

IMPACTOUR

IMproving Sustainable Development Policies and PrActices to assess, diversify and foster Cultural TOURism in European regions and areas



D4.3 – Cultural Tourism strategies repository

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Abstract

The Deliverable provides an overview of Cultural Tourism Development strategies (11) and actions (61) that are developed based on (a) IMPACTOUR project previous deliverables, (b) complementary review of academic and policy literature, (c) guidance materials for cultural tourism and sites, (d) interviews with the pilots, and (e) discussions with project partners. The presented Cultural Tourism development strategies and actions guide European Cultural Tourism and other stakeholders to achieve viability, resilience, and sustainable growth of the Cultural Tourism ecosystem in Europe. Development strategies and actions will provide input to the IMPACTOUR Methodology and Tool.

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Further Information

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Project Partners



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Executive Summary

Strategic planning and development are a multi-stage process that helps to understand the current situation, opportunities, challenges, future scenarios, trends, and provides a road-map (goals, strategies and actions) that meet the objectives of interest groups (public and private sector, community). It also helps stakeholders craft a forward-looking vision, including development goals, strategies, and tactics, to achieve competitiveness of the destination, sites, and tourism businesses in a sustainable and inclusive way. Strategic planning can be a simple decision-making process or a complex set of strategies and actions. The success of cultural tourism destinations depends, to a high degree, on the cooperation between many partners, who can combine their resources, interests, and expertise through a collaborative management process.

Strategies have an important role in tourism and destinations' development planning process as they give an answer to key questions such as what to do and how to do it. To ensure quality growth and sustainability of tourism, the strategies should consider economic, environmental, social, and cultural factors. Strategies need to address stakeholders' (including residents) needs, expectations, abilities and competences, human resource development, engagement, information sharing, new business-models, effective data collection and analysis, innovative marketing, green and digital transition. Additionally, they need to address environment, and natural and cultural assets protection, improving accessibility, destination and a site carrying capacity, visitors' satisfaction, and experience throughout the entire visitor journey as well as legal and support measures to be improved.

This document reflects the process and the results of the Task 4.3 "Establishment of Cultural Tourism development strategies". **The deliverable identifies cultural tourism development strategic objectives, strategies and actions** that help to achieve the resilience and sustainability of cultural tourism and provide solutions to upgrade the influence that cultural tourism has in the regions all around Europe. Additionally, the document provides guidance for the implementation of the presented strategies and actions and points out possible impact factors that can affect the achievement of the strategies.

The strategic objectives, strategies and actions are developed based on previous IMPACTOUR deliverables, including "Report on policies, governance and business models used to promote Cultural Tourism" (D1.2), "Recommendations on tools for fostering and forecasting impact of tourism strategies" (D1.4), "Comparative Assessment Report" (D2.2), "Benchmarking Report" (D2.3), "Results from data collection phase" (D3.4), "Key Success Factors" (D4.1), and "Key Performance Indicators" (D4.2). IMPACTOUR deliverables "Report on Cultural Tourism Leading to Sustainable Economic and Social Development" (D1.1) and "Identification of Tools for Cultural Tourism Impact Assessment" (D1.3) were also consulted as input to the discussion on contextual factors that may affect strategy implementation.

In addition to IMPACTOUR deliverables, various new documents, including reports of other projects, and academic literature have been studied. Also, discussions with project partners and interviews with several project pilots were used as a data source that enabled the further formulate strategies, actions, and understanding implementation barriers associated with these strategies and actions. To get feedback and test the relevance and implementation of final version of strategies and actions, an evaluation study of the pilots was made.

As a result, the following **IMPACTOUR main strategic objective** of cultural tourism development was formulated: Cultural tourism ecosystem in Europe is viable, resilient, and sustainably developing.

To specify the main objective, **four impact domain-based sub-objectives** were purposed:

- CULTURAL objective – Well-preserved and vibrant arts and cultural heritage for unique, diverse, and immersive cultural tourism.
- SOCIAL objective – Accessible and inclusive cultural tourism with strong links to local communities.
- ENVIRONMENTAL objective – Reduced ecological footprint of cultural tourism sector.
- ECONOMIC objective – Renewed and profitable sector with long-term sustainable growth.

To achieve the formulated objectives, **eleven strategies** were established:

- STRATEGY 1 (ARTS&HERITAGE) – Enhancing the protection and vitality of tangible and intangible cultural assets
- STRATEGY 2 (DATA) – Building coherent evidence base and data management
- STRATEGY 3 (SKILLS) – Developing skills and competences across the ecosystem
- STRATEGY 4 (AWARENESS) – Raising public awareness
- STRATEGY 5 (PROMOTION) – Promoting cultural tourism and managing overtourism collaboratively and responsibly
- STRATEGY 6 (ACCESSIBILITY) – Implementing universal accessibility and inclusion, and increasing connectivity
- STRATEGY 7 (NETWORKS) – Developing networks and clusters within the tourism sector, with local communities and other sectors
- STRATEGY 8 (BUSINESS&INNOVATION) – Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability
- STRATEGY 9 (DIGITAL) – Enhancing digital strategies for cultural tourism
- STRATEGY 10 (ENVIRONMENT) – Adopting environmentally sustainable practices throughout the cultural tourism value chain
- STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market.

All strategies give an input to attain the four objectives. However, depending on the characteristics of destinations and attractions, type of destination, and local stakeholders' experience and competence, some strategies have a higher impact than others on achieving certain objectives. For example, the main strategy for achieving the cultural objective is strategy no 1 "Arts&Heritage", for social objective strategy no 6 "Accessibility", for environmental objective strategy no 10 "Environment", and for economic objective strategy no 8 "Business&Innovation". Strategies no 3 "Skills", no 7 "Networks" and no 11 "Governance&Policy" are transversal – they have a significant impact on the achievement of all four objectives.

For each strategy, five to six actions were developed. Altogether, the deliverable presents 61 actions that help implement the strategies. The strategies as well as actions cover all topics that were presented in recommendations (D1.4) and Key Success Factors (D4.1) and several topics that were pointed out additionally in IMPACTOUR project studies (D2.3) and by project partners and representatives of project pilots. Those topics were, for example, protection and preservation of natural and built environment, and cultural heritage assets; stakeholders engagement and cooperation; awareness raising; educational programs and

life-long learning trainings for sector and residents; capacity building; data collection (including real-time data and establishment of monitoring systems); information and best practice sharing; evaluation of site/attraction carrying capacity; overtourism; community and visitor satisfaction; universal design, accessibility and connectivity; cultural tourism product development and diversification; business models; green and digital transition; integration of advanced technologies; investments and funding; marketing; governance and policy.

The report also discusses the practical challenges that organizations may face when implementing sustainable cultural tourism strategies. There are two main types of factors and challenges that tourism organizations should take into consideration. One relates to the broader context in which the tourism sector operates, including factors such as the national and global economy, labour market, availability of resources and infrastructure, stakeholder multiplicity and administrative structure of the government, legal frameworks, politics, existing societal roles and relations, and public awareness of cultural tourism.

The second set of challenges relate to organizational capacities. Due to the complex context and multitude of stakeholders in the cultural tourism ecosystem, tourism organizations need to coordinate their strategic efforts with a vast number of stakeholders with different interests and viewpoints. Collaboration and coordination require skills and human resources but also well-functioning mechanisms and routines to institutionalize information-sharing, joint planning, and co-creation.

Furthermore, the “green and digital” EU strategies that are superimposed on sustainable cultural tourism strategies demand new kinds of capacities from organizations. The pressure to monitor and evaluate results and build resilience to crises presumes their capacity to integrate evaluation into the daily strategic management process and build decision-making and coordination structures that allow for quick and flexible responses to changing circumstances.

The presented objectives, strategies and actions provide guidance to different European stakeholders on the development and implementation of sustainable cultural tourism activities through the involvement of the civil society and both the public and private sector.

The strategies and actions will provide input to the IMPACTOUR Sustainable Cultural Tourism Methodology that will be developed as part of Task 4.4 and IMPACTOUR tool that will be established in work package 5. Additionally, outputs from D4.3 will be used for the white paper to be developed in WP7.

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0. Introduction

0.1 IMPACTOUR Project Overview

IMPACTOUR – IMproving Sustainable Development Policies and PrActices to assess, diversify and foster Cultural TOURism in European regions and areas – is a project funded by the H2020 Framework Programme of the European Commission (EC) under Grant Agreement 870747 and conducted from January 2020 until June 2023. It engages 12 partners from 10 European countries with a total budget of 2,971,250.00 euro. Further information can be found at www.impactour.eu.

The main ambition of the IMPACTOUR project is to create an innovative and easy-to-use methodology and tool, to measure and assess the impact of cultural tourism (CT) on European economic and social development, and to improve Europe's policies and practices on CT, thereby strengthening its role as a sustainable driving force in the growth and economic development of European regions.

CT has been recognized as one of the drivers of growth, jobs and economic development, as well intercultural understanding and social development in European regions and urban areas. However, there is still a knowledge gap on methods to measure the impact of CT, to assess multilevel and cross-border strategies, policies and practices which contribute to sustainable development. IMPACTOUR proposes to bring together CT-related stakeholders and researchers to achieve new approaches, taking advantage of the large amounts of information that confront policymakers.

By identifying and comparing quantitative/qualitative pan-European information on CT forms and promotion, and by providing quantifiable evidence of CT strategies and their effect on European regions' development and Europeanisation, IMPACTOUR will deliver an innovative methodology and tool. Combining data analytics algorithms with artificial intelligence and machine learning strategies will provide CT stakeholders with strategic guidance so that policies and practices on CT can be improved.

IMPACTOUR will encompass a sustainable ecosystem by engaging cultural tourism stakeholders and following a participatory approach. IMPACTOUR tools and methods will lead to reinforcing the commitment with Europe CT, increasing citizens' sense of belonging, valorisation of minority cultures, strengthening of identities and Europeanisation.

The IMPACTOUR methodology will be completed and tested with data collected from data information pilots and the IMPACTOUR Tool will be validated in validation pilots, with distinct characteristics spread across Europe.

0.2 Deliverable Purpose and Scope

The purpose of Task 4.3 "Establishment of Cultural Tourism development strategies" and this document is to set up a range of cultural tourism development strategic objectives, strategies, and actions that can inform CT destinations in both their long-term planning and medium/short-term responses to the impacts of visitors. It takes under consideration



Figure 0.1 – IMPACTOUR strategy

previous project deliverables results, partners', and pilots' feedback, and provides a guideline to achieve a viable, resilient, and sustainable Cultural Tourism.

In cooperation with other tasks, the results of D4.3 provide input to the WP4 "IMPACTOUR Methodology" and to the WP5 "IMPACTOUR Tool". See Figure 0.2 created by TECNALIA and presented in D4.2 [1].

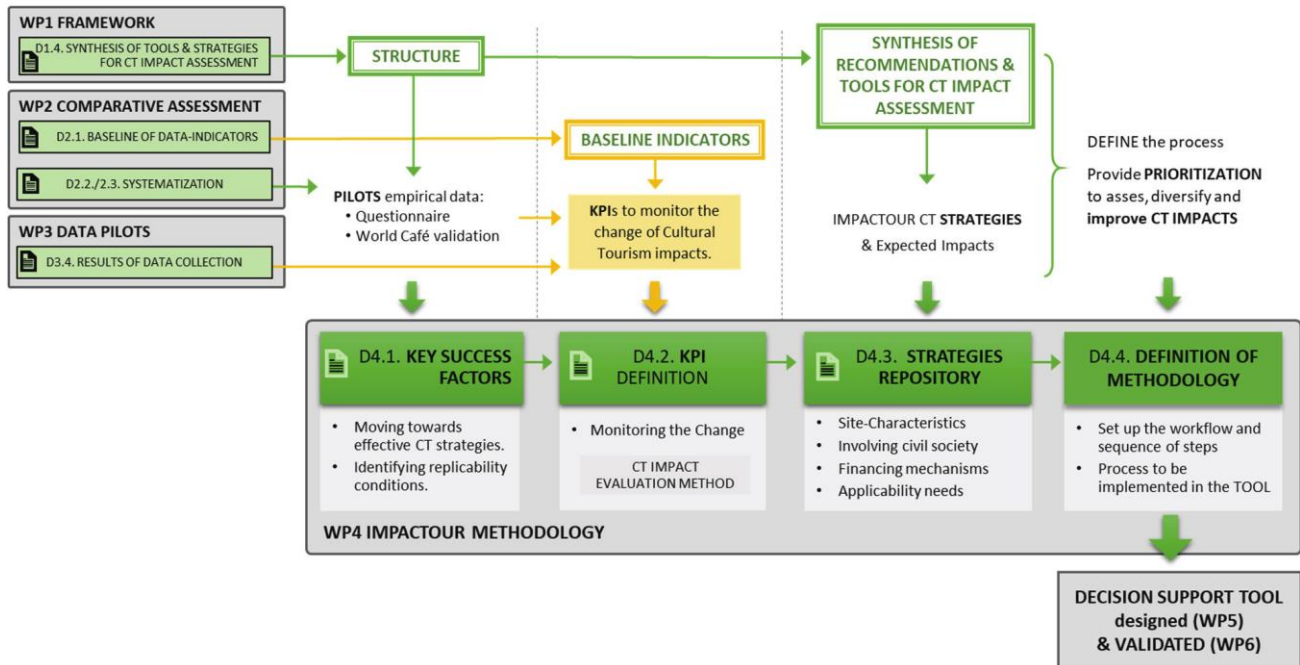


Figure 0.2 – Structure of WP4 divided by tasks and their relationship with other WPs

0.3 Target Audience

Target audiences of this document are local and regional authorities, tourism boards, tourism and cultural tourism organizations and other stakeholders who have an impact or who lead cultural tourism and destination (strategical) development, project partners and pilots and European Commission (including appointed independent experts).

0.4 Document Structure

This document has the following sections:

- Section 0: Introduction
- Section 1: Strategic development – why, what, and how?
- Section 2: Research methodology and process
- Section 3: Cultural tourism development objectives, strategies, and actions
- Section 4: Key implementation challenges and factors of strategies and actions
- Section 5: Conclusions.

0.5 Document Status

The Deliverable is listed in the Description of Action as “public”. This document has no preceding documents or expected further formal iterations.

1. Strategic Development – Why, What, and How?

The chapter will give an overview of the importance of strategic development and management, the process step-by-step, impact factors, and trends based on a review of academic and policy literature with a focus on strategic planning. It aims to explain the need for strategic development and its importance, create a common understanding among different stakeholders, and present recommendations for the strategy preparation process, content, and activities.

Tourism and destination development and management mean creating a well-thought-out place and managing change to achieve the greatest benefit in the region with minimal costs, ensuring an economically and socially stable, and environmentally sustainable outcome. In doing so, it is important to take as a basis three basic elements, which are people, the environment, and the economy. Otherwise, the development of the destination and the organization will not be sustainable or competitive because it will be difficult to achieve a balance if any of these factors are weak or lacking.

The characteristics of a successful and competitive destination are [2, 3]:

- awareness – information and knowledge about the destination
- attractiveness – diverse factors of the destination that attract visitors
- availability – ease of booking options and number of channels
- access – ease and comfort of reaching the destination and moving around there, smart-solutions
- appearance – the impression of the destination when arriving there as well as being there
- activities – opportunities and diversity of activities for visitors
- assurance – guaranteed safety and security
- appreciation – hospitality and welcoming attitude in the destination
- action – long-term tourism planning, marketing activities, crisis management plans
- accountability – destination management and evaluation of Destination Management Organizations (DMO) activities.

To realize the points defined above in the context of growing competition, instability and increased crises require good policies [4, 5] and a comprehensive unified system of tourism management activities [6], which can be implemented at the national, regional, and local levels [7, 8]. Additionally, it depends on the destination's ability to notice, avoid, or smartly manage and exploit influencing factors [2, 9, 10, 11]. This could be achieved throughout strategic planning [8], that helps to understand and support tourism contribution to a thriving destination development [12].

Strategic tourism planning is a dynamic and future-oriented process or roadmap that sets goals for a destination, tourism organization, or other entity, and produces the direction and specific steps for the future. It is a collaborative management tool that can be used to help determine a destination's or organization's present situation, impact factors, vision, goals, objectives, strategies, and tactics and give an approach to directing the use of resources and communicating the interests of the stakeholders and community [13, 4, 8, 9, 10]. Based on the previous overview, strategic planning answers several questions (Figure 1.1).

