and discussion between subjects;

3. Encourage the co-design of new products for the creative and sustainable development of the cooperation area.

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

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

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

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

Knowledge skills transferred

The skills and knowledge transferred for the purpose of strengthening and growing human capital, with specific attention to the possibility of application and replication in the area of cooperation, concern three main areas:

1. *Knowledge of the tools used to analyse tourism data: the demand and the tourist offer of the destination and the planning of the federated tourism Observatory.*

During the Living Lab seminars, the main components of the analysis are the analysis tool developed by the Ca 'Foscari University which bases the reading of the tourism phenomenon on four dimensional components - attractiveness, sustainability, competitiveness and reputation - and which is placed at the base of the updated BLUTOURSYSTEM (WP5) platform. This tool allows to define competitive scenarios in the four components and to analyse at regional level in its current version a set of complex indicators for each area of analysis, as will be explained and described during the seminar activities.

A part of the seminars is then dedicated to the transfer of knowledge on the management structure of the federated tourist Observatory, as required by the STP of the Veneto Region, which is quite complex due to the number and type of subjects involved. We also focus on the specific contents of this tool and the types of analysis that they allow to realize, involving the actors of the BLUTOURSYSTEM project in the design and implementation phase. In fact, the Observatory can centralize more traditional tools starting from the analysis of tourist flows and supply or instead focus on the imaginary and the notoriety of destinations to reach the reputation of destinations and individual services (Tripadvisor, Travel Appeal, etc.), or to further explore the issues related to tourists on site.

2. *Knowledge on innovative tools to analyse the performance and positioning of companies and destinations.*

A theme that at first glance is more closely related to companies -which represent one of the fundamental elements of the QHelix- but that nevertheless has an impact on the entire destination, is the ability to know how to use the available data. Very often in fact tourism businesses, especially accommodation companies, generate a huge amount of information through management and booking systems that they cannot manage due to lack of time, staff, etc.

During the seminars, the operators have the opportunity to learn how to transform the data they produce themselves daily into relevant information to plan their activities and generate value for their businesses.

3. *The organization of the tourist destination management system through the DMS (Destination Management System) as a tool for the promotion and marketing of the territories.*

The destination management system (DMS) adopted by the Veneto Region makes it possible to manage tourist services in a central and multi-client database, and to link them to all the relevant distribution channels, especially the internet.

It is planned to transmit the knowledge related to the system architecture that is at the base of the functioning of the platform, a complex system that implies the ability to know how to manage data, inserting it, deleting it and updating it when necessary.

The system is based on the ability and collaboration of the various public and private subjects (regional offices, tourist offices, information points, accommodation providers and other services) who participate directly through back office tools and online tools for constant data updating.

The system can also be graduated "as needed" in its functions, from informational to commercial ones. And the levels of offer and distribution are separated so as to be able to manage and use the information available on the services (prices, availability, descriptions, images, etc.) in different ways depending on each distribution channel.

In addition, we discuss how to identify new tourism products to enrich the destination's offer.