

BLUTOURSYSTEM

Blue Tourism Scenarios for Business ecosystems development and for a creative and eco-innovation of the sector

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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 4.3.2 Blue Tourism Scenarios for Business ecosystems development and for a creative and eco-innovation of the sector. This deliverable represent the outcome of the 4.3.1 workshops after a desk check and review in terms of robustness, attractiveness and reliability.

Introduction to a thematic framework

Through the BLUTOURSYSTEM project, the Veneto Region has launched a process aimed at the sustainable growth of destinations that are part of the Italy-Croatia cross-border cooperation area and referable to the blue tourism ecosystem. Within the project an informative and training path was set up centered on the involvement of different subjects with a view to an approach focused on strengthening human capital and on co-designing innovative territorial development models.

The objective is to provide destinations with useful tools for an efficient strategic planning, which guarantees an appropriate response to the needs expressed and which is sustainable in the long term.

A planning based on new skills developed by stakeholders and operators involved in a process aimed at enhancing human resources and providing solutions that are based on their needs.

The development model that BLUTOURSYSTEM wants to implement is based on two fundamental levers:

DATA: the availability of data and the ability to know how to read it, even in comparison over time and space (with other similar destinations), is an essential element for effective planning based on the needs of specific targets. Marketing has always needed data, today the goal is - through new technologies - to multiply its production and above all to share it in the most suitable places and spaces (platforms, dashboards, etc.).

In this approach, numbers and statistics will indicate the direction to go, but it is necessary to learn skill to identify the numbers that are needed, to know how to read them correctly, and to understand the interventions that the data suggest.

DIGITAL: the massive spread of digital media and social network tools have forever changed the way demand is approached to tourism, throughout the customer journey, as well as the planning and way of working in tourism by of the offer, which often still limps behind innovation.

Tourist destinations and operators can find - if adequately "informed" - solutions on the front of planning, management and marketing.

PO AND ITS DELTA

DATA DRIVEN: Destination experiences and needs

As planned in the context of the STPV, the Region has started the path for the establishment of the federated regional tourist Observatory, which is taking shape as a "knowledge square". A place where the information produced by the different subjects, starting from the Universities, the Region, the Chambers of Commerce, meet and exchange.

In this phase the information will flow into the platform developed within the BLUTOURSYSTEM project and the destinations, with the tourist operators as well, are helping to define the contents being able to make available any data already collected or highlighting the topics of interest.

Regarding the need to define together with the operators which might be the themes to be integrated/implemented within the Observatory, in the first instance the following aspects have emerged, also in consideration of the path just started by the DMO:

1. We are in "search" of information able to guide the planning and to direct investments based on the economic value and the effects on the territory.
2. And at the same time there is the need to involve businesses more, even through the production and dissemination of data.
3. In general, the need emerged for tourist operators to better understand which data can be produced and disseminated, and above all which useful information can be obtained.

Specifically, the data that you would like to have in order to affect the planning and construction of new sustainable products range from:

- the awareness and reputation of the Delta destination and how it is perceived outside;
- any tautology between the term "Delta" and the Po Delta;
- trend data and insights on nature tourism;
- in-depth studies on specific niches such as archaeology;
- data relating to events and their impact (economic and environmental);
- in-depth analysis of mobility starting from the means of transport used to reach the area and to move inside.

In the logic of the Federated Observatory it is then essential to work to identify the data integration methods and the platforms that are being developed in different projects.

	DMO PO AND ITS DELTA	
	What is being done	What would be useful
Conventional data Know the trend of tourism through the data provided by hotel and non-hotel accommodation facilities	arrivals and overnights collection	historical data for motivational product
Destination Brand Knowing how to respond to the existence and value in terms of awareness, evaluation, desire and satisfaction of the destination tourist brand	Tour River survey	awareness and perception
Reviews/reputation To manage the reputation and improve the tourist's experience, knowing in real time where they come from, what they are looking for and what aspects they would improve in relation to single structures, museums, restaurants and other services		monitoring of reviews
Site analytics and social media analytics To find out what happens around the website and the destination's social networks and check the "traffic" to spot any potential discussions about it, about its competitors and the topics of greatest interest that generate web traffic	Google analytics	analysis extension
Business survey Knowing companies, knowing how they go, finding common elements to face the market and to find common solutions to problems		more or less periodic surveys
Surveys on tourists at companies Who they are, where they come from, what they look for in the territory, how they move, what they buy, how they evaluate the experience		questionnaires distribution
Surveys on tourists/hikers info-point and attractors Who they are, where they come from, where they sleep, what they look for in the area, how they move, what they buy, how they evaluate the experience		questionnaires distribution (events+transports)
Surveys on residents Listen to the voice of the inhabitants of the destination to know how they see themselves, what they recognize about the destination (comparison between internal and external perception). And to measure their sentiment in relation to tourism, their expectations, the problems generated, to share and plan a sustainable destination.		qualitative and quantitative surveys
Comparison/competition with similar destinations (by size and/or type)		comparative analysis with similar areas