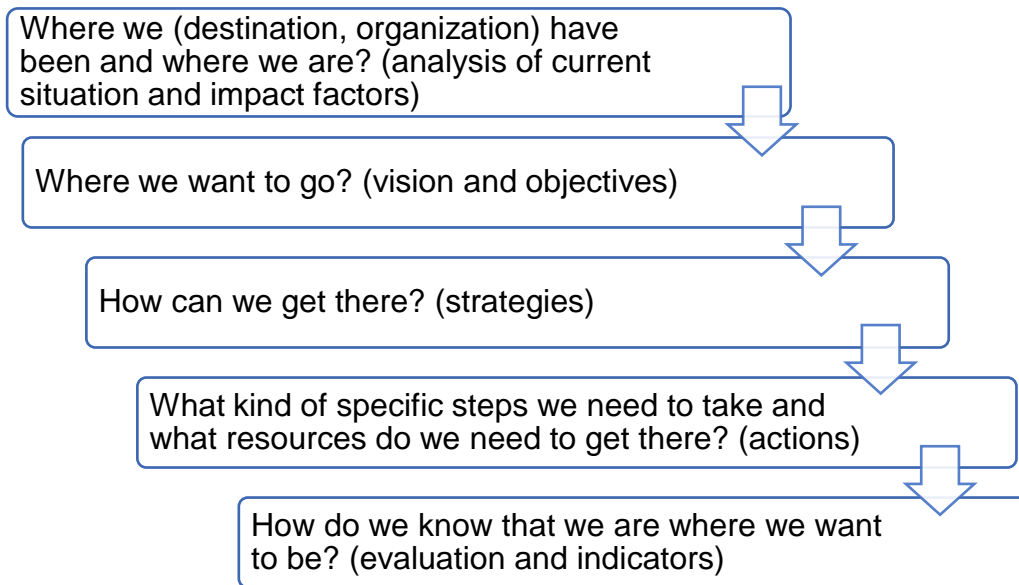


Figure 1.1 – Questions that need to be answered during strategic planning

Based on different sources and approaches, planning is a multi-stage process consisting of 4-10 steps [13, 4, 8, 9]. Although the number of steps varies, the content of the stages is overlapping, and the difference rather comes from dividing activities into larger or smaller groups. Figure 1.2 presents the main stages of the planning process and their content. The list of activities is not exhaustive. However, it gives an idea of the main activities by steps of the process.

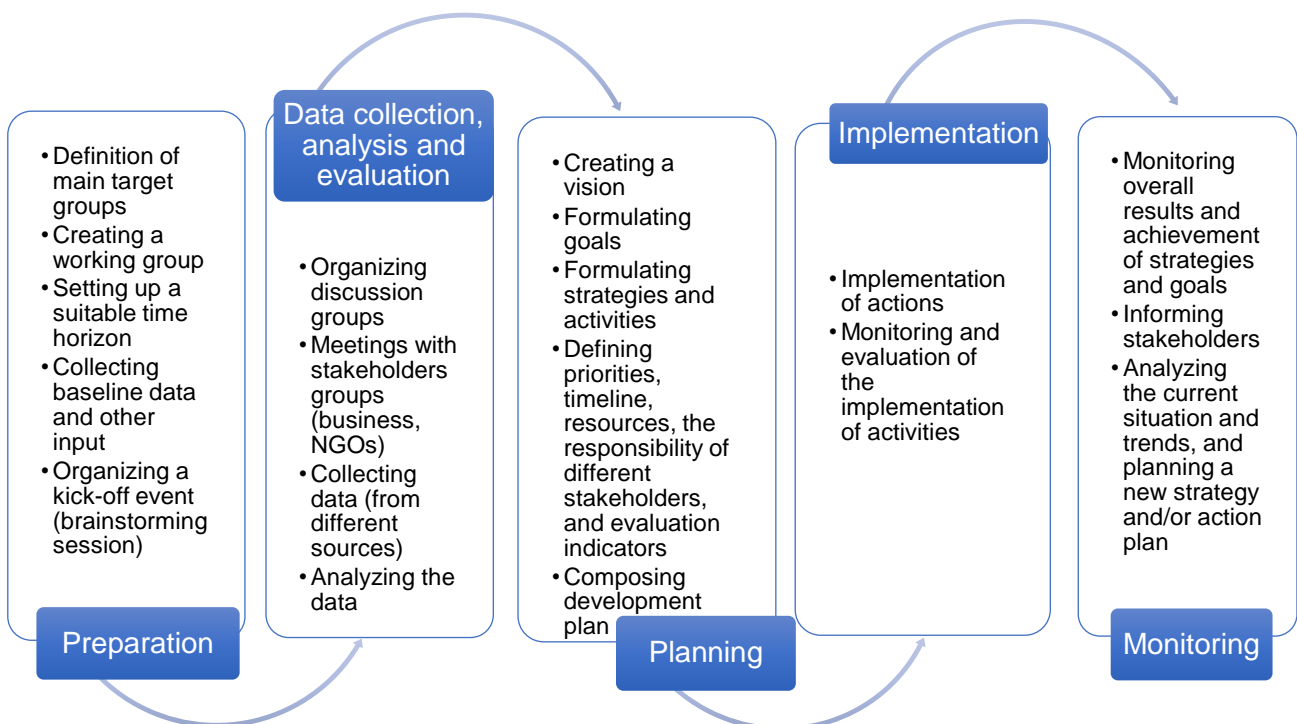


Figure 1.2 – Strategic tourism planning process and activities

Strategic planning may be either a simple straightforward decision-making process or in some cases a complex set of multiple decision directions [13]. However, in both cases, the strategic planning process should consider economic, environmental, social, and cultural factors, the overall sustainability of the organization or destination [4] analyse the current situation of destinations, influencing factors, and stakeholders' awareness, expectations, opinion of importance and needs for development [8, 14].

Additionally, the process of tourism planning should follow a logical procedure that addresses relevant development opportunities and problems [13], define clear targets, developing actions and indicators of success [12]. As a result, tourism development strategy and tourism policy should be easily understood, propose future scenarios that meet the objectives of interest groups and guidelines with clearly defined steps for resolving problems and present best practices [4].

To ensure the sustainable development of tourism and the destination, to increase destination competitiveness, the well-being, satisfaction, and value of visitors and the locals, it is important to think during planning process about stakeholders' (including residents) needs, expectations, and engagement, including information sharing and networking [15, 14, 16, 7, 17, 18], and human resource and skills development [19, 20, 17, 15]. It is also important to reflect new business models [21], effective data collection and analysis [21, 22, 17], managing over tourism, green and digital transition [19, 23, 15, 16], natural and cultural assets protection and management [24, 25, 26, 19, 27], accessibility [28, 29], connectivity [2, 15], destination and sites management [2, 30, 31, 17, 32], investments and other support measures [33, 34, 12, 26]. Attention to marketing, tourism product and services (including events) development and visitors satisfaction throughout visitor's journey are also important factors in strategic development [35, 36, 32, 5, 15].

The basic logic of strategic planning is similar regardless of the type of tourism. So are most of the factors and challenges that affect the actual implementation and success of tourism strategies. From a systems perspective, the tourism system is growing in complexity and volatility – the number of organizations in the environment is increasing and interactions between various actors are becoming more unpredictable, increasing interdependence on the external environment [38]. When trying to foster performance improvements in a geographical area, the desired outcomes and performance targets can only be achieved through deploying several tangible and intangible strategic resources, which are never controlled by the same institution [18].

Due to the broad range of interdependencies in the tourism environment and the need to collaborate with a multiplicity of stakeholders to achieve strategic targets, it is imperative to involve stakeholders in strategic decision-making processes [39, 18]. Similar trends are evident in the broader context of public sector decision-making where governments need to learn new methods of involvement and co-creation to manage complex interactions with stakeholders [40]. Due to this, strategic planning in the cultural tourism sector and beyond has essentially become a process of effective coordination and network governance, which cultural tourism managers may still need to learn.

Multi-stakeholder and multi-level coordination is becoming even more important in light of sustainable development goals. As the achievement of sustainability goals requires alignment of strategic objectives and collaboration beyond administrative borders, the European Commission has explicitly recommended cross-border areas to develop comprehensive sustainable development strategies at macro-regional levels and in close collaboration with neighbouring territories, even outside European borders [15]. Furthermore, the tourism field is facing the pressure of a twin transition, i.e., it is expected

to become 'greener' in terms of increasing environmental sustainability, and more digitalized, especially as regards the collection and use of data for advancing sustainability goals [15].

The cultural tourism sector faces all these challenges but due to its nature at the borderline of hospitality, economy, and culture, its context is particularly complex. Over decades, the growth of cultural tourism has led to its increasing fragmentation into several niches, from arts and heritage tourism to gastronomy, creative tourism, and incorporation of diverse cultural practices and ways of life into the tourist experience [41]. Cultural tourism is therefore intimately intertwined with diverse manifestations of culture and with many different stakeholders and communities that create, embody, mediate, or otherwise relate to these different cultural phenomena that may interest visitors.'

Due to the complex context created by the nature of cultural tourism and the challenges of the twin transition, the entities responsible for strategic tourism planning (whether at the local, regional, or national level) need a strong organizational-operational and administrative capacity – qualities that enable an effective management of resources in order to deliver strategic objectives [42]. Adequate capacity is important throughout the strategy cycle, from strategy development and implementation to monitoring and evaluation.

Organizational-operational capacity has been defined through the ability to [43]:

- 1) anticipate and influence change
- 2) make informed decisions
- 3) develop programs to implement policy
- 4) attract and absorb resources
- 5) manage resources
- 6) evaluate activities to guide future actions.

These capacities concern the individual, organizational as well as systemic level. Some of the key enablers for effective policy implementation include clear division of roles, coordination and cooperation with other organizations and stakeholders, clear indicators and data collection mechanisms for monitoring success, and integration of monitoring and evaluation in the strategic management system [44]. However, it has been noted that the design of strategies tends to receive more attention than implementation and many organizations lack resources and capacity to realize their strategic objectives [45].

Several authors suggest that strategic planning is essentially about effective knowledge management [46] and becoming a learning organization [45]. A learning organization needs to be capable of anticipating environmental changes and economic opportunities [39]. Furthermore, the uncertainties inherent in any strategic planning process – this includes the tourism sector, which is extremely vulnerable to unexpected crises – require a great degree of flexibility and strategic agility from organizations coordinating tourism strategies. Due to this, strategic planning in the hospitality and tourism field should not be regarded as a linear process of following formal rules and procedures but as a process of creative discovery [39]. Instead of aiming to control the environment, organizations need to develop their capacity to build relationships to foster common interests and be able to adapt to changing circumstances [40].

In addition to organizational-level enablers and challenges, strategic planners need to account for the broader context that the tourism system is embedded in. Contextual factors such as national and global economy, a country's political and administrative system, legal frameworks, availability of resources and infrastructure, cultural particularities and historical

stakeholder relations all mediate the possible impact of tourism strategies: what is easily achievable in one context may be challenging or even impossible in another.



Yet, well-researched, well-planned, well-managed, and well-communicated tourism planning and management that considers the natural and cultural environment and takes its context into account can generate the following benefits [4, 30, 25, 47, 16, 48, 49, 20, 34, 12, 2]:


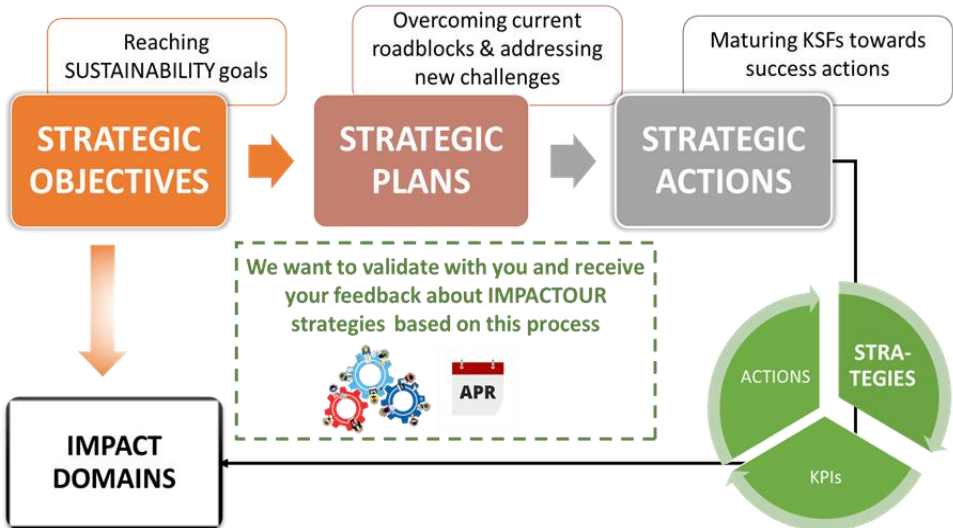
- give a good understanding of the current situation, trends, and impact factors
- support the setting of common (including cross-sectoral) future-oriented goals and agreements and their achievement at a different level (local, regional, and national)
- maximize engagement of different tourism stakeholders (including the local community) and improve communication and information sharing
- provide a better understanding of different stakeholders and their expectations
- competence, and knowledge of the destination, site, or organization development
- improve skills and competence of tourism and supportive sectors
- maximize social benefits and improve quality-of-life of residents and the local economy
- protect and enhance the value of cultural heritage and reduce negative impacts on the environment
- foster the conservation of the resources that tourism depends on for future growth and improve resource management
- improve the management of visitors' flow and minimize the negative impact of tourism masses (overtourism)
- improve the quality of tourism products and services, enhance the marketing process, and improve visitors' experience and satisfaction
- manage carrying capacity of destination, sites, attractions, and/or organizations, and strengthen areas and organizations (including maximize strategic and innovative thinking and planning)
- support data-driven and smart-development
- prepare the tourism sector for changes (including digitalization, crises, etc.)
- maximize destinations and organization's competitiveness, sustainability, and resilience.




2. Research Methodology and Process

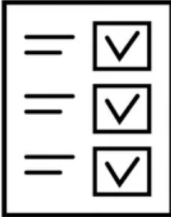

To develop the IMPACTOUR cultural tourism development strategic objectives, strategies, and actions, and support project partners' and pilots' contribution, several studies were carried out, including reviewing literature and IMPACTOUR previous deliverables, interviews with pilots and survey to collect pilots' feedback on improved strategies and actions. The preparation process also involved discussions with partners. The overview of the process is presented in Table 2.1.

Table 2.1 – Study and strategies development process overview

Process element	Description of content, timeline, implementation
 <p>Strategic planning and development literature review</p>	<p>Aim: to collect information about strategic planning, strategic planning process, content, impact factors, trends, etc., and create a framework for task 4.3.</p> <p>Time: December 2021 and January 2022</p> <p>Key inputs and/or content:</p> <ul style="list-style-type: none"> • literature (including handbooks) on tourism strategic development and planning, destination and tourism development, impact factors, trends, etc. (see also chapter 2) • suggestions from project partners during meetings in January and other discussions. <p>Outcomes: D4.3 extended table of content.</p>
 <p>Documents analyses and desk research (Vol 1)</p>	<p>Aim: to collect information about policies, strategies and guiding materials for cultural tourism and tourism development and management based on IMPACTOUR project previous deliverables and additional materials and compose preliminary strategies and actions.</p> <p>Time: January – April 2022</p> <p>Key inputs and/or content:</p> <ul style="list-style-type: none"> • IMPACTOUR project previous tasks deliverables: “Report on policies, governance and business models used to promote Cultural Tourism” (D1.2) [50], “Recommendations on tools for fostering and forecasting impact of tourism strategies” (D1.4) [51], “List of criteria and indicators to carry out the comparative assessment” (D2.1) [52], “Comparative Assessment Report” (D2.2) [53]. • In addition to materials that were used in D1.4, complementary tourism, creative economy and cultural tourism development strategies and development and management guidelines (for example, HERIWELL [54], RURITAGE [55] project reports, handbooks presented by European Travel Commission [12], OECD [25], ICOMOS [31], etc. that were published after D1.4 was submitted, were used. <p>Outcomes: Preliminary strategic objectives, strategies, and actions.</p>

Process element	Description of content, timeline, implementation
 <p>Validation of development process and initial strategies and actions (Atlantic Session)</p>	<p>Aim: To validate the process (Figure 2.1) by allowing pilot sites to experience the reflection process of defining their cultural tourism plans following the interrelation between KPIs, actions and the IMPACTOUR Strategies. From WP4.3 point of view, the aim of the Atlantic Session was to evaluate the preliminary strategic objectives and strategies as well as to get suggestions and input for composing strategies and actions.</p> <p>Time: April 2022</p> <p>Key inputs and/or content: partners and some pilots meeting, discussion, and workshop at Atlantic Session (General Assembly held in the Azores in April). The two main questions were proposed to the attendees during the workshop:</p> <ul style="list-style-type: none"> • Are we able to develop all the IMPACTOUR STRATEGIES with the information and links we have so far? • Are we able to MEASURE ALL THE IMPACTS expected from those Strategies?  <p>Figure 2.1 – Schematic explanation provided in the workshop [1]</p> <p>Outcomes: Partners and pilots’ suggestions and ideas regarding strategic objectives, strategies, actions, development process, actions result measuring indicators as well as questions that need to be answered in D4.3.</p> <p>A more detailed overview of the Atlantic Session process and outcomes is provided in D4.2.</p>

Process element	Description of content, timeline, implementation
 <p>Desk research and documents analysis (Vol 2)</p>	<p>Aim: to collect additional information and improve preliminary strategies and actions.</p> <p>Time: June-July 2022</p> <p>Key inputs and/or content:</p> <ul style="list-style-type: none"> • IMPACTOUR project previous tasks deliverables: “Benchmarking Report” (D2.3) [56], “Results from data collection phase (D3.4) [57], “Key Success Factors” (D4.1) [58] and “Key Performance Indicators” (D4.2) [1]. • Complementary guiding materials for cultural tourism and tourism management, and development [5, 15, 17] <p>Outcomes: Improved strategic objectives, strategies, and actions.</p>
 <p>Online meeting with partners</p>	<p>Aim: to get feedback and suggestions from project partners to present strategies and actions, structure, and ensure partners engagement.</p> <p>Time: July 2022</p> <p>Key inputs and/or content: Discussion questions for partners:</p> <ul style="list-style-type: none"> • Are the objectives and strategies appropriate? • Are the actions relevant? Is something missing (based on recommendations (D1.4), KSFs (D4.1), previous study results, or seems redundant. • Are there any additional implementation challenges? • Presentation of results (strategies, actions, etc.) – is the current solution suitable? How could it be improved? <p>Outcomes: Improved strategies, actions, and presentation of results (including visualization). Excluding KPIs from D4.3.</p>
 <p>Interviews with pilots</p>	<p>Aim: to collect pilots’ feedback on strategies and actions and their implementation, suggestions, and support of their engagement.</p> <p>Time: June-July 2022</p> <p>Key inputs and/or content: 6 interviews with representatives of 9 different project pilots. Interview questions:</p> <ul style="list-style-type: none"> • Are the objectives and strategies understandable, needful, and appropriate from your site/attraction point of view? • Are presented actions logical and relevant? • Is something missing or seems redundant? • What are the most important strategies and actions? • What strategies are most difficult to achieve and why? • What strategies and/or actions have you already implemented at your destination/attraction? • What are the main impact factors that support or hinder the actions or achievement of the strategies? • Other questions/thoughts. <p>Outcomes: Improved strategies, actions, implementation suggestions.</p>

Process element	Description of content, timeline, implementation
 <p>Evaluation of final strategies and actions</p>	<p>Aim: to collect information from all pilots on improved strategies and actions, including their comprehensibility, relevance, and applicability based on the pilot's destination types.</p> <p>Time: July 2022</p> <p>Key inputs and/or content: study survey, that asks pilots to choose the type of destination that they represented and evaluate using a 4-point scale (0=can't/difficult to say; 1=no; 2=partially; 3=yes) all presented strategies and actions based on the following questions:</p> <ul style="list-style-type: none"> • Is it understandable? • Is it relevant for you (pilots)? • Is it difficult to achieve? • Do you already implement this action? <p>Outcomes: Overview of strategies and action relevance, applicability, and implementation based on destination type.</p>
 <p>Review of the deliverable report</p>	<p>Aim: to get feedback from reviewers and work package 4 leader on deliverable report content, information presentation, etc., and suggestions for improvement of the report before report submission.</p> <p>Time: July 2022</p> <p>Key inputs and/or content: report working and final version and feedback from reviewers.</p> <p>Outcomes: Improved report that meets the requirements and fulfils the purpose of task 4.3, and final conclusions</p>

3. Cultural Tourism Development Strategies and Actions

Strategic objectives answer the question “What to achieve” and strategies and actions “How to achieve?”. This chapter presents the IMPACTOUR cultural tourism development objectives, strategies and actions formulated by the IMPACTOUR consortium. The objectives, strategies, and actions were developed based on IMPACTOUR's previous tasks deliverables and later improved several times based on additional IMPACTOUR deliverables and complementary reports that describe the current situation of destinations, tourism and cultural tourism development and management, trends, and sustainability.

Additionally, feedback and topics that were pointed out by project partners and representatives of project pilots during discussions and interviews were used. Based on the last version of the strategies and action list evaluation survey was prepared and shared with pilots to get their feedback on the strategies and actions intelligibility, replicability, and significands also based on destination types. (See also chapter 2 for detailed methodology and interviews and discussions content.)

3.1 Strategic Objectives and Strategies

As a result, the main IMPACTOUR strategic objective of cultural tourism development was formulated: **Cultural tourism ecosystem in Europe is viable, resilient, and sustainably developing**. To specify the main objective, achieve resilience, and give stakeholders a better understanding of content, the objective was broken down into sub-objectives that take into consideration the key impact domains defined by the IMPACTOUR project (cultural, social, environmental, and economic) (Table 3.1). There is no separate sub-objective for the resilience domain because strengthening resilience is a horizontal goal that many strategies and activities are based on and help to achieve.

Table 3.1 – Cultural tourism development general and sub-objectives

General Objective: Cultural tourism ecosystem in Europe is viable, resilient, and sustainably developing			
CULTURAL objective: Well-preserved and vibrant arts and cultural heritage for unique, diverse, and immersive cultural tourism	SOCIAL objective: Accessible and inclusive cultural tourism with strong links to local communities	ENVIRONMENTAL objective: Reduced ecological footprint of cultural tourism sector	ECONOMIC objective: Renewed and profitable sector with long-term sustainable growth

Based on that and to achieve the objectives, **eleven strategies** were established (Figure 3.1). The first strategy "Arts&Heritage" focuses on preserving, protecting, strengthening, developing, and positively presenting cultural tourism resources (including also cultural heritage). This is important to ensure the vitality, versatility, and quality of cultural assets, which in turn is the basis for the development of cultural tourism products and services and the differentiation of the destination.

Strategies no 2 to no 9 (Data, Skills, Awareness, Promotion, Accessibility, Networks, Business&Innovation, and Digital) are supportive, i.e., their focus is on increasing people's ability, awareness, and support, creating supporting tools and solutions, promoting cooperation between different parties, ensuring accessibility, designing suitable offers, and ensuring the necessary data to assess the situation, the impact, and performance of developments. Without these inputs, it is difficult to ensure the sustainable development and

use of cultural resources, the involvement of various stakeholders, the satisfaction of locals and visitors, and thus the generation of economic benefits.

Strategy no 10 "Environment" and no 11 "Governance&Policy" in turn create systems, uniform principles, support mechanisms, and a suitable, maintained, and resilient environment for developing cultural tourism and increasing destination, sites, or attractions competitiveness even in a crisis.

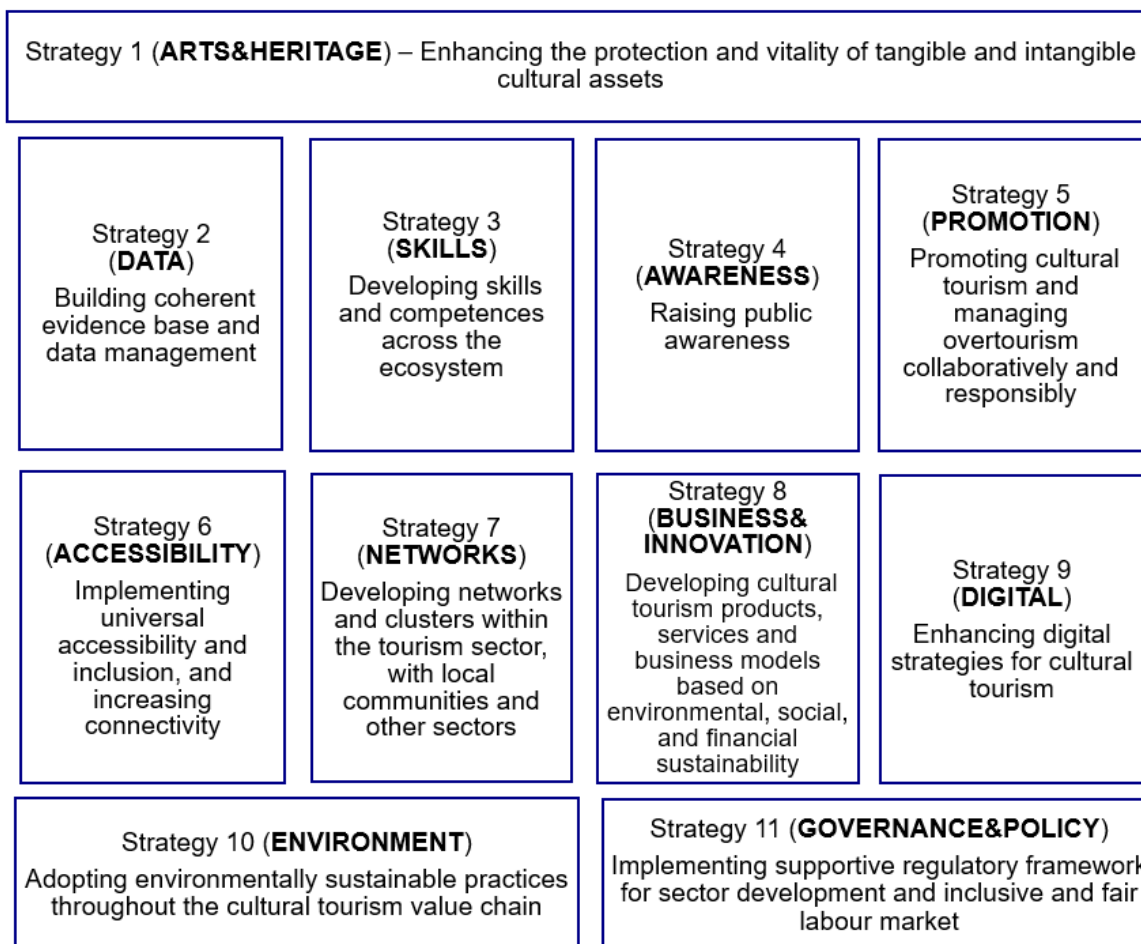


Figure 3.1 - Cultural Tourism Development Strategies

Strategies cover all recommendations (Annex C) and key success factors that were presented as a results of project task 1.4 and task 4.1. All strategies give input to attain the objectives. However, depending on the content of strategies and actions, some strategies have a higher impact on achieving one or another sub-objective meanwhile, some strategies have a bit lower impact on the same objectives. The relationship between sub-objectives and strategies has been evaluated based on literature review, recommendations from D1.4, and pilots' feedback collected during interviews.

First of all it must be mentioned, that strategies "Skills", "Networks" and "Governance&Policy" are transversal, and they have a significant impact on the achievement of all four objectives as they improve locals and other stakeholders' knowledge and skills, ensure cooperation to achieve better results and involve stakeholders (including residents, experts) with needful competences and provide well-planned and future-oriented developments and support measures (including investments, labour policy, development plans) that create suitable and sustainable development supportive environment in the national, regional and local level (Figure 3.2).

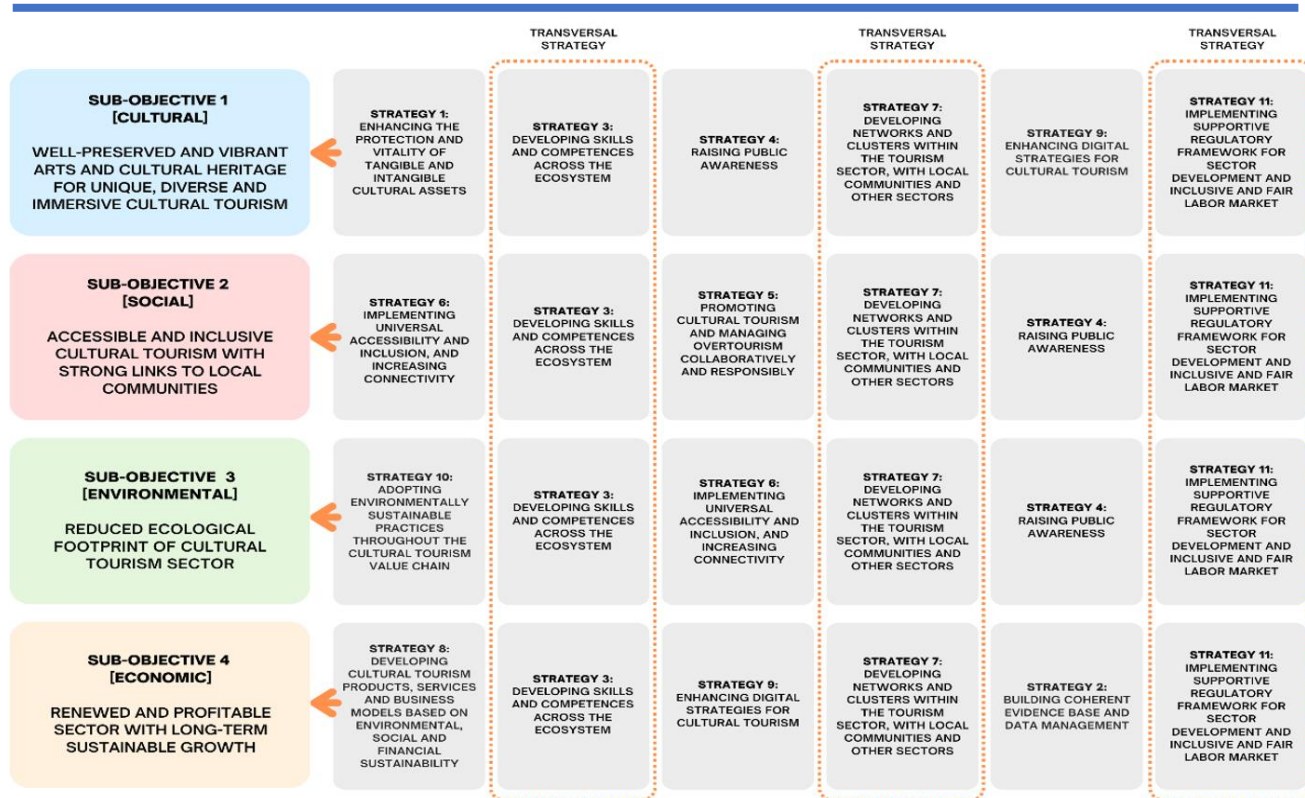


Figure 3.2 – Most important strategies regarding achievement of objectives

Strategies that have a high impact on the achievement of cultural tourism development **cultural objectives** “Well-preserved and vibrant arts and cultural heritage for unique, diverse, and immersive cultural tourism” are strategies “Arts&Heritage”, “Awareness”, and “Digital” as their focus on protection, development, and sustainable use of cultural assets, rising knowledge regarding sustainability, impact factors, and current situation, and improve the vitality of cultural tourism assets. Due to that, those strategies' content and outcomes are strongly related to the cultural domain.

Strategies „Data“, „Promotion“, „Business&Innovation“, “Accessibility”, and „Environment“ have a little bit lower impact on the achievement of cultural objectives as those strategies provide additional inputs, data, and technological solutions, knowledge of new business models and tourism product development, marketing and sustainable development of the environment, and improve accessibility. However, those outcomes are more culture domain supportive (a step further) and help to achieve better results, but they are not based to achieve culture assets resilience.

Strategies that have a high impact on the achievement of cultural tourism development **social objective** in addition to strategies “Skills”, “Networks”, and “Governance&Innovation” are strategies “Accessibility”, “Awareness”, and “Promotion. This is because those strategies are oriented to knowledge and soft-skills development, improvement of accessibility and connectivity including for locals, visitors with special access requirements, and people with socio-economic or cultural barriers, increasing visitors and other stakeholders’ awareness about their role and impact on cultural tourism and locals, promoting local cultural tourism products in a collaboration with locals, encouraging appreciation for cultural diversity and social cohesion. Outcomes of those strategies are strongly affected by strengthening the community, involving them more in cultural tourism, improving their abilities, and offering them different opportunities.

Strategies “Arts&Heritage”, “Data”, “Business&Innovation”, “Digita”, and “Environment” focused on the protection and development of local culture (including history, traditions, etc.), nature and built environment, collecting and analyses of data, involving locals as cultural tourism and other services providers, and increasing usage of digital solutions in the cultural tourism sector. By that, those strategies have an impact on the achievement of social domain objectives’, but not so strongly as strategies that were mentioned previously. This is because they focused more on how to better implement and further promote what has been achieved by the previously mentioned strategies and their outcomes.

To achieve the cultural tourism development **environmental objective** of “Reduced ecological footprint of cultural tourism sector”, it is very important to adopt environmentally sustainable practices and solutions, protect the natural and built environment, as well as take into use environmentally friendly transportation and create proper infrastructure (strategies “Environment” and “Accessibility”). It is also important to raise public awareness regarding tourism impact, sustainable development goals, and everybody’s role to achieve that (strategy “Awareness”) Those strategies have a significant impact on reducing the ecological footprint.

To support previously mentioned outcomes and environmental objectives achievement and improve the performance of cultural tourism, there is a need for data, that can provide information regarding environment-related problems and impact factors (strategy “Data”). Additionally, strategies “Arts&Heritage”, „Promotion“, and „Digital“ helps to influence people's behaviour through marketing messages, learn from each other and use digital tools to collect information and assess people's impact on culture and nature assets. Those outcomes are important but have a bit lower impact on the environment objective compared to other strategies as mostly they provide secondary and supportive data and inputs.

Strategies that have a high impact on the achievement of the cultural tourism development **economical objective** “Renewed and profitable sector with long-term sustainable growth” are strategies “Business&Innovation” and “Digital” that focused on prolonging visitors' stay, increasing visitors' satisfaction and spending, and cultural tourism contribution to the local economy by adopting new business models, developing cultural tourism products and services, supporting the co-creatin process, and increasing residents skills and knowledge and involving them to tourism offer design and supply chain. Also, strategy “Data” have a high impact on the economic objective as it provides comprehensive real-time information regarding resources, visitors numbers, satisfaction, spending, etc, that allows for making decisions and justifying them.

As cultural tourism assets are bases for cultural tourism products (strategy “Arts&Heritage”), promotion helps to introduce them to locals and visitors (strategy “Promotion”), good environmentally friendly connections and accessibility of destination, sites, attractions, and services help reach wider target groups (strategies “Accessibility” and “Environment”), so those strategies also contribute to the achievement of the economical objective. However, their impact is a bit smaller than those strategies that are more strongly connected to the business.

The overall evaluation results of the strategies and their relationship with strategical objectives are presented in Table 3.2. It is important to mention that lower does not mean negligible low and all strategies affect the achievement of all strategic objectives, but differently.