DIGITAL DRIVEN

1. monitoring tools and benchmarks

The spread of digital tourism in recent years has determined a transformation in the management and especially in the marketing of hospitality businesses that currently find themselves having to manage different distribution channels, which have joined the traditional off-line channels. The multiplication of online channels has favoured both the diffusion of channel manager software that needs to be integrated, and tools able to keep the operator and/or operator networks constantly updated in relation to the activity trends (reservations, revenues, etc.).

During the seminars held in destination Po and its Delta two instruments were presented:

- the first is **H-BENCHMARK**, a tool that allows you to analyse the trend of bookings and revenues in a destination in real time through the continuous reading of accommodation management systems. The system is particularly suitable for hotels and campsites. It can be used in any area/destination as evidenced by the fact that it is widespread in various and important destinations (i.e. Milan or Trentino), as well as in some destinations in the Veneto region.
- the second **IDA** allows small businesses, in particular non-hotel businesses, to manage the bureaucratic procedures that consist of reporting guests to the State Police, the payment of the city tax to the Municipalities and the communication of statistical data through a single software to the bodies in charge.

Beyond the interest shown by the participants, an important aspect emerged is how the DMO or local administrations can stimulate/favour the acquisition of software by companies, even with ad hoc investments.

2. management of the tourist destination

The Veneto Region is promoting the dissemination of DMS through the Feratel application, in the context of destinations, business networks and product clubs in order to make information distribution, promotion and marketing increasingly effective.

The DMS is a primary lever in terms of the organization of destinations, and the relationship between public and private and between public subjects, also in relation to the three macro-areas that it covers and which concern information, events, and tourist proposals.

CAORLE

DATA DRIVEN: destination experiences and needs

As planned in the context of the STPV, the Region has started the path for the establishment of the federated regional tourist Observatory, which is taking shape as a "knowledge square". A place where the information produced by the different subjects, starting from the Universities, the Region, the Chambers of Commerce, meet and exchange.

In this phase the information will flow into the platform developed within the BLUTOURSYSTEM project and the destinations, with the tourist operators as well, are helping to define the contents being able to make available any data already collected or highlighting the topics of interest.

Starting from the presentation of the dashboard, the participants showed an interest in having updated and meaningful data for the destination starting from the analysis of the reviews, for which an in-depth explanation on their validity was requested.

Regarding the need to define together with the operators what the themes to integrate/implement within the Observatory might be, the following aspects emerged to be investigated:

- on current tourists: to understand if the destination is now able to attract new targets and new markets, to know the reasons for understanding how they book;
- on potential tourists: to learn about the new trends that characterize tourism demand, and to identify new markets;
- regarding specific products: to properly orient investments on hospitality;
- on the destination image and perception: to define the destination positioning and orient the offer.