Table 3.2 – Strategies’ impact level on achievement of sub-objectives

		SUB-OBJECTIVE 1 [CULTURAL] Well-preserved and vibrant arts and cultural heritage for unique, diverse, and immersive cultural tourism	SUB-OBJECTIVE 2 [SOCIAL] Accessible and inclusive cultural tourism with strong links to local communities	SUB-OBJECTIVE 3 [ENVIRONMENTAL] Reduced ecological footprint of cultural tourism sector	SUB-OBJECTIVE 4 [ECONOMIC] Renewed and profitable sector with long-term sustainable growth
Strategy 1 (ARTS&HERITAGE)	Enhancing the protection and vitality of tangible and intangible cultural assets				
Strategy 2 (DATA)	Building coherent evidence base and data management				
Strategy 3 (SKILLS)	Developing skills and competences across the ecosystem				
Strategy 4 (AWARENESS)	Raising public awareness				
Strategy 5 (PROMOTION)	Promoting cultural tourism and managing overtourism collaboratively and responsibly				
Strategy 6 (ACCESSIBILITY)	Implementing universal accessibility and inclusion, and increasing connectivity				
Strategy 7 (NETWORKS)	Developing networks and clusters within the tourism sector, with local communities and other sectors				
Strategy 8 (BUSINESS&INNOVATION)	Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability				
Strategy 9 (DIGITAL)	Enhancing digital strategies for cultural tourism				
Strategy 10 (ENVIRONMENT)	Adopting environmentally sustainable practices throughout the cultural tourism value chain				
Strategy 11 (GOVERNANCE &POLICY)	Implementing supportive regulatory framework for sector development and inclusive and fair labour market				

High
Lower

Strategies content will be described in more depth based on actions in chapter 3.2. The significance and implementation of different strategies by destination types will be presented in chapter 3.3.

3.2 Strategies and Actions

To support the implementation of the presented strategies, development actions were formulated. After actions were formulated, they were discussed with partners and pilots during meetings and interviews. Based on collected feedback strategies and actions wording and content were improved. For each strategy, 5 to 6 actions are presented (Tables 3.3 – 3.13). Altogether, 61 actions are presented (Annex D).

It is important to mention that activities must support the achievement of the strategies and at the same time be implemented in the cultural tourism destinations, sites, and attractions with different characteristics and influencing factors. That was also pointed out by several pilots during the interviews. In addition, during the interviews, the representatives of the

pilots mentioned that the actions are understandable, and in most cases, the actions are specified anyway further by involving other destination stakeholders and considering the destination's capabilities, opportunities, and peculiarities. Therefore, some activities are formulated in more detail and others in a bit more general way, otherwise very detailed wording of several actions set additional restrictions for the implementation of the actions. To clarify the presented actions, additional explanations and some examples of actions or their implementation are presented after each strategy and its actions further in this chapter and chapter 4.

Table 3.3 – Actions for strategy 1 (Arts&Heritage)

Strategy 1 (ARTS&HERITAGE)	Enhancing the protection and vitality of tangible and intangible cultural assets
Action 1.1	Supporting vibrant cultural life, including diverse and inclusive cultural institutions, organizations, events, etc.
Action 1.2	Protecting and preserving natural and built environment as well as cultural heritage assets.
Action 1.3	Rehabilitating and developing built cultural heritage by combining state-of-the-art approaches with sustainable and traditional building techniques and materials.
Action 1.4	Highlighting the importance of local arts and cultural heritage, values, and traditions in developing authentic, inclusive, and sustainable cultural tourism products and services.
Action 1.5	Safeguarding cultural heritage assets and local communities from the negative effects of cultural tourism by optimizing visitor flows and increasing appreciation for cultural diversity and social cohesion.
Action 1.6	Directing sufficient revenues derived from tourism activities toward the management and conservation of cultural and natural heritage.

Actions of strategy 1 (Arts&Heritage) are divided into 3 parts: protection and conservation of cultural resources, development of cultural resources and assets or creation of an environment that supports the cultural assets' vitality (long-lasting, strong, and resilient), and prioritization and sustainable use of cultural assets. Conservation and protection is one of the most important actions because it helps to keep heritage authenticity and keep it from being destroyed and that could be done by setting restrictions on use (e.g. limiting the visit time or the number of visitors at the same time or during the visit period), conservation, formulating and publicly presenting rules for the use of cultural resources, or raising the awareness of various parties through training and information campaigns about the importance of cultural resources and the necessity of their protection and sustainable use and by leasing locals “back to the roots”.

In addition to protection and conservation, it is also important to increase the recognition of local cultural resources and cultural tourism resources vitality by introduce them to locals and visitors, direct entrepreneurs, and residents to use them as a part or bases of the cultural tourism product, but in a sustainable way, and invest to restoration or development of cultural assets. That could be done by public, private sectors, or non-profit organizations and residents. One example for civil engagement and society's initiative is a restoration of St. John's Church in Magdeburg¹. As a results, St. John's Church are now accessible to the

¹ For more information, see [Society for the Reconstruction of the St. John's Church in Magdeburg](#)

public again after severe damages and destructions. Additionally, the Church is now a place where visitors and residents can enjoy Max Uhlig's a worldwide unique art².

Several useful and practical examples of protection and restoration of the heritage sites and assets, cultural tourism product development based on art and heritage (including case studies) could be found also in the UNESCO publication "World Heritage"³.

Table 3.4 – Actions for strategy 2 (Data)

Strategy 2 (DATA)	Building coherent evidence base and data management
Action 2.1	Establishing a comprehensive data collection and monitoring system for the evaluation of performance and impact of cultural tourism sector.
Action 2.2	Collecting and analysing data on local stakeholders' and communities' needs and satisfaction regarding cultural tourism offer and opportunities.
Action 2.3	Collecting and analysing data on the volume, flow, activities, profiles, and satisfaction of cultural tourists throughout the visitor journey within and around cultural sites.
Action 2.4	Measuring and analysing carrying capacity of the cultural tourism sites and attractions, particularly regarding the more vulnerable sites.
Action 2.5	Developing and applying innovative real-time data collection tools to minimise the cost and provide more adequate information.

To achieve strategy "Data", it is important first to establish a comprehensive data collection and monitoring system that helps destination managers and other stakeholders collect data purposefully and based on the same agreed principles. This ensures the availability of data, its versatility, and comparability, and simplifies the process of data collection, management, and implementation. The collected data needs to provide information not only about overall visitor numbers, spending, and satisfaction but also allow real-time and specific data based on the field of activities, smaller places, events, individual attractions, types of tourism and visitors, etc.

It is also important that the collected data measure the carrying capacity of the places (including host community satisfaction and attitude toward tourism) and visitor flow, volume, profiles, activities, and satisfaction throughout the visitor journey. This allows relevant stakeholders to understand the current situation, movement of visitors, overtourism risks, and plan development activities (including their justification) in a different field. For that several solutions could be used.

For example, mobile positioning data could be used to acquire an overview of foreign and domestic visitors' moving patterns, origin of visitors, length of stay, etc. As an example, in Estonia, mobile positioning data are used to have overview of events visitors, their behaviour and moving patterns [59]. However, there are several obstacles to using mobile positioning data (for example, accessibility to the data, legal questions, privacy protection, the cost of the data, processing the data, reliability of the data, etc.). Therefore, using mobile positioning data requires cooperation and agreements among different stakeholders (including the public sector, telecommunications companies, research institutions and universities) [60].

Additionally, to collect diverse data, sources such as visitor counting devices, ticket sales, parking cars, video surveillance in public areas, calls to police or ambulance or registered cases, changes in noise level, public transportation schedule, traffic jams, statistics from

² For more information, see [Max Uhlig's outstanding church windows](#)

³ For more information, see [UNESCO World Heritage Centre - World Heritage](#)

accommodation establishments, visitors posts' content in the social media, etc., could be used. For example, the Tartu city government and Estonian Tourist Board used the previously mentioned data sources to evaluate the impact of the Metallica concert in Tartu in 2019⁴.

In addition to other results, the Metallica concert study results showed that there were over 65,000 guests and Tartu hotels were fully booked. Traffic during the concert was 50% higher than usual, which created parking problems (including illegal parking). However, despite that, there were only some disturbances and traffic jams, which lasted only for a short time and did not affect public transportation strongly (causing a delay of only 1-1,5 minutes). The number of police and ambulance cases was only slightly higher than usual (81 calls made to the police, while the usual average number of calls on weekends is 62; and 95 calls to the ambulance, compared to the usual 74 calls). The number of other types of complaints even declined. The concert also did not cause light pollution. However, it did affect air quality – the level of NO₂ was higher than usual. Metallica's Twitter post on the concert reached nearly 5.7 million people, whereas their Facebook post reached over 36 million users.

It is also important not only to collect, but also share information with other stakeholders to improve their data-driven decisions and development of cultural tourism supply. In addition to sharing information and data, it is important to interpret, explain and present data and results in a way that would be understandable to people with different backgrounds and knowledge. Otherwise, the data and its sharing may not produce the expected result, because stakeholders do not understand the results or the applicability of the data.

For example, in France, the Compostela Pilgrim Ways Agency developed a web application in collaboration with a private company⁵, which is directly connected to the national tourism open data platform (DATAtourisme)⁶ where users can see on the map of the selected route with information from DATAtourisme (POI, monuments, events, accommodation, services, etc.). Since this year, Lithuania's foreign visitors mobile positioning-based information are available on the new tourist mobility web-based map that does not require any special programs or knowledge to use⁷.

Table 3.5 – Actions for strategy 3 (Skills)

Strategy 3 (SKILLS)	Developing skills and competences across the ecosystem
Action 3.1	Offering state-of-the-art curricula both at higher education as well as vocational education level developed in close cooperation with cultural, business, and social stakeholders.
Action 3.2	Providing high-quality training courses and self-learning resources to support life-long learning of cultural tourism professionals.
Action 3.3	Understanding future trends in cultural tourism by applying future studies methods and scenario building tools.
Action 3.4	Building stronger resilience by drawing lessons from COVID-19 and other crises to better respond to future events.
Action 3.5	Collecting and sharing good practices across Europe and around the world.

⁴ See also [Metallica concert in Tartu - Business Tartu - https://business.tartu.ee/projects/metallica-concert-in-tartu/](https://business.tartu.ee/projects/metallica-concert-in-tartu/)

⁵ For more information, see <https://geocompostelle.fr/?view=introduction> – only available in French

⁶ See also [Datatourisme - https://www.datatourisme.fr/](https://www.datatourisme.fr/)

⁷ For more information, see https://www.linkedin.com/posts/lithuania-travel_mobil%C5%B3j%C5%B3-duomen%C5%B3-tyrimas-keliuok-lietuvoje-activity-6937678962131124224-HXXH/

Developing skills and competencies across the ecosystem has three main approaches: 1) overall education system, 2) training for the cultural tourism sector, 3) and good practice collecting and sharing. To achieve better results, curricula must be developed in close cooperation with representatives of cultural tourism stakeholders by involving them in the tourism and cultural tourism-related curriculum development processes as advisors. They could also be involved in teaching courses as guest lecturers who present different case studies and create links between theory and practice. Separate cultural tourism courses or study programs could be also developed as exemplified by the University of the Azores that developed a course and a new degree in “Natural and Cultural Heritage”.

Representatives of cultural tourism businesses or organizations can provide case studies or present problems that could be used as bases for assignments during problem- or project-based study. Additionally, cultural tourism businesses must provide an internship to support students’ integration into the labour market and show the variety and importance of culture and cultural tourism. Combining training opportunities with actual work tasks, on the one hand, helps to improve students’ skills, and on the other, give organizations new ideas regarding product development and marketing, help, and the opportunity to involve new players in the cultural tourism sector.

Previously mentioned actions could be used not only in tourism and culture studies but also in business and social studies. Cultural tourism related subjects, including business management and site/attraction visits, could also be added to other education system levels like it was done in 2019 in Azores where a subject “History, Geography, and Culture of the Azores” was included in the 5th-9th grade study programs. Such actions could raise interest, knowledge, and appreciation of cultural tourism, cultural heritage, local history, and traditions among residents and help to attract new workers. New knowledge and skills can help to avoid overall job losses and to benefit the tourism sector and with that increase social impact.

It is also important to invest in skills and capacity building for SMEs and destination management organizations, by increasing digital service design (including universal design) and marketing competencies, entrepreneurship, communication, and data analysis and interpretation skills. It could be done via training, but also through self-learning resources (for example creating or using existing Massive Open Online Courses (MOOCs), study videos, or guidelines materials and interactive e-handbooks).

If DMO or local authorities do not have knowledge or skills in developing relevant materials, they could cooperate with educational centres or with services from specific organizations (for Example Lobster Ink⁸), who can use their solutions and improve them based on the need of destination or organization. Additionally, several guidelines with practical examples and handbooks are published by UNWTO or Council of Europe (for example, Cultural Routes Management: from theory to practice⁹) that could be used or adopted by sites or attractions managers.

Practical examples and best practices are also good opportunities to improve knowledge and find additional solutions. For that, a collaboration platform for cultural tourism SMEs and destinations could be established that supports stakeholders' access to information (including regarding upcoming training programs, funding, events, etc.), specific tools, best practices (including developing models and transferable practices for sustainable tourism

⁸ For more information, see <https://trial.lobsterink.com/learn/explore>

⁹ For more information, see [\(PDF\) Cultural Management and Tourism in European Cultural Routes: from theory to practice \(researchgate.net\)](#)

and digitalization), and knowledge sharing. It will also be helpful for the sector (especially for SMEs, residents, or new players) if there will be information materials on skills needed for different types of tourism actors in the cultural tourism sector and information about curriculums, training programs, and self-learning resources that helps to improve presented skills.

Through training and learning from and sharing good practices can increase the knowledge and capacity of tourism professionals. By doing so, economic goals can be achieved, cultural tourism offers are strengthened, and it creates a stronger and more capable cultural tourism sector. To achieve good results, cooperation between education authorities, the tourism professional sector, and institutions for vocational and higher education is important.

Table 3.6 – Actions for strategy 4 (Awareness)

Strategy 4 (AWARENESS)	Raising public awareness
Action 4.1	Raising awareness of the cultural tourism stakeholders for their role and contribution to cultural heritage preservation and restoration.
Action 4.2	Creating guidelines for cultural tourism management, including visitor behaviour, at sensitive or vulnerable cultural heritage sites.
Action 4.3	Promoting the use of local cultural products (food and beverages, crafts, performance arts, etc.) based on fair trade principles.
Action 4.4	Encouraging appreciation for cultural diversity and social cohesion and the need to treat both local communities as well as natural and cultural assets with respect.
Action 4.5	Defining and promoting shared objectives between culture and tourism sector for sustainable development.

Awareness raising strategy focuses on different target groups: private sector (including tourism, and cultural tourism organizations) and visitors. To achieve sustainable cultural tourism, it is important to increase the awareness of cultural tourism stakeholders about sustainable tourism and development principles. This can be done by offering training courses to the sector or by organizing seminars, where the principles of sustainable development, and the role of tourism stakeholders in achieving them are introduced, where practical examples are given of how these principles have been followed and what activities have been implemented in one or another organization in the region or elsewhere.

In doing so, it is also important to explain the importance of cultural tourism and the preservation and restoration of natural resources from the perspective of promoting and expanding business opportunities. For example, activities here could focus on highlighting the effect of restored objects on the number of visitors, extend the duration of their stay at the destination, or create a reason to visit an area that visitors did not visit before. This also supports the dispersion of visitors and a more equal distribution of income in the area. However, for this, it is necessary to collect data to present specific indicators and convince companies to contribute to the restoration of objects.

Another option is to provide cultural objects (for example manors, castle, or other historical buildings) for a certain period to entrepreneurs for business purpose use based on a contract, but on the condition that the entrepreneur contributes to the restoration or preservation of the respective place or object. Additional option is to provide entrepreneurs access to a cultural object for a certain period of time; in return, the entrepreneur will contribute to the restoration or preservation of the cultural object or place. For example, a

handcraft producer can sell their goods near a historical or culturally significant landmark in exchange for contributing to the upkeep of the landmark.

To motivate the private sector and NGOs contribution, they or their representatives must be involved in the decision-making process both in setting goals and in developing specific support measures. If it is not possible to involve all the parties during entire process, then they must have an opportunity to express their opinion and influence the decisions through public discussions or feedback on documents if they are still in the process of being prepared.

To raise awareness and involve the stakeholders, it is possible to organize regular meetings between the representatives of the cultural tourism sector, e.g., once every quarter. During those meetings the important information, achievements, the current situation, development plans could be presented, and their feedback and input from these meetings could be collected. Those meetings also allow the participants to get know each other and their offer better. If necessary, it is also possible to invite to the meetings representatives of other sectors or organizations that influence cultural tourism or who are important from the sustainable development of cultural tourism opportunities point of view (e.g., organizations related to the protection of natural and cultural heritage or local food producers). This increases awareness of the destination's other opportunities and promotes cooperation between different companies.

Cooperation and better involvement of local producers (including artisans) and raising awareness of them can be achieved also through the availability of data and information. For example, it is possible to create a database that provides an overview of crafters, farmers, and other food producers operating in the region, local guides, and other industry-based service providers, which allows finding cooperation partners and using more local materials and opportunities in the tourism offer.

Another opportunity to raise awareness is creating instructional materials for entrepreneurs who operate in the destination or who bring visitors to the destination. Recommendations for the implementation of sustainable principles must be presented in the guidance material. The information must be presented in a concise, simple, and comprehensible form for entrepreneurs and other organizations, and highlight the efficiency of entrepreneurs in addition to natural and cultural resources.

The instructional material for visitors also needs to be composed and they must provide understandable and inspiring information about the norms of behaviour and the possible impact on the community and the destination (negative and positive). In addition, relevant marketing activities including signs, brochures, and other informational materials can be used to guide visitors to discover new opportunities, places, and provide educational materials for the visitors, which can influence their behaviour and guide them through the attraction.

For example, in Magdeburg as part of the "Tourism Information and Signposting System" project. completely new signposting systems for pedestrians and cyclists throughout the inner city will be installed. This system shall guide and inspire tourists, guests but also inhabitants to explore the city and make them curious about sites off the beaten track. The sites are categorized by themes that are representative of the history and development of the city from the Middle Ages until today (Magdeburg – Medieval Power Centre; Magdeburg – Fortress City; Magdeburg – Green City by the River Elbe; Magdeburg – City of Science and Engineering; Magdeburg – Emergence into Modernism). The system shall incorporate links to digital content through QR codes, digital displays at selected locations, digital

assistance services such as iBeacons or similar, content teasers and network references to cultural routes etc.

Table 3.7 – Actions for strategy 5 (Promotion)

Strategy 5 (PROMOTION)	Promoting cultural tourism and managing overtourism collaboratively and responsibly
Action 5.1	Diversifying cultural tourism offer by promoting a variety of places, destinations, and activities, particularly outside of the existing tourism hotspots.
Action 5.2	Creating marketing messages and other communications that reflect the destination's heritage, values and approach to sustainability and treat local communities and natural and cultural assets with respect.
Action 5.3	Promoting and providing visitors inspiring and educative materials about the destination and local sustainable cultural tourism products and services.
Action 5.4	Supporting private sector and NGOs marketing activities and cooperation through awareness-raising, joint campaigns, shared marketing expenses, and creating guidelines to ensure coherent approach.
Action 5.5	Diversifying cultural tourism inflow by developing marketing strategies aimed at local, national, and international markets.
Action 5.6	Promoting co-creative storytelling as a tool to share unique local stories and experiences as well as collect stories from wider audiences.

Responsible marketing can influence visitors' behaviour and create improved behaviour. When planning and implementing marketing activities, visitors must be offered up-to-date, easy-to-find, and understandable information about various places, cultural tourism products and services, events, and various, including nature-friendly, transportation options, which broadens visitors' awareness of various options. At the same time, information about the accessibility of destinations, attractions, companies, and other important information that makes it easier to find a place and plan a visit must be presented when introducing the possibilities. Recommendations on what and when to visit, what to pay attention to, which target groups the offer is intended for, which places are open all year round, whether the advance booking is required, where and which local products can be purchased, etc. are also helpful. It is important to point out the feedback of other visitors or to direct them to environments where the corresponding feedback is presented, as it is considered reliable and important information today.

To make the visitor's journey and finding information more convenient, information about various places, products, services, transport, events, etc. must be gathered in one place (website/platform), which is both technically and visually visitor-friendly and accessible, and which is linked to various booking and with card application systems, service provider websites or other information and communication channels. This makes the user experience more convenient and reliable.

Comprehensive and versatile information that introduces different places and opportunities (including off-peak opportunities) allows you to expand target groups, direct visitors away from so-called hotspots, attract visitors to stay longer, and visit destinations and attractions outside the peak season. At the same time, when submitting information, DMOs and entrepreneurs must carefully consider who the target group is (locals, domestic or foreign tourists, visitors with families or adults, cultural tourists, or those who are interested in nature or take part in business event but also visit local cultural tourism sites and attractions), and

what information they need and what speaks to them, and accordingly design marketing messages.

Marketing messages and other communications for cultural tourism destinations and attractions must reflect the destination's heritage and values as it could create a unique selling point. Additional messages and marketing materials need to present destination and cultural tourism organizations' activities regarding sustainability and urge visitors to make sustainable traveling choices and treat local communities and natural and cultural assets with respect. That could be done by providing visitors with inspiring and educative materials about the destination and local sustainable cultural tourism products and services and by presenting cultural tourism and destination-related stories. To achieve better results and responses from visitors, it is better not to talk all the time only about sustainability but connect and present all suggestions as part of better visiting experience creation.

Sustainable tourism website "Feel Good Germany"¹⁰ is an example of an initiative that uses positive messaging and user-friendly solutions to reinforce the connection between sustainability and consumer expectations and needs. The site provides information on sustainable products and services selected in collaboration with sustainability experts and tourism specialists. The website also includes a green travel map of Germany, that helps visitors to find certified accommodation, transport tips, reduce waste, hiking, and cycling trails, etc., and by that promotes sustainable travel as a better way to travel and experience places. The website also brings different tourism providers who exemplify sustainable practices together under one umbrella platform and simplifying the findings and choosing process for the consumer, which contributes to the creation of a responsible experience.

Today's visitors are increasingly looking for place-based stories related to history, community, legends, exciting discoveries or developments, and other areas that allow them to create a so-called deeper connection with the place they are visiting and stand out from the rest. Therefore, the storytelling approach is used more and more in marketing. To achieve a better result, stories should be collected from both locals and visitors, and in addition, the traditions, literature, history, natural phenomena, etc. of the region should be used.

In addition, celebrities, or people with a strong personal brand (e.g., influencers) are used in the marketing of places more and more. One example is Mallorca, which is known as a beach holiday destination, but which, after opening the house of poet and Nobel laureate Robert Graves to tourists, made the mountain village of Deya popular among cultural tourists. In addition to using Graves' name, the marketing mentions several well-known cultural figures who have stayed in the house [61]. However, when using celebrities, one must carefully consider which celebrity is more suitable for the place (if and what connection the desired person has with the destination being marketed), whether the involved person conveys the same values as the destination, and whether he/she is trustworthy, and what his/her media image is like. In addition, it is important to consider whether a person is suitable to apply to both domestic and foreign markets at the same time or not [62].

Furthermore, more and more visitors are attracted to places seen in movies or shows, and destinations can also use this information in marketing. When attracting visitors with a specific interest, it is important to be visible in trade magazines or other print and online channels of the field. For this, it is necessary to organize familiarisation-trips (FAM) and invite journalists or representatives of the relevant field of the destination to introduce various cultural tourism services, products, and support opportunities.

¹⁰ See also <https://www.germany.travel/en/feel-good/sustainability.html>

For the messages and marketing activities to be consistent, mutually supportive, and to give a good overview of the destination's various possibilities, the marketing activities must be coordinated, based on jointly agreed values at the destination level, and supported (including financially) by local DMOs and public sector organizations. In cooperation, it is possible to organize more versatile and larger-scale campaigns, and at the same time educate cultural tourism companies and other organizations through the sharing of experiences and recommendations, thereby increasing their ability to organize marketing campaigns independently or only in cooperation with each other.

Comprehensive marketing plans based on target markets and target groups, which reflect both print and online marketing activities, help to achieve better results. Ideally, a comprehensive marketing plan should be created both for the destination and for each company. At the same time, not all SMEs may have enough knowledge, experience, and time to create targeted and functional marketing plans, and in this case, they can start from the marketing plan of the destination or use the help of DMOs in marketing their opportunities

Table 3.8 – Actions for strategy 6 (Accessibility)

Strategy 6 (ACCESSIBILITY)	Implementing universal accessibility and inclusion, and increasing connectivity
Action 6.1	Prioritising accessibility of cultural tourism sites and services by creating integrated action plans and guidelines for increasing accessibility of facilities, programming, and digital solutions.
Action 6.2	Improving physical accessibility of the cultural tourism sites and facilities for visitors with specific access requirements and building capacity of cultural tourism professionals to correspond to the needs of the people with disabilities.
Action 6.3	Using communication tools and systems that facilitate understanding, orientation, and navigation by people with specific access requirements, including accessible and multi-lingual directional signage, access guides, accessible webpages, marketing materials, supportive technical solutions as apps, audio guides, 3D-printed items, or model of site, etc.
Action 6.4	Ensuring accessible transportation opportunities (including for persons with disabilities, children, elderly, etc.) to and at the destination and user-friendly connection with remote sites.
Action 6.5	Increasing inclusion of people with socio-economic or cultural barriers to cultural tourism, including language, financial means, distance, particularly to children with less opportunities by creating special support programmes at the sites and attractions.

Improving accessibility to ensure equal access to all visitors and community members, both physically and at the information level, and to improve the connectivity of destinations and attractions is nowadays very important. Experience shows that it is important to ensure a universal accessibility, it means wide representation of users of different genders, ages, and abilities, including volunteers, as well as accessibility experts in developing, embedding, and monitoring the overall cultural tourism accessibility strategy and actions.

To achieve strategy 6, the DMO or cultural tourism organizations, in collaboration with accessibility experts and local user organizations should draw up a specific Accessibility Action Plan in 3 phases: 1) Accessibility audit of the CT venue site(s), describing the existing access conditions and services for persons with disabilities and/or physical, sensory, and

cognitive impairments. The audit should involve the whole visitor experience in terms of information provision, local transportation, booking and ticketing services, customer service and branding/marketing; 2) Creation and agreement of an Action Plan addressing the identified problems and issues, with an indication of required resources and time-frame relative to the issues to be addressed, 3) Implementation Plan, with a defined series of actions/deliverables and provisions for continuous monitoring and improvement, including user feedback from locals and visitors.

Achieving universal accessibility requires a range of actions from management and front-line (customer-facing) personnel who must be trained in equity, inclusion, and accessibility, considering legal frameworks, access standards, and the design of inclusive tourism services. Accessibility Action Plans may cover a wide range of subjects including environmental and building design, exhibits, signage and information, accessible transportation, facility management and maintenance, planning inclusive events, use of assistive technologies and use of inclusive images and language in cultural tourism marketing.

Several sites use different solutions to improve visitor experience and provide accessible information regarding attractions, sites, buildings, etc. For example, to improve accessibility for visitors with specific access requirements, “Traveling for all” certification¹¹ was established in State Capital Magdeburg as a part of “Accessible Tourism Destination” plan. Aveyron created a webpage, that provides information about sites for visually impaired visitors¹².

Where it is not possible to develop an Accessibility plan at the national level or where it takes time, non-standardized solutions (suggestions, sites or attractions development plans or management and tourism product development guiding materials) need to be improved by adding accessibility and universal design principles.

- For example, during reconstruction of the museum “Fat Margaret” (located in Tallinn) which is the UNESCO World Heritage complex, accessibility was one of the priorities. In addition to original exhibits, the museum provides smart digital and hands-on solutions to explain objects and phenomena to adults, children, and guests with special needs. For that, service design methodology was used in collaboration with the Estonian Chamber of Disabled People, who provided their expertise and tested the presented solutions and developments to ensure equal accessibility for visitors with visual, hearing, and mobility impairments and intellectual disabilities¹³. As a result of the reconstructions and developments, the “Fat Margaret” museum was named by the European Museum Academy in 2019 as one of the best museums in Europe¹⁴.
- Another example are Florida theme parks who have an accessible programme that also includes guidelines, suggestions, and practical examples and stories shared by visitors. Those stories are also shared publicly¹⁵ and they express visitors experiences and suggestions.

¹¹ For more information, see ["Reisen für Alle"](#)

¹² For more information, see [Le chemin accessible aux mal-voyants - Chemin de Saint-Jacques en Aveyron \(st-jacques-aveyron.com\)](#) (also in English)

¹³ For more information, see [The renovation project of Fat Margaret received support from Enterprise Estonia - Paks Margareeta : Paks Margareeta \(meremuuseum.ee\)](#)

¹⁴ For more information, see [Fat Margaret among the three best museums in Europe - Paks Margareeta : Paks Margareeta \(meremuuseum.ee\)](#)

¹⁵ See also [Theme park travel with disabilities: Families say extra prep pays off \(usatoday.com\)](#)

Destination connectivity is also important issue of accessibility, especially in remote sites. To improve that, public transportation schedules need to be analysed and optimised for both the residents' and visitors' needs. Additionally, information regarding other transportation options (rent cars, bicycles, scooters, boats, etc.) need to be collected and presented to visitors. For example, in Lisbon, they created a webpage/app, that provides information about different transportation options and schedules. However, to improve these solutions, the information about them needs to be available to visitors and those solutions should be understandable and user-friendly, including for foreign visitors (otherwise they will not use that). If there is lack of connections, then one opportunity is to provide car, boat or private jet sharing options via apps or webpages and invite locals to provide transport services.

Table 3.9 – Actions for strategy 7 (Networks)

Strategy 7 (NETWORKS)	Developing networks and clusters within the tourism sector, with local communities and other sectors.
Action 7.1	Supporting cultural tourism governance on national, regional, and local levels through long-term and sustainable partnership and funding, including the support to destination management organizations.
Action 7.2	Supporting networking and good practice sharing to ensure cultural tourism stakeholders' engagement and learning from one another.
Action 7.3	Establishing a collaboration platform for local tourism and culture stakeholders (entrepreneurs, sites managers, etc.) that provide access to information, trainings, specific tools, good practices, and knowledge-sharing opportunities.
Action 7.4	Encouraging the development of cultural tourism products and events in cooperation with other local cultural sites, attractions, and stakeholders.
Action 7.5	Supporting cultural tourism offer (products and services) co-creation process involving entrepreneurs, residents, experts, and visitors/customers.
Action 7.6	Creating strong, reliable, and interdisciplinary partnerships and alliances with the public, private, and NGO sectors and engaging local communities in the cultural tourism development and decision-making process.

Collaboration between all stakeholders is important to ensure sustainable tourism that generates positive effects for the visited communities and businesses around the tourism destination. Networks and cooperation that include public and private-sector organizations, local producers and services, cultural and creative sectors and industries, local authorities, DMOs, and local associations and residents also have a positive impact on visitors and their experience as it helps to develop and provide more comprehensive and site-specific or authentic tourism services and products, which makes the customer journey easier and convenient. Cooperation can also reduce confrontation of different stakeholders' groups and improve the use of resources because of a common understanding of goals, actions, and benefits.

To achieve better results, an inclusive governance approach needs to be implemented, which assumes that destination management organizations take on strategic tasks, and the local community and authorities are involved in the decision-making process. This helps to increase the responsibility of DMOs and tourism companies in destination management, allows them to set common development goals, to work towards achieving them, and thus increase the resilience of the destination also in crises. This can be done through a public-private partnership (PPP), where the key role is in defining the destination's economic, social, and/or environmental goals and implementing activities in cooperation [7, 31]. PPP-

model could be achieved through DMOs whose members are not only public authorities but also tourism entrepreneurs and NGOs, who give input to the organization's budget for implementation of actions and have voting rights and impact on the decision-making process regarding actions and their implementations.

Creating PPPs could improve knowledge regarding destination opportunities, strengths, and weaknesses through information and practices sharing and data collecting and sharing among stakeholders. This in turn can help to improve cultural tourism supply, and marketing, and enhance the competitiveness and resilience of destinations and tourism SMEs.

Another solution is to create an advisory board for DMOs and other public sector organizations. The advisory board needs to involve representatives of cultural tourism and other tourism businesses (accommodation, catering, tour operators, guides, etc.), creative economy, and tourism sector supporting organizations (for example representatives of natural parks, transportation, farmers, etc.). Or event-based cooperation could be implemented. For example, local DMOs in cooperation with local entrepreneurs can organize thematical events (for example, local food, craft, or art days, open museums, or farms days, etc.) where DMOs have marketing and coordination role, and cultural tourism businesses and sites offer special offers and products. This type of initiative can improve cooperation among cultural tourism and in different sectors. However, to achieve good results, it is important to have a comprehensive database of different suppliers that will make communication and development of such kinds of initiatives easier.

It is also important to involve the local community or their representatives in the networks to increase their awareness of cultural tourism opportunities, impacts, and their support and raise social and economic benefits. Additionally, local food, drinks, crafts, and other unique destinations products producers could be identified and in cooperation with cultural tourism, organizations could be used for cultural tourism product developments or expansion. That will be easier to achieve if local producers and suppliers are a part of the network(s) and this network(s) representative(s) cooperate with cultural tourism and tourism networks. That could help to develop strong local supply chains and support local enterprises.

In previous strategies and actions, explanations were mentioned in regular meetings with cultural tourism stakeholders. Those meetings could be one opportunity to improve cooperation, information sharing, and for challenges and development and marketing plans discussions. Additionally, cooperation and networking supportive platforms could be created. Through this platform, important news, guidelines, documents, and data could be shared, good practices presented, and different topics discussed.

For example, Tourism Network Saxony-Anhalt¹⁶, is a digital platform operated by the Tourism Association of Saxony-Anhalt that features a lot of useful sector information and material, such as information about events, seminars, and conferences; information concerning the Ukraine crisis; information related to the Corona crisis; surveys and statistics; job offers and training/education; information about (administrative) structures and contact persons in Saxony-Anhalt tourism; provision of geographical data; information on different themes, such as quality in tourism, accessibility in tourism, legal issues, etc.; e-learning platform (restricted access with personal account); sector newsletter, etc.

¹⁶ For more information, see [Tourism Network Saxony-Anhalt](#)

Table 3.10 – Actions for strategy 8 (Business&Innovation)

Strategy 8 (BUSINESS& INNOVATION)	Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability
Action 8.1	Practising sustainable cultural tourism management and business models by implementing management systems for long-term balanced tourism activity and integrating digital and green transition principles into cultural tourism business model development to better address overtourism.
Action 8.2	Encouraging contribution and retention of tourism spending in the local economy through supporting local enterprises, supply chains and clusters, and sustainable investment.
Action 8.3	Increasing visitors' expenditure by extending the visitors' stay and creating high-value and diversified cultural tourism offers.
Action 8.4	Diversifying cultural tourism offer, reducing the seasonality of cultural tourism, and extending the stay of visitors to balance negative impact of overtourism.
Action 8.5	Applying design thinking methodology to develop user-friendly and accessible cultural tourism products and services.
Action 8.6	Encouraging residents and local SMEs to participate in cultural tourism offer by sharing their knowledge or providing local products and services (food, handicraft, workshops, accommodation, and transportation, etc.).