	DMO CAORLE	
	What is being done	What would be useful
Conventional data Know the trend of tourism through the data provided by hotel and non-hotel accommodation facilities	arrivals and overnights assessment	medium-long term trend to define the stage in the product life cycle
Destination Brand Knowing how to respond to the existence and value in terms of awareness, evaluation, desire and satisfaction of the destination tourist brand		awareness and perception analysis
Reviews/reputation To manage the reputation and improve the tourist's experience, knowing in real time where they come from, what they are looking for and what aspects they would improve in relation to single structures, museums, restaurants and other services		monitoring of reviews
Site analytics and social media analytics To find out what happens around the website and the destination's social networks and check the "traffic" to spot any potential discussions about it, about its competitors and the topics of greatest interest that generate web traffic		monitoring of local websites
Business survey Knowing companies, knowing how they go, finding common elements to face the market and to find common solutions to problems	Confcommercio Caorle summer results	Hotelbenchmark repeating survey
Surveys on tourists at companies Who they are, where they come from, what they look for in the territory, how they move, what they buy, how they evaluate the experience		a short common questionnaire for all the accommodations
Surveys on tourists/hikers info-point and attractors Who they are, where they come from, where they sleep, what they look for in the area, how they move, what they buy, how they evaluate the experience	Rileva Caorle (beaches)	short questionnaires distribution
Surveys on residents Listen to the voice of the inhabitants of the destination to know how they see themselves, what they recognize about the destination (comparison between internal and external perception). And to measure their sentiment in relation to tourism, their expectations, the problems generated, to share and plan a sustainable destination.		qualitative survey
Comparison/competition with similar destinations (by size and/or type)		identification of comparable destinations and evaluation dashboard

DIGITAL DRIVEN

1. monitoring tools and benchmark

The spread of digital tourism in recent years has determined a transformation in the management and especially in the marketing of hospitality businesses that currently find themselves having to manage different distribution channels, which have joined the traditional off-line channels. The multiplication of online channels has favoured both the diffusion of channel manager software that needs to be integrated, and tools able to keep the operator and/or operator networks constantly updated in relation to the activity trends (reservations, revenues, etc.).

During the seminars held in destination Caorle two instruments were presented:

- the first is **H-BENCHMARK**, a tool that allows you to analyse the trend of bookings and revenues in a destination in real time through the continuous reading of accommodation management systems. The system is particularly suitable for hotels and campsites. It can be used in any area/destination as evidenced by the fact that it is widespread in various and important destinations (i.e. Milan or Trentino), as well as in some destinations in the Veneto region.

It is, as emerged during the seminar with the operators, a virtual place "where real things are told" as between a group of friends at the bar. In fact, the system is based on the real data of what happens in the accommodation facilities in relation to reservations and sales by channel and it constantly returns a correct, even forecast and predictive framework.

An ad hoc processing on Caorle returns a rather traditional profile of the destination:

- it does not adopt flexibility in presenting itself on the market;
- reservations take place well in advance (typical of the classic seaside product);
- it is still not oriented towards product innovation.

Indications that can be the basis of actions to change the status quo and increase the competitiveness of the companies, diversifying and integrating more the offer, currently overall

concentrated on the summer period (suffice it to say that 90% of the overnights in a year is concentrated in the period June-September).

- the second **CONNECTIS** allows small businesses, in particular non-hotel businesses, to manage through a single software the bureaucratic obligations that consist in the complaint of the guests to the State Police, the payment of the city tax to the Municipalities, and the communication of the statistical data to the bodies in charge.

In the case of Caorle the system has already been adopted by the destination and it is spreading thanks to its usefulness both for operators and for the public body.

In the first case, in fact, the tool allows -in addition to the functions already listed aimed at companies- to perform a management control by cost center and therefore to analyse the tourist flows and above all the economic results for services, and therefore for example to distinguish between beach property revenues from congressional ones or restaurant ones and so on.

For public bodies, on the other hand, the comparison between the communications received and other online and off-line tools makes it possible to intervene in cases of illegal activity. It is for example the case of structures that have a "sign" in commercial or sharing portals, but do not yet pay the city tax.

* * *

Among the ideas/requests of the participants that emerged during the seminar, the one related to the channel managers of the accommodations: it might be made an agreement of "affiliation" with them and make them compatible with those of the OLTA. This topic is directly related to the regional DMS.

2. management of the tourist destination

The Veneto Region is promoting the dissemination of DMS through the Feratel application, in the context of destinations, business networks and product clubs in order to make information distribution, promotion and marketing increasingly effective.

The DMS is a primary lever in terms of the organization of destinations, and the relationship between public and private and between public subjects, also in relation to the three macro-areas that it covers and which concern information, events, and tourist proposals.

Caorle was the first destination to use the DMS.

VENETIAN LAGOON

DATA DRIVEN: destination experiences and needs

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In this phase the information will flow into the platform developed within the BLUTOURSYSTEM project and the destinations, with the tourist operators as well, are helping to define the contents being able to make available any data already collected or highlighting the topics of interest.