Private as well as public sectors should adopt new business models that pay attention to green and digital transition and innovation. For that, organizations must think through how sustainability principles could be implemented in their organization and then start with a small step, such as reducing food and other waste, using as much as possible local producers' products, and local guides, urge visitors to save water and switch off lights, use public transportation or bicycles, buy local products, etc.

It is also possible to investigate the possibilities of applying for different green labels and the applicable rules. If the company cannot apply for the label immediately or does not want to do so, it can use the criteria of the label as the basis of its development to be sustainable and become interested in visitors who value more and more companies that behave responsibly. Additionally, that helps to reduce spending on resources and save money to invest in new product development, environment, and cultural tourism resources protection or restoration or labour skills, and knowledge improvement.

The digital transition could be presented as part of a new product, business, or organization operating model. For example, digital platforms-based services could be developed to provide visitors as well as residents local transportation, food, and cultural and active tourism information and experiences. Via those platforms bookings and payments could be also done and that makes visitors' experiences during the searching and buying process easier. Advanced technologies (virtual reality, augmented reality, AI) and digitized cultural heritage, and other resources could be used to develop cultural tourism products and services.

Sustainable cultural tourism enterprises need to pay attention to offering stable and decent employment, with fair and equal pay, full social security coverage, respect for workers' rights to organize and bargain collectively working contracts, and gender equality. Involving locals in the labour force or involving them as volunteers, can increase their awareness of tourism's importance and impact on destinations and community, give them additional income

sources and reduce negative attitudes. Or local people could be involved to identify what is special about the destination (culture, history, traditions, beliefs, food, etc.) to get input for cultural tourism products development and engender community cohesion and their pride in local culture.

To increase the competitiveness of the destination, sites, and tourism businesses, and raise a sense of place among visitors and the community, different cultural assets based on authentic products (including events) that introduce local traditions and offer “like a local” experience to the visitors and leading residents “back to the roots” need to be created or existing products to be improved. For this, rules for typical tourism products and services with considerations for different tourism contexts (e.g., remote locations) and quality cultural tourism criteria could be developed by DMOs in cooperation with the private sector and visitors.

To support sustainability of cultural tourism and to enhance a destination’s sense of place, cultural heritage, traditions, arts-based authentic products, services, and events need to be created. Such activities can also minimize over tourism, seasonality, and disperse visitors. This can be achieved through cooperation with local businesses and producers and locals arrange of distinctive offers that are away from “hotspots”. Additionally, cultural tourism and other events (e.g., festivals) during the low season could be developed and offered. That will provide choices and give a motivation to visit different places or facilities year-round, including during off-peak season.

Development of distinctive, high-quality, and sufficiently diverse tourism products can also be done through the creation of packages that bring together various already existing products and services or create new tourism services and products that diversify the experience on offer. Additionally, different combined products and services (business+culture, nature+culture, history+new technology, edutainment (entertainment+education), culture+spa/health) could be developed. These increase differentiation of cultural tourism offers and motivated to visit the destination throughout the year by increasing the attractiveness of low-season offers, supporting repeat visits, increasing the duration of visits, keeping existing visitors, and attracting new ones, which in turn has a positive effect on the economy, as well as on the community.

To get versatile information that could be used for destination, communication, visitors' experiences need to be analysed throughout the entire visitor journey. If there are several target markets and target groups, information will be more useful and meaningful, if customer journey will be created for each visitors group (local, domestic, and foreign visitors from different target markets, families with small children, families with teenagers, lonely travellers, visitors with groups, etc.).

To achieve better results, service design methodology could be used. That methodology requires need- or problem-based development, which involves research of the situation and visitors (including their expectations, needs, and influencing factors), trend awareness, creation, testing, and further development of services, thereby involving various parties and people with the necessary competencies. Visitors should also be able to provide their input, which could help improve the visitor experience. Visitors could be involved or data about their experience or behaviour patterns could be collected via different studies (surveys, interviews, observation). Even a few easy questions during guiding tour or check-in and -out, or during serving the food, can give important and valuable information about services and products. Data could be also collected from other sources (booking.com and other booking platforms, Tripadvisor, and visitors post and share pictures about sites, attractions

they have visited, and cultural tourism products that they experienced and their opinion about them.

Table 3.11 – Actions for strategy 9 (Digital)

Strategy 9 (DIGITAL)	Enhancing digital strategies for cultural tourism
Action 9.1	Integrating advanced technologies (e.g., virtual reality, augmented reality, artificial intelligence, 3D printing, etc.) to develop innovative, accessible, and sustainable cultural tourism products and services.
Action 9.2	Promoting investment in R&D and technology transfer projects to encourage smart specialization of the creative economy and cultural tourism.
Action 9.3	Accelerating digitisation of both the cultural heritage assets as well as other cultural tourism resources and offers and providing open access to the data to maximum extent.
Action 9.4	Creating relevant digital content and other digital cultural tourism offers to diversify the means to connect to remote audiences.
Action 9.5	Using digital tools and networks to engage wider audiences and build online communities.

Support digital innovation, developing and implementing user-friendly technological and digital solutions to make the destination "smart" increase the readiness of the tourism sector for the digital future, better management, preservation, presentation of the cultural and natural resources, and helps businesses and DMOs to understand and respond to the visitor's wishes and needs. With that, technology and digitalization affect not only the economic objective but also the achievement of the environmental, social, and cultural objectives.

To implement technology and digital solutions for tourism product development, selling, and management, it is important to digitalize cultural tourism and other resources. Database that includes different offers (e.g., guiding tours, museums, workshops, events, etc.) and resources make it possible to manage, control, and analyse the use of resources and results (including visiting and visitors' data) as well as link them to different information sharing, marketing, booking, and selling platforms that help visitors find information, make sustainable choices, and improve their experience.

For example, the DMO Göteborg & Co adopted smart and digital initiatives to boost sustainable tourism practices¹⁷. These initiatives include:

- an audibly browsed digital visitor guide via which visitors can interact with visitor centre staff
- the "To Go" mobile app that offers reduced-price public transport tickets and a trip planner to encourage increased public transport use among visitors
- an accessibility app that assists users of Gothenburg's arenas who require interpretation, signing or a loop system. The "Anmäl hinder (report barriers)" app also promotes accessibility by enabling users to bring obstacles, and as app has an open-source code meaning that it can be easily transferred to other locations
- an "Event Impact Calculator" for organisers, DMOs and funders to forecast and calculate the economic, social, and environmental impacts of planned events and test different variables to optimise sustainability

¹⁷ For more information, see [Göteborg & Co – Världens mest hållbara destination \(goteborgco.se\)](http://goteborgco.se)

- online calculator¹⁸ enabling travellers to make lower impact transport and accommodation choices, providing information on estimated emissions for their trip; 5) “Meet the Locals” solution connecting visitors with residents who can offer services, such as guided tours or car-sharing
- “Smarta Karten” that is an interactive tool to promote sustainable living and responsible consumption patterns by residents and visitors with information on opportunities to give, receive, share, exchange, borrow or rent any items or services from food to office space
- “Green Gothenburg”¹⁹ offers virtual and study tours, advice, contacts, and seminars to delegates from other destinations interested in implementing smart and sustainable offers, and “101 Sustainable Ideas” is a platform to gather and share inspirational sustainable tourism examples from around the world.

They are also working with Mastercard to develop a joint destination data platform to share anonymized data by stakeholders across the visitor economy. This should help identify, monitor, and develop key visitor segments by developing a picture of their activity and facilitate decision-making for a sustainable recovery following the COVID-19 pandemic [5].

Virtually created cultural sites, objectives, and stories can be used in marketing. However, that also helps to preserve natural and cultural heritage assets and resources, while enabling real-like visitor experiences. For example, hybrid and augmented reality can enhance visitor experiences by increasing interaction and extending participation in tourism services (e.g., people at home interacting with a museum visitor or an event participant through a virtual environment), or by experiencing digital reconstructions of historical sites. The technology can even help to stimulate future developments of natural and cultural sites. They can be used to engage the customer with the tourism experience before and after travel, extending the time during which they engage with the service. [15]

“Virtual tours VR Toila 1938”²⁰ (Estonia) could be presented as an example. This virtual tour provides an opportunity to hike in the historic Toila-Oru Park by leading visitors via Virtual Reality (VR) glasses in July 1938 to see the Toila-Oru Presidential Palace (which does not exist anymore) and the park. The tour was created by Blueray company in cooperation with local DMOs, technology companies, and historians. Similar products are also created in Tartu, where visitors can go back to the year 1913²¹. Two more historical virtual tours are in the development process in two other cities in Estonia.

To ensure the use of new technology and digitalization in the cultural tourism sector, it is important to offer support to the private sector by participating in different digitalization and smart-development projects, that create new knowledge, study materials, and solutions, or help implement those solutions. Clear and available information about existing European, national, and regional digitalization programs for SMEs also need to be provided. In addition, it is also important to minimize the SMEs' fears related to digitalization and new technology and raise their awareness of the benefits by providing training, mentors, and good practice sharing. To support and encourage the use of smart-solutions awards for the smart destination, site, facilities, or attraction management could be provided.

¹⁸ For more information, see [Calculate climate impact from vacations | Travel & climate \(travelandclimate.org\)](https://travelandclimate.org)

¹⁹ For more information, see [We offer tailored programs to explore smart city solutions \(investingothenburg.com\)](https://investingothenburg.com)

²⁰ For more information, see [Virtuaaltuur "VR Toila 1938" - Ida-Virumaa Toila-Oru park \(idaviru.ee\)](https://idaviru.ee)

²¹ For more information, see [Virtual timetravels - Blueray](https://blueray.com)

Table 3.12 – Actions for strategy 9 (Environment)

Strategy 10 (ENVIRONMENT)	Adopting environmentally sustainable practices throughout the cultural tourism value chain
Action 10.1	Promoting and supporting circular economy (recycling, re-using) and use of environment-friendly materials and services.
Action 10.2	Increasing energy saving and improving efficiency by the use of renewable energy sources, applying sustainable renovation principles, use of environment-friendly materials, and innovative technologies.
Action 10.3	Developing (construction, rebuild, renovation, and restoration) cultural tourism infrastructure sustainably.
Action 10.4	Encouraging measuring, monitoring, reducing, or minimising, and mitigating greenhouse gas emissions and water use from all aspects of cultural tourism services providers' operations.
Action 10.5	Developing environment-friendly public transport systems by increasing the use of sustainable, low-emissions vehicles and public transport.
Action 10.6	Developing and providing safe and a comprehensive cycle-paths and walking trails network.

Environmental protection, while positive for the environment, can also elicit cultural and economic benefits. This is because the environment has a strong impact on visitors' experience and their opinion about a destination as well as input for cultural tourism products. Therefore, it is important to protect nature by controlling the impact of tourism and nature's response to that as well as animals and birds' life (e.g., nesting), and if needed, set limitations for visitors' numbers, visit duration, transportation solutions, or prohibit being in certain places at certain times. Additionally, improving the natural and built environment by restoration based on sustainability principles and according to requirements of heritage and nature protection. For example, the use of environment-friendly materials and innovative technologies to achieve zero-emission, increasing energy saving and improving efficiency.

Circular economy (recycling, re-using) and use of environment-friendly materials and services must be a priority and supported by grants as the use of such kinds of materials and technologies could be expensive and therefore not affordable and a priority for private sectors, especially for SMEs and NGOs. Additionally, recycling and re-using plans or principles need to be set and implemented all over the destination – they can't be mandatory only for the private sector. Integrate waste management and reduction criteria for environmental accreditation of tourism businesses could also be composed. It is also important that there will be a specialist from whom entrepreneurs can ask advice regarding the circular economy, reducing food waste and pollution in the cultural tourism industry, etc. It will be also easier for entrepreneurs to understand and implement requirements and techniques if waste management and increasing energy-saving best practices and clear guidance and information on how to reduce their carbon emissions will be provided.

To achieve environmental sustainability, it is important to evaluate and improve overall infrastructure, including transportation. Therefore, environment-friendly public transport systems need to be developed by providing and increasing the use of sustainable, low-emissions vehicles (e.g., bicycles, electrical vehicles) and public transportation. To increase the use of public transportation, public transport services must provide seamless connections between different transportation opportunities (rail, ferry, bus) as well as increase frequency and improve connections on popular sites. Also, some additional

restrictions (e.g., a ban on driving by car) could be set for “hotspots” during the high season. Additionally, safe, and comprehensive cycle paths and walking trail networks must be developed and introduced to visitors as well as residents.

An example of a seamless connection between sites could be presented based on the project that aims to integrate “soft mobility” services with recreational offers in the Alpine Pearls region. “Alpine Pearls” is a transnational organization representing a network of mountain communities in five countries (Germany, Italy, Austria, Slovenia, and Switzerland). As remote and mountainous areas are often difficult to access other than by private vehicle and therefore visitor numbers, also increase in vehicles number and that increases pressure on the natural environment, which is a main attraction of the destination.

The purpose of setting up the Alpine Pearls network²² was to link environmentally responsible destinations that visitors can access and travel between by public transport and create a variety of environmentally-friendly holiday packages based on adventure, outdoor activities, and local gastronomy. The network was launched in 2006 and now comprises 21 member villages in five countries with 95 hosts. Among other requirements and environmental criteria, members of “Alpine Pearl” must offer “soft mobility” options for visitors, including shuttle services, buses for skiers and hikers, pedal and e-bikes, taxi services, electric cars and segways as well as provide mobility cards with free or discounted access to public transport services for visitors and residents. [5]

Table 3.13 – Actions for strategy 11 (Governance&Policy)

Strategy 11 (GOVERNANCE &POLICY)	Implementing supportive regulatory framework for sector development and inclusive and fair labour market
Action 11.1	Engaging representatives from culture, education and science, business, government, and local communities in collaborative and transparent policy making process on national, regional, and local level.
Action 11.2	Establishing and enforcing basic guidelines, standards, and regulations for sustainable cultural tourism.
Action 11.3	Ensuring the legislative framework and support measures for protection and vibrancy of tangible and intangible cultural heritage, environmental impact assessment and sustainable management of cultural and natural assets.
Action 11.4	Developing and implementing state-of-the-art cultural tourism policy and action plans and integrating different policies and strategies for holistic approach to cultural tourism, including policies on culture, tourism, creative economy, environment, accessibility, regional development as well as local and national programs on digital and green transition.
Action 11.5	Developing coherent risk mitigation and crisis management plans for cultural assets to withstand the potential risks related to variety of emergencies and catastrophes.
Action 11.6	Enhancing labour market legislation to support the workers’ rights and social guarantees, taking also into account the changing work relationships in digital society, flexible jobs, and volunteering practices, and creating equal opportunities in the cultural tourism sector, including decreasing the gender pay gap.

²² For more information, see [Alpine Pearls | Alpine Pearls \(alpine-pearls.com\)](http://Alpine Pearls | Alpine Pearls (alpine-pearls.com))

The engagement of different stakeholders in the policy-making process should start from stakeholder analysis guided by questions such as:

- Who are the relevant target groups whose collaboration is needed to develop cultural tourism in the given region?
- What are these stakeholders' interests?
- What role and influence do the identified groups have in the local cultural tourism ecosystem?
- Do they possess information or represent a viewpoint that would be important to involve in the strategic planning process?

Based on this analysis, the strategic planning coordinators could decide what engagement strategy and methods are suitable for engaging each group – whether it would be sufficient to request their feedback to draft plans or whether their position warrants their intensive involvement in the planning process from the outset. In stakeholder mapping, particular attention could be devoted to identifying relevant marginalized groups who may not have participated in collaborative planning processes before [63].

Possible methods for engaging stakeholders include public discussions, online consultations, online and offline surveys (to request information or solicit input on stakeholders' needs, expectations, and ideas), conducting face-to-face seminars, holding meetings and co-creation sessions, etc. While the number of people that can be involved in close partnerships and regular forms of collaboration is always limited, the views of broader stakeholder groups could be explored through occasional surveys, qualitative interviews, and group sessions, particularly those using empathetic and ethnographic techniques oriented towards understanding varied stakeholder perspectives [63].

Establishing and enforcing basic guidelines, standards, and regulations on sustainable cultural tourism help create a common understanding among the public and private sectors and residents and provide a framework that supports sustainable management and development. Several EU strategies (e.g., European Green Deal, Biodiversity strategy for 2030) could be used as a basis for drafting local sustainability regulations and guidelines. Regulations could be accompanied by guidelines in clear language providing examples and checklists for cultural tourism players to make the rules and standards easier to understand and implement. Capacity-building programs and technical and financial assistance for SMEs, NGOs, and DMOs can help improve the implementation of environmentally friendly practices in different types of organizations.

To support the achievement of strategic objectives, policymakers at the local, regional, and national level should provide a legislative framework and support measures to protect and develop tangible and intangible cultural heritage, mandate and support environmental impact assessment and sustainable management of cultural and natural assets and help develop strong local supply chains. Investments can increase the competitiveness of the sector. At the same time, it must be considered that the achievement of competitive advantage is not directly related to the size of the investments made. Large investments will not automatically improve the state of natural and cultural resources if the development activity is not strategically planned and does not consider the needs of the destination – in the case of less developed destinations, it is necessary to make investments in the development of support services and infrastructure. At the same time, more developed destinations need more resources for destination management, strategic development, and the creation of diverse attractions [33]. Smart specialisation strategies can also help develop smart and sustainable tourism, as they help to adopt new technology and improve knowledge and skills based on an analysis of local needs and strengths.

A holistic and coherent approach to cultural tourism policy is important for a balanced development of the destination. Ideally, cultural tourism policies should be closely integrated with policies on culture, tourism, creative economy, environment, accessibility, regional development as well as local and national programmes on digital and green transition. As a first step, this requires establishing regular information-sharing channels between the institutions and departments coordinating relevant policy areas, which could be followed by setting up joint planning mechanisms for the future. Due to the cultural tourism sector's dependence on skilled and motivated workers, it is important to review and strengthen labour market legislation to support workers' rights and social guarantees, taking also into account the changing work relationships in a digital society, flexible jobs, and volunteering practices, and the creation of equal opportunities in the cultural tourism sector, including decreasing the gender pay gap.

Lastly, to develop resilience to crises, destinations need to set up coherent risk mitigation and crisis management plans. The creation of crisis plans should start from conducting a risk or a SWOT-analysis to identify current strengths and weaknesses and possible external threats and risks to the sector. While some crises come from unexpected sources and are difficult to predict, a SWOT may be a useful exercise to understand the sector's main weaknesses that may be hit hardest by a crisis, as well as key strengths that response strategies could be built upon. As part of crisis planning, key stakeholders could be gathered to discuss how they could jointly address different types of possible future crises (from pandemics to natural disasters) and what communication structures need to be in place for swift coordination of activities when the crisis hits. It is also recommended to discuss and plan possible recovery strategies in advance to be able to restore tourism quickly when the acute phase of the next crisis is over. Various online sources (e.g., tips from the Future Place Leadership²³) provide ideas and guidance for developing adequate response and recovery plans.

Project pilots' opinion on presented final strategies and actions are reflected in chapter 4.3.

3.3 IMPACTOUR Pilots' View on Strategies and Actions

Strategies and actions have different effects and roles in achieving different objectives. At the same time, presented cultural tourism development strategies and actions significance and replicability may depend on the type of destination the additional study was arranged. The study aimed to collect information from project pilots on improved strategies and actions, including their comprehensibility, relevance, and applicability based on the pilot's destination types.

The survey (Annex E) was sent to all partners with the request to forward the survey to all pilots or fulfilled that in cooperation with pilots' representatives. The survey includes all strategies (11) and actions (61) that were asked to evaluate using a 4-point scale (0=can't/difficult to say, 1=no, 2=partly, 3=yes) based on for questions: is it understandable, is it relevant for you (pilots), is it difficult to achieve, and do you already implement this action? Responses were collected from 18 pilots (Naturalia: 7, Ruralia: 2, Urbanalia 4, Itineralia: 5).

Based on overall results, most of the strategies were understandable for pilots. There were only some strategies (Arts&Heritage, Data, Business&Innovation, and Data) that some pilots

²³ See the publication „Crisis management in the tourism industry: Tips and guidance for destinations, municipalities and regions” https://futureplaceleadership.com/wp-content/uploads/2020/06/Handbook_Crisis-management-for-tourism-destinations.pdf

said were partly understandable and one pilot said it was not (Figure 4.3). All pilots who assess those strategies with “no” or “partly” represent a different type of destinations. Therefore, there is no clear connection with destination types.

Similarly, to the results of the evaluations of the strategies, almost all presented actions were comprehensible to all respondents. Only a few actions were rated as partially understandable or as “can’t/difficult to say”. Representatives of Naturalia's pilots indicated the most response "can't/difficult to say" and this for two activities: action 1.6 “Directing sufficient revenues derived from tourism activities towards the management and conservation of cultural and natural heritage”, and action 9.5 “Using digital tools and networks to engage wider audiences and build online communities”. The last activity was similarly evaluated by one Urbanalia pilot. There were no other significant similarities regarding the misunderstanding of one or the other action.

There were five actions from different strategies, which were not understandable for some pilots (mainly for Itineralia pilots). As the same actions were evaluated by others mostly as understandable and a few times as partly understandable, the wording of those actions was not changed. However additional explanations to specify those actions were added in chapter 4.2.

All strategies were evaluated as relevant or partially relevant (Figure 3.3) Strategies that were mainly relevant were: Accessibility, Awareness, Governance&Policy, Skills, Data, and Environment. Strategies that were evaluated partly relevant by half or more than half pilots were: Networks, Digital, Arts&Heritage, and Promotion. One pilot could not evaluate the relevance of strategy "Data". Those results are a bit affected by Naturalia pilots' answers and therefore results based on destination types will be presented further to compare them with each other to have a better overview of relevance of strategies by destination types.

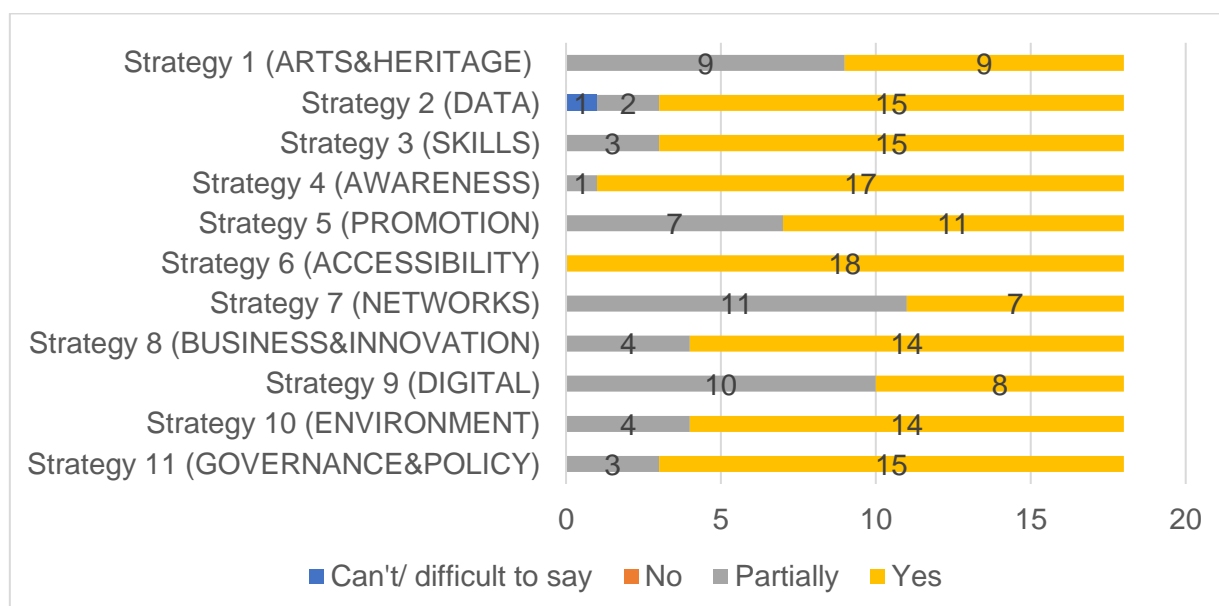


Figure 3.3 – Strategies relevance evaluation results

Looking at the overall results based on destination types (Table 3.14), it can be said that:

- Urbanalia representatives rated strategies “Networks” and “Business&Innovation” a little less relevant. Half of the Urbanalia responders (located in different countries and having different characteristics) also evaluated strategies "Data" and "Skills" as partially relevant.

- Naturalia representatives rated strategies "Arts&Heritage", "Promotion", and "Digital" as a slightly less relevant than others. Strategy 7 "Networks" was rated similarly with Urbanalia pilots as somewhat less relevant than the others compared with evaluation results of other destination types. It is important to mention that the results from all 7 Naturalia pilots were the same as they are all islands in the same region and managed by the same DMO and public authorities. Islands have different visitor numbers, tourism infrastructure, and a bit different connectivity opportunity, but based on the feedback of the representatives of those pilots, that does not affect the understandability, relevance, or implementation of the presented strategies. It is difficult to say if the assessments would be different if Naturalia pilots had different characteristics.
- Among the Itineralia pilots, some answers were a bit different regarding strategies "Environment" and "Governance&Innovation". Two of the five Itineralia pilots evaluated those strategies as partially relevant.
- Ruralia pilots' answers varied slightly among the group regarding the strategies "Arts&Heritage", "Digital", and "Environment". However, they were similar with the overall results.

Considering that the differences among destination types were minimal and there were pilots in those destination type groups who rated the same strategies as "relevant", it could be assumed that the relevance of the strategies is dependent on destinations'/sites' characteristics, current situation, weaknesses, and strengths, existing goals, and previous developments, local stakeholders' experience and competence, and current trends, not so much on destination type. For example, if some destinations already have strong and effective networks in place, network building strategies and actions may not be the main priority.

Table 3.14 – Strategies relevance evaluation results based on destination types

Is it relevant?	RURALIA				URBANALIA				ITINERIALIA				NATURALIA				ALL TOGETHER			
	Can't/ difficult to say	No	Partially	Yes	Can't/ difficult to say	No	Partially	Yes	Can't/ difficult to say	No	Partially	Yes	Can't/ difficult to say	No	Partially	Yes	Can't/ difficult to say	No	Partially	Yes
Strategy 1 (ARTS&HERITAGE)			1	1				4			1	4				7			9	9
Strategy 2 (DATA)				2			2	2	1			4				7	1		2	15
Strategy 3 (SKILLS)				2			2	2			1	4				7			3	15
Strategy 4 (AWARENESS)				2			1	3				5				7			1	17
Strategy 5 (PROMOTION)				2				4				5			7				7	11
Strategy 6 (ACCESSIBILITY)				2				4				5				7				18
Strategy 7 (NETWORKS)				2			3	1			1	4			7				11	7
Strategy 8 (BUSINESS&INNOVATION)				2			3	1			1	4				7			4	14
Strategy 9 (DIGITAL)			1	1			1	3			1	4			7				10	8
Strategy 10 (ENVIRONMENT)			1	1			1	3			2	3				7			4	14
Strategy 11 (GOVERNANCE &POLICY)				2			1	3			2	3				7			3	15

Based on the evaluation results of the actions (Annex F), most of the activities were considered relevant. At the same time, there were also several actions that were evaluated mostly as "partly relevant". These actions included all actions from the strategy "Digital" and a few actions from the strategies "Arts&Heritage", "Networks", and "Business&Innovation". Looking at the ratings of the actions based on the type of destination, no clear pattern can be identified. Only Naturalia's responses show bigger differentiation in the actions of the "Arts&Heritage" strategy, where half of the presented actions were rated as partially relevant, which differs from the ratings of other destinations. This can be explained by the fact that the main motivation for visiting Naturalia sites is related to nature, and cultural resources are more supportive of it, and thus their promotion and implementation are not the priority, although it is still important as an opportunity for diversification of the tourism offer at the destination.

Most of the actions that were rated as irrelevant were pointed out by the Itineralia pilots (10 actions in total). The majority of these actions were under strategy 3 "Skills", but also a few under strategies "Networks", "Digital", and "Environment". However, it should be noted that each corresponding action was rated as irrelevant only once and not always by the same pilot and therefore that cannot be extended to all destinations of Itineralia. Only one action (Action 3.3) was rated as irrelevant by two pilots (one from Ruralia and one from Itineralia).

Compared to other actions, some actions (actions 2.5, 3.1, 3.5, 7.5, 8.1, 11.4) were difficult to evaluate. Difficulties with evaluating the relevance of the actions was more common in Itineralia pilots. However, the relevance of an action related to the "Networks" strategy (4.5) was the most difficult to evaluate for Naturalia pilots.

Pilots were asked how difficult is to achieve formulated strategies and implement actions (Figure 3.4). Most of the strategies were evaluated as partly difficult to achieve. According to several respondents, the most difficult strategy to achieve is the "Accessibility" strategy, especially for Naturalia and Itineralia. Looking at the evaluations of the actions (Annex G) of that strategy, difficulties were mostly noted regarding the connectivity and transportation actions, and not so much for ensuring accessibility for visitors with special access requirements. Nevertheless, the accessibility for visitors with special needs was also rated as rather difficult to achieve by some respondents. However, a clear connection with the type of destination cannot be highlighted here.

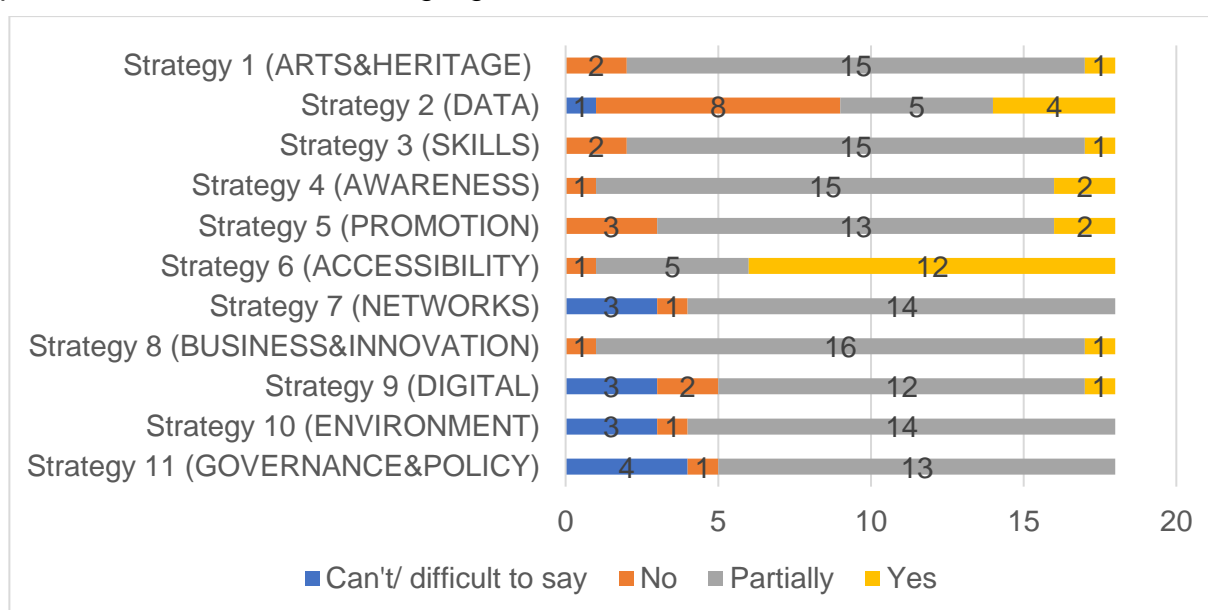


Figure 3.4 – Evaluation results on “Is it difficult to achieve strategies and actions”

Compared to the previous questions, the answer "can't/difficult to say" was given more here. Moreover, this answer appeared more often in the feedback of the Itineralia and Urbanalia pilots regarding actions of strategies "Skills", "Networks", "Business&Innovation", "Digital", "Environment", and "Governance&Innovation". There were no other significant differences in the responses of pilots of different destination types.

All strategies and actions are already implemented or partly implemented by several IMPACTOUR pilots (Figure 3.5 and Annex H). The already implemented strategies are mostly those that relate to environment and business (product and services development). Strategies that are less implemented are "Digital", "Awareness", and "Data". Regarding several strategies (Governance&Innovation, Environment, Digital, Networks, Accessibility, Skills, and Data) answers couldn't be provided, as it was difficult to evaluate or there was no information regarding that. The "can't/difficult to say" answer option was most often selected by Itineralia pilots. One reason for that could be the multiplicity of different stakeholders specific of the routes, and lack of data on several actions.

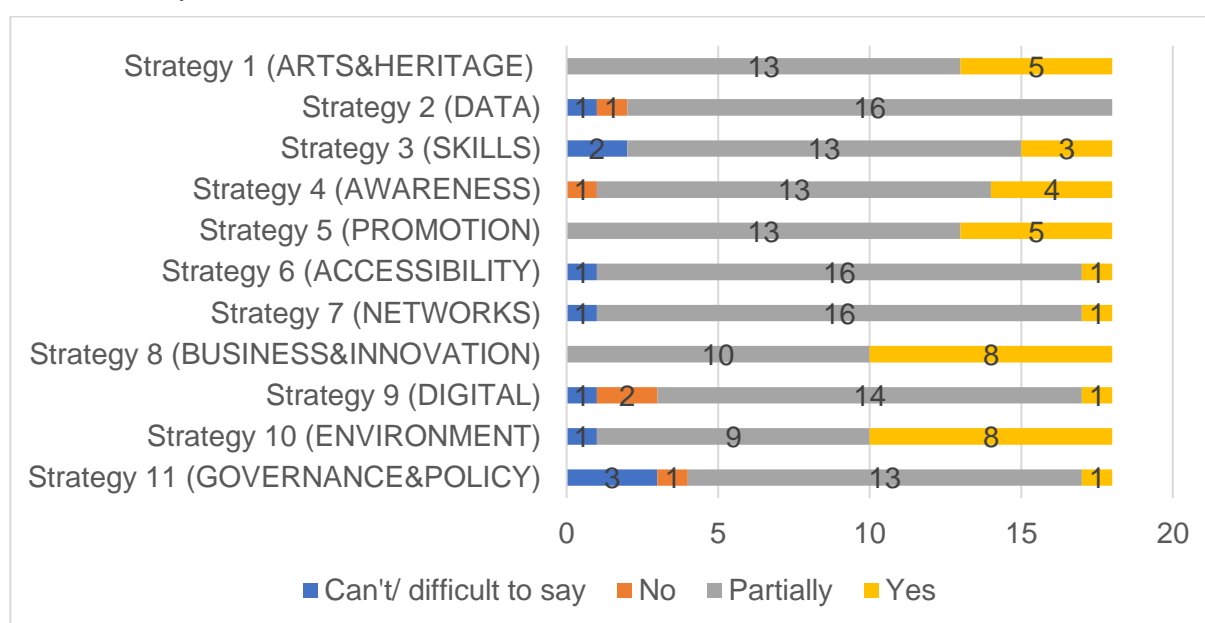


Figure 3.5 – Assessment on implementation of the strategies (“Do you already implement this strategy?”)