Regarding the need to define together with the operators which might be the themes to be integrated/implemented within the Observatory, several elements have emerged, also in consideration of the path just started by the DMO:

It is necessary to start from the definition of Lagoon and its attractiveness on the market. No studies are available on what "Lagoon" means in terms of notoriety and image, or what the lagoon is associated with.

A second aspect is related to the measurement of the tourism sustainability in the destination and to the monitoring tools useful to support the planning and management of the destination.

Everything develops starting from the carrying capacity of the Lagoon, and therefore how much it can bear in terms of overnights, especially linked to daily hiking.

But we also need to expand to other aspects of sustainability, such as socio-cultural economic. The Observatory can be the place where "mutually" exchange useful and necessary information for the

construction of indicators, such as those outlined by ETIS (European Tourism Indicators System) for sustainable destination management.

A further need is to better understand who the tourists are, starting from the current ones, but also those who are potentially interested in a different use than the one that characterizes the area today, linked to a greater awareness of what it is the territory and what it can offer differently than the context in which it is located (especially related to Venice).

	DMO VENETIAN LAGOON	
	What is being done	What would be useful
Conventional data Know the trend of tourism through the data provided by hotel and non-hotel accommodation facilities	arrivals and overnights collection	historical data for motivational product
Destination Brand Knowing how to respond to the existence and value in terms of awareness, evaluation, desire and satisfaction of the destination tourist brand		awareness and perception
Reviews /reputation To manage the reputation and improve the tourist's experience, knowing in real time where they come from, what they are looking for and what aspects they would improve in relation to single structures, museums, restaurants and other services		monitoring of reviews
Site analytics and social media analytics To find out what happens around the website and the destination's social networks and check the "traffic" to spot any potential discussions about it, about its competitors and the topics of greatest interest that generate web traffic		Google analytics
Business survey Knowing companies, knowing how they go, finding common elements to face the market and to find common solutions to problems		more or less periodic surveys
Surveys on tourists at companies Who they are, where they come from, what they look for in the territory, how they move, what they buy, how they evaluate the experience		questionnaires distribution
Surveys on tourists/hikers info-point and attractors Who they are, where they come from, where they sleep, what they look for in the area, how they move, what they buy, how they evaluate the experience		questionnaires distribution (events+transports)
Surveys on residents Listen to the voice of the inhabitants of the destination to know how they see themselves, what they recognize about the destination (comparison between internal and external perception). And to measure their sentiment in relation to tourism, their expectations, the problems generated, to share and plan a sustainable destination		qualitative – quantitative surveys
Comparison/competition with similar destinations (by size and/or type)		comparative analysis with similar areas ("the lagoons"?)

DIGITAL DRIVEN

1. monitoring tools and benchmarks

The spread of digital tourism in recent years has determined a transformation in the management and especially in the marketing of hospitality businesses that currently find themselves having to manage different distribution channels, which have joined the traditional off-line channels. The multiplication of online channels has favoured both the diffusion of channel manager software that needs to be integrated, and tools able to keep the operator and/or operator networks constantly updated in relation to the activity trends (reservations, revenues, etc.).

During the seminars held in destination Lagoon two instruments were presented:

- the first is **H-BENCHMARK**, a tool that allows you to analyse the trend of bookings and revenues in a destination in real time through the continuous reading of accommodation management systems. The system is particularly suitable for hotels and campsites. It can be used in any area/destination as evidenced by the fact that it is widespread in various and important destinations (i.e. Milan or Trentino), as well as in some destinations in the Veneto region.
- the second **IDA** allows small businesses, in particular non-hotel businesses, to manage the bureaucratic procedures that consist of reporting guests to the State Police, the payment of the city tax to the Municipalities and the communication of statistical data through a single software to the bodies in charge.

Considering the minority presence of hospitality businesses compared to the overall number of participants in the seminars, the interest of the Lagoon operators in the tools presented was in any case significant. Especially in terms of the destination itself and not of the associates. The spread of these tools represents an element of growth of the broader context and a useful support for sustainable management, including tackling the fight against unregulated activities.

2. management of the tourist destination

The Veneto Region is promoting the dissemination of DMS through the Feratel application, in the context of destinations, business networks and product clubs in order to make information distribution, promotion and marketing increasingly effective.

The DMS is a primary lever in terms of the organization of destinations, and the relationship between public and private and between public subjects, also in relation to the three macro-areas that it covers and which concern information, events, and tourist proposals.