Although there was no clear difference in the answers based on the types of destinations compared to the results of the previous questions, the effect of destination type is somewhat more noticeable regarding the implementation of activities. For example, in the case of Naturalia, the actions related to the "Environment" strategy are already implemented, and in the case of Itineralia, there are more destinations that implement the actions of the strategies related to the preservation and presentation of culture and heritage assets and the corresponding competencies and awareness raising.

In addition, there are some strategies ("Data", "Awareness", "Digital", and Governance&Policy") that are not implemented by some pilots. Mostly that was pointed out by Urbanalia and Itineralia pilots. However, there were also Urbanalia and Itineralia pilots who do implement the mentioned strategies (at least partly), and therefore specific patterns between the implementation of strategies and actions cannot be presented.

To conclude, based on the survey results, no clear associations emerge between the relevance and applicability of the strategies, and type of destination. The results could be affected by the small number of fulfilled surveys by destination types. However, the results in combination with interviews and previous project deliverables allow drawing the conclusion that the significance and applicability of the presented strategies and actions depend more on destinations'/sites' characteristics (visitors numbers and characteristics, tourism offers, seasonality, connectivity, etc.), existing development plans, (tourism) policy, previous developments, local stakeholders' experience and competence, and trends, and not so much on the type of destination.

4. Key Implementation Challenges and Factors of Strategies and Actions

IMPACTOUR's broad approach to sustainable cultural tourism encourages destinations to strive for sustainability on several different fronts at once. The strategies described in this report involve actions to develop the economic, social, cultural, and environmental dimension of tourism, as well as build resilience to crises and unexpected developments. Moreover, destinations need to ensure coherence of their strategic efforts in these different dimensions, so that positive developments in one area (e.g., economic sustainability) do not undermine destinations' ability to make progress in another (e.g., environmental protection). This is a complex task not only due to the number of impact areas concerned, but also due to the number of actors and stakeholders involved in the governance and implementation of cultural tourism strategies.

As discussed in Section 3, the implementation of tourism strategies is highly dependent not only on organizational-level capacities, but also the broader economic, social, political, and institutional context of tourism. Therefore, effective implementation of the IMPACTOUR strategies presumes that organizations responsible for the strategic planning of cultural tourism have a good understanding of the context and have essential systems and capacities in place to be able to deliver on various strategic objectives. Based on tourism literature and feedback from IMPACTOUR pilots, such systems and capacities are often in need of further development. This section analyses the contextual and organizational challenges related to planning, executing, and monitoring sustainable cultural tourism strategies. It also discusses how tourism destinations could take these factors into account when developing their strategic planning and governance systems.

Based on tourism literature and input from IMPACTOUR pilots through previous deliverables (in particular D1.1 [64], D1.3 [65], D3.4 [57]) and interviews conducted for D4.3, two main types of factors may constrain tourism organizations' ability to implement strategies: 1) organizational-level factors, 2) broader contextual factors. The first category involves factors that tourism organizations have the power to influence (for example by allocating resources to develop a certain capacity), while the second category involves forces in the broader environment, which tend to be beyond a single organization's control. The list is not exhaustive – the aim is to highlight some of the factors that are frequently cited as posing challenges for strategic management in the (cultural) tourism sector.

4.1 Organizational-level Factors

4.1.1 Collaboration and coordination capacity

The tourism system is characterized by stakeholder multiplicity and linkages with many other sectoral ecosystems. Key cultural tourism stakeholders not only include travel and hospitality service providers, but also public and private managers of cultural sites and attractions as well as diverse local cultural groups, who contribute to the creation of various cultural experiences sought by cultural tourists. The sheer number of actors operating in the sector constitutes a challenge. For example, in the EU, most tourism service providers are SMEs [15]. Due to this, strategic planners in the tourism sector need to coordinate their efforts with many small local enterprises. The tourism ecosystem also has strong interlinkages with a number of other industries, for instance mobility, construction, agrifood, retail, digital industries, and the cultural and creative industries [15]. The Commission also highlights the importance of local communities as players in the transition towards

sustainable tourism. Planning for sustainable cultural tourism therefore requires aligning strategic interests with multiple stakeholders from diverse sectors and communities.

Moreover, while distinct cultural tourism destinations and strategies often emerge at the subnational level, important tourism policy measures and impact monitoring mechanisms tend to be implemented at the national level. Collaboration between the local, regional, and national levels of public administration is especially important from the aspect of resilience as innovation policies and crisis alleviation measures are often developed at the central government level. Since tourism regions could encompass several territorially or culturally linked administrative units, sometimes even several countries (i.e., networks of cultural routes such as the Way of St James), the governance of cultural tourism is an inherently multi-stakeholder, multi-level, cross-sectoral, and potentially cross-border process. Cross-regional and cross-border coordination may be important not only for aligning strategic goals but also for uniting resources to jointly procure innovative technologies or communication and marketing resources.

Collaboration and coordination with this multitude of stakeholders is naturally challenging as different parties may be driven by different and sometimes incompatible interests [66]. Even if stakeholders share similar goals, leading systemic changes in the cultural tourism sector requires establishing institutional structures and leadership for effective collaboration, which are often lacking in reality [66].

The IMPACTOUR pilots have highlighted the following coordination-related challenges:

- Fragmentation of responsibility for strategic planning in closely related sectors such as tourism and culture. It is common that policymaking in these two fields is divided between different organizations and departments who may lack knowledge of each other's activities and have no habit of regular information-sharing.
- Partly due to this lack of coordination, strategic activities in the tourism and cultural sector are not sufficiently aligned, thus, it is difficult to plan or analyse cultural tourism as a distinct sector. For example, museums are simultaneously part of the creative industry, cultural domain, and tourism, but each domain has its own strategic planning processes and there tends to be a lack of a holistic and shared view on the strategic role of museums. This also leads to fragmentation of data collection and poor interoperability of data needed to analyse the cultural tourism sector.
- It is a complex task to make a multitude of relevant organizations and actors work together around common strategic goals. For example, if an administrative region wishes to pursue sustainable tourism strategies, they may need to engage hundreds of organizations in the process, from local municipalities to business and cultural communities. Some pilots also noted that it is not always clear which organizations are responsible for which activities and who should be involved in the first place.
- Pilots particularly emphasized the difficulties of coordinating policies and building coherence between different administrative levels, from local and regional to national government. Local-level strategic planners may not always consider – or even be aware of – relevant national-level strategies, while national-level policymakers may not sufficiently engage local and regional actors in the development of relevant policies. Coordination challenges tend to be particularly pronounced in countries with a complex and multi-layered administrative structure, as well as for cultural itineraries that extend multiple administrative borders.
- Lack of institutionalized collaboration mechanisms and high reliance on individuals. In practice, relationships between organizations may function at the level of individuals rather than established organizational structures. If these individuals leave their position,

collaboration may be dropped and institutional memory may be lost, unless organizations consciously work out mechanisms for transferring knowledge and partnerships from the individual to the organizational level.

The following good practices and suggestions may provide some ideas for addressing the challenges and forging strategic collaboration and coordination measures:

- The Tartu County uses the regional LEADER network for rural development²⁴ as a platform for information-sharing between organizations, as many LEADER members are active in the tourism field. They also actively share information through the online distribution lists of relevant networks, such as culture managers, tourism enterprises, or county development centres that provide services to local businesses and civil society organizations.
- Several tourism destinations have created new organizations for the purposes of cross-sectoral or inter-departmental coordination that are more collaboration-oriented and flexible than existing public administration organizations. For example, the Compostela Pilgrim Ways Agency (L'Agence française des chemins de Compostelle)²⁵ was established in 1990 to foster strategic collaboration around preserving and promoting the cultural heritage of the St James Ways that would extend beyond administrative boundaries.
- The German state of Saxony-Anhalt established a state-level tourism network²⁶, which is a platform for sharing information on events, relevant organizations and their responsibilities, current crises that affect the tourism sector, data and surveys, training, and education, and so on. It also serves as an e-learning platform.
- To reduce the dependence of organizational collaboration on particular individuals, it may be useful to develop organizational policies that require the engagement of several team members into collaborative relationships with other organizations. This may range from measures as simple as regular briefing and copying colleagues on e-mails up to rotating staff members that represent the organization in the networks it belongs to.
- Destinations that wish to develop closer coordination and collaboration with stakeholders could start from mapping the key stakeholders in the field. Stakeholder analysis methods such as the one described by [18] could assist this first step.
- The European Commission [15] suggests that local communities could be involved in the implementation of tourism strategies through community cooperatives in which local actors of the tourism supply chain are involved in the ownership of shared assets like destination promotion, coordination between tourist facilities, etc. A sense of shared ownership may help foster genuine co-creation of strategic activities instead of simple involvement or information-sharing.

4.1.2 Use of digital technologies and data

The need for digital transition has become widely acknowledged in the tourism sector. The provision of digitalized products and services and use of digital technologies to assist strategic planning (e.g., in the form of dashboards, visualizations or decision support systems) has become a best practice that most tourism organizations seek to integrate in their work.

Although most pilots are working on the integration of digital technologies in one way or another, two organizational issues may limit tourism organizations' capacity to use digital

²⁴ For more information on LEADER/CLLD see https://enrd.ec.europa.eu/leader-clld_en

²⁵ More information on the agency: <https://www.chemins-compostelle.com/en/who>

²⁶ The network's website is available at <https://www.tourismusnetzwerk-sachsen-anhalt.de>

technologies for strategic development: 1) limited digital skills within the organization, 2) limited resources to implement advanced digital technologies. The IMPACTOUR pilots noted that the situation is improving and awareness of the need to implement digital technologies is raising, although employees' digital skills still need to be developed. However, the issue of data use came up as a key challenge in the framework of digital transition.

The implementation of the IMPACTOUR strategies presumes that tourism organizations can collect, process, and use data to monitor key indicators that measure the state of cultural tourism in the given area and help understand progress towards achieving strategic goals. In today's information-intensive environment, having the capacity to collect and interpret information is an essential prerequisite for tourism organizations to be able to survive in the context of high competition [38].

Tourism regions' transfer to data-driven strategic governance is limited by two main barriers: 1) limited capacity to collect, process, visualize and interpret data, and to effectively manage knowledge within organizations and networks, 2) fragmented data ownership and lack of data sharing arrangements between various stakeholders who may possess important data. Lack of data and fragmentation of data between different organizations prevents effective analysis and monitoring of the impacts of tourism strategies, limiting feedback loops from empirical reality that would enable evidence-based improvement of policies and strategies. The challenges related to the use of data therefore also strongly affect destinations' strategic evaluation capacity.

The IMPACTOUR pilots highlighted the following specific issues in relation to data:

- Knowledge gap. Tourism organizations and staff responsible for strategic planning often lack understanding of what kind of data they need and what they can do with the data. Pilots see a need for much more awareness-raising and learning opportunities as well as promotion of existing learning opportunities to build the sector's understanding of how data could be used to advance the development of cultural tourism. So far, most organizations only have very basic data on tourism in their region (e.g., arrivals, overnight stays) but lack a comprehensive overview of jobs and value created in the cultural tourism sector, use of existing cultural heritage artefacts and services, profile, and interest of visitors, etc.
- Relevant data may be owned by other organizations, whether public (e.g., national statistics boards) or private (e.g., sharing economy platforms). Even though national statistics agencies collect a lot of data on tourism in the country, they may not be able to provide data at the level of granularity that would be useful for individual regions or cultural tourism destinations. Even if data sharing is legally possible, extracting relevant data may constitute laborious manual work, unless resources are dedicated to building open data portals and APIs (application programming interfaces) that would facilitate automating data requests and responding to the requests.
- Lack of data interoperability is another issue that destinations frequently face. Different regions may have different data models and data collection systems, which makes it complicated to combine and compare data. Agreements between different stakeholders are needed to set up harmonized methodologies and tools.

The pilots also highlighted some good practices in the field:

- In France, a joint open data platform²⁷ has been created at the national level to provide free public access to tourism-related data from local and regional tourism offices and

²⁷ Available at <https://info.datatourisme.fr>

agencies. The datasets include information on points of interest, overnight stays, type of accommodation, length of stay, number of visits to particular sites, etc. The open data portal has allowed public, private and non-governmental organizations to develop online applications making use of the data.

- The DMO of the Tartu County is seeing an increasing interest within their organization in using data for monitoring and analysis, from marketing indicators to strategic objectives. The organization has provided trainings to its staff on tools such as Microsoft Power BI or Google Analytics to analyse and visualize data. The Tartu city's spatial development department is working to develop the capacity to provide data-related services to other departments, for example by creating data visualizations in a simple format that can be read without specialized knowledge.
- In France, regions have a contractual relationship with the mobile operator Orange, who shares certain aggregated data collected through mobile positioning to provide information about tourism in local zones.

4.1.3 Evaluation capacity

The issue of evaluation capacity is closely related to the issue of access and use of data but goes beyond that. Tourism organizations tend to have little experience in developing impact models relating the desired impacts to specific actions, and lack capacity, mechanisms and established practices for monitoring and evaluation. An evaluation-oriented approach to strategic management concerns the whole strategy cycle. It starts from setting appropriate impact targets and indicators for measuring performance in various areas (e.g., site visits, visitor satisfaction, mobility patterns, tourist spending, economic impacts at the level of local businesses, etc.) and involves establishing mechanisms for regular monitoring of results, using monitoring information to evaluate intended and unintended impacts, and making actual use of results from impact assessment to adjust strategies. Assessing the impacts of cultural tourism is particularly difficult because data on cultural tourism indicators is often not collected separately of other types of tourism.

The pilots highlighted the following challenges:

- The integration of evaluation and monitoring into strategic management processes and daily operations has not yet become standard practice.
- Some organizations are moving in this direction but lack experience and capacity in setting appropriate indicators and interpreting data.
- Evaluation, if it is done, is often the responsibility of managers but does not involve other organizational levels or stakeholders.
- As a separate but related issue, strategic documents tend to be formulated in complicated language, which private and non-governmental stakeholders may find difficult to understand. Lack of understanding of what a strategy says also creates disinterest in learning what the strategy has achieved. Pilots emphasized the need for simpler, easy-to-read strategies that can express objectives and activities in 'layman terms', so that the stakeholders affected by the strategies could understand what they mean.

Good practices and suggestions:

- To facilitate evaluation and adjustment of strategies, destinations could start their strategic planning processes from environment scanning exercises. This involves analysing the external environment and using this information to develop strategic plans and set impact targets. This analysis typically covers social, technological, economic,

environmental, and political factors (the so-called STEEP analysis²⁸), but could also involve more specific factors such as customers and market, competition, resources, regulations in the tourism sector, etc. Environment-scanning could be combined with scenario-building methods to engage stakeholders to analyse external factors and trends and develop future visions and strategic goals of cultural tourism in their area. More information on environment scanning methods could be found in [38]. However, it is important to note that scanning itself does not assure performance: the information must effectively feed back into the strategic planning process.

- The Tartu 2030 development strategy is a good example of a strategic document written in clear language that stakeholders in the field can easily understand.²⁹

4.1.4 Accessibility planning

Few pilots have indicated strategies and actions addressing universal accessibility of CT sites and venues for persons with disabilities and the many other visitors/users who have specific access requirements. Persons with disabilities make up around one fifth of the populations of EU Member States and their access to cultural tourism is assured by legal requirements at EU and national levels related to disabled access [67, 37]. There is also substantial evidence of the very large market value of accessible tourism, which should provide a financial incentive to destinations in terms of return on investments [28]. DMOs, CT managers and planners generally lack awareness of this subject or understanding about how to address accessibility and its different dimensions (e.g., mobility, sensory and cognitive impairments and learning difficulties) at a strategic level. Successful accessibility planning heavily depends on an organization's capacity for organizational change and requires a change in the "mindset" of managers to prioritize embedding accessibility horizontally in all areas of work. Such a repositioning can be complex and take many years. Hence, progress in accessibility planning can be greatly facilitated by external enablers such as political leadership and top-down incentives to focus on accessibility.

Good practices:

- As a simple way of starting to build their capacity in accessibility planning, CT managers could take online or offline courses on accessibility in tourism and integrate accessibility issues in staff training programmes. Free e-learning courses are provided, for example, by the European Network of Accessible Tourism (ENAT).³⁰
- Destinations could also consult online guidelines and manuals on accessibility to improve their awareness of the issue and help develop ideas for integrating accessibility planning in their strategy processes. For example, the UNWTO's website includes guides on inclusive post-pandemic recovery³¹ and the "Manual on Accessible Tourism for All"³², which provides a comprehensive overview of different dimensions of accessibility. The manual also describes a number of case studies and good practices to illustrate the array of possibilities for improving accessibility in a tourism destination.
- Existing national strategies and guidelines offer inspiration and practical suggestions for crafting actions to improve accessibility. For example, the UK national tourist board

²⁸ STEEP analysis is a widely used strategic management method for analysing an organization's external environment. See, for example, https://ceopedia.org/index.php/STEEP_analysis for more information on this type of methods

²⁹ The strategy (in Estonian) is available at <https://www.riigiteataja.ee/akti/isa/4210/4201/5011/Lisa%202.pdf>

³⁰ For more information, see <https://www.accessibletourism.org/?i=enat