The system can become the "encouraging" tool to support the management of the Lagoon destination. Starting from the networking of information and events that are characterized by their sustainability, highlighting them compared to the others, coming from the different areas and DMOs that exist in the area of the Lagoon.

In the same way the destination through the DMS could "showcase" its products, choosing and selecting them, thus also responding to the need expressed by the operators to "show off" and make their sustainability recognized.

EUGANEAN SPA AND HILLS

DATA DRIVEN: destination experiences and needs

That of the district of Abano Montegrotto and the Euganean Hills is certainly not an ordinary destination, nor easily assimilable to others that even in Veneto have greater characteristics of homogeneity among them.

In particular, it is perhaps the first (and currently the only) Veneto destination to have faced - in analogy with the other Italian thermal realities - a phase of maturity of its product, in particular in the face of the decline in the curative demand assisted by public Italian Healthcare.

But, also, one of the few destinations to have faced this phase, for others traumatic and fatal, with a strong public-private push to re-launch the territorial values on the one hand, and to a diversification of product that respects tradition and yet is attentive to general trends of the market, which is perfectly condensed in the current definition "The largest area of preventive health in Europe", which integrates, covers and interprets the traditional spa vocation in an evolutionary way.

On the other hand, the international vocation ("mitteleuropean" would be precise) has always been one of the connotations of the geographic positioning of the area, just as other similar realities were concentrating and turning -perhaps even in a "guilty way"- on local dimensions and proximity.

This introduction is essential to better understand how the cognitive needs expressed by this destination appear on the one hand more sophisticated and on the other more aware of the current market conditions, especially in terms of profiles of demand.

Also related to this case, as is known, the Veneto Region, concretely applying its Strategic Tourism Plan, has started the path for the constitution of the federated regional tourist Observatory, which is taking shape as a "knowledge square". A goal-place in which the information produced by the

different subjects, starting from the Universities, the Region, the Chambers of Commerce, can be met, compared, exchanged.

In this phase the information will flow into the platform developed within the BLUTOURSYSTEM project and the destinations, with the tourist operators as well, are helping to define the contents being able to make available any data already collected or highlighting the topics of interest.

And it is precisely in the direction of the ever greater understanding of the dynamics of demand that the collective reflection has developed, which has mainly focused around an observation:

- on the one hand we know with some precision the history, even remote, of the tourist demand ("how much was sold" and "who bought it")
- on the other hand, attention must be constantly paid on the "customer journey" ("what do they know about us?", "What do they think about?", "What do they buy?", "What would they like more or different? ", " How do they talk about us? ", etc.)
- and all this must make reference to the general economic and value trends of demand (for example: impasse of meeting industry and business tourism, global megatrend towards green and slow tourism, attention to lifestyles and holistic well-being that prevails over symptomatic and curative medicine, demand for fast transport to reach and access to slow media and local use

Starting from the presentation of the total dashboard (the Observatory model named "MA.DE.") the participants showed interest in having updated and meaningful data for the destination starting from the analysis of the reviews precisely as a final and privileged component of the "Customer journey", for which an in-depth analysis was requested on their validity, and a comparison between the various destinations in some way homogeneous or similar.

Regarding to the need to define with the operators what could be the themes to be integrated/implemented within the Observatory, the request/need for fast and up-to-date tools was expressed rather than waiting for data that might be more complete but always somewhat delayed. The following aspects to be investigated also emerged:

- on current tourists:

to understand if the destination is now able to attract new targets and new markets, to know the reasons, build/rebuild a sort of "emotional map" of the territory, to understand how they book. A data mining activity was also prefigured relative to the cards collected regularly by the thermal establishments, which contain various data of tourist interest.

- on potential tourists:

to learn about the new trends that characterize tourism demand ("what do you from me?"), and to identify new markets.

- regarding specific products:

to properly orient investments on hospitality. In particular the enormous potential of identity, authenticity and underlying biodiversity still contained and unexpressed by the rural world has been reported, a real reserve of new narratives and new potential experiences suitable to meet the latent demand of "always new things to do ", perfectly in line with an aging demand that requires fullness and intensity, not just emptiness and relaxation.

- on the destination image and perception (awareness, reputation, values and online related searches, etc.):

to define the destination positioning and orient the offer in the management of a "mirror-brand" that involves and maintains aligned the dynamics of destination (representation and storytelling) with those of demand (perception and word of mouth).

	DMO EUGANEAN SPA AND HILLS	
	What is being done	What would be useful
Conventional data Know the trend of tourism through the data provided by hotel and non-hotel accommodation facilities	arrivals and overnights assessment	medium-long term trend to define the stage in the product life cycle
Destination Brand Knowing how to respond to the existence and value in terms of awareness, evaluation, desire and satisfaction of the destination tourist brand		awareness and perception analysis, related reputation and values
Reviews /reputation To manage the reputation and improve the tourist's experience, knowing in real time where they come from, what they are looking for and what aspects they would improve in relation to single structures, museums, restaurants and other services		monitoring of reviews also associated with different and new experiences
Site analytics and social media analytics To find out what happens around the website and the destination's social networks and check the "traffic" to spot any potential discussions about it, about its competitors and the topics of greatest interest that generate web traffic		monitoring of local websites
Business survey Knowing companies, knowing how they go, finding common elements to face the market and to find common solutions to problems		Hotelbenchmark repeating survey
Surveys on tourists at companies Who they are, where they come from, what they look for in the territory, how they move, what they buy, how they evaluate the experience		a short common questionnaire for all the accommodations
Surveys on tourists/hikers info-point and attractors Who they are, where they come from, where they sleep, what they look for in the area, how they move, what they buy, how they evaluate the experience	thermal establishments cards	short questionnaires distribution
Surveys on residents Listen to the voice of the inhabitants of the destination to know how they see themselves, what they recognize about the destination (comparison between internal and external perception). And to measure their sentiment in relation to tourism, their expectations, the problems generated, to share and plan a sustainable destination.		qualitative survey "Destination personality"
Comparison/competition with similar destinations (by size and/or type)		identification of comparable destinations and evaluation dashboard

DIGITAL DRIVEN

1. monitoring tools and benchmarks

The spread of digital tourism in recent years has determined a transformation in the management and especially in the marketing of hospitality businesses that currently find themselves having to manage different distribution channels, which have joined the traditional off-line channels.

The multiplication of online channels has favoured both the diffusion of channel manager software that needs to be integrated, and tools able to keep the operator and/or operator networks (Bike, Wine, Green, Wellness, etc.) constantly updated in relation to the activity trends (reservations, revenues, etc.).

During the seminars held in destination Euganean Spa and Hills two instruments were presented:

- a. the first **H-BENCHMARK** deriving from a business unit supported by Veneto Sviluppo), is a tool that allows you to analyse the trend of bookings and revenues in a destination in real time through the continuous reading of accommodation management systems, allowing you to consider the destination as a single company. It can be used in any area/destination as evidenced by the fact that it is widespread in various and important destinations (i.e. Milan or Trentino), as well as in some destinations in the Veneto region.

It is, as emerged during the seminar with the operators, a virtual place "where real things are told" as between a group of friends at the bar. In fact, the system, based on the real data of what happens in the accommodation facilities in relation to reservations and sales by channel, constantly returns a correct, even forecast and predictive framework.

Information that can be the basis of actions to change the current situation and increase the competitiveness of the companies, diversifying and integrating more the offer, also concentrated on single punctual events (cultural, fair, sports, etc.), modulating at best the rates (certainly not only downwards), controlling the effectiveness of distribution channels, etc.

- b. the second **IDA** allows small businesses, in particular non-hotel businesses, to manage the bureaucratic procedures that consist of reporting guests to the State Police, the payment of the city tax to the Municipalities and the communication of statistical data through a single software to the bodies in charge.

Beyond the interest shown by the participants, an important aspect emerged is how the DMO or local administrations can stimulate/favour the acquisition of software by companies, even with ad hoc investments.

2. management of the tourist destination

The Veneto Region is promoting the dissemination of the DMS through the **FERATEL** application, in both destinations and business networks and product clubs, in order to make information distribution, promotion and marketing ever more effective.

The DMS is a primary lever in terms of the organization of destinations, and the relationship between public and private and between public subjects, also in relation to the three macro-areas that it covers and which concern information, events, and tourist proposals.

The system has already been adopted by some Regions (Abruzzo, Trentino) and destinations also in Veneto (such as Caorle) and it is spreading thanks to its usefulness both related to operators and the public body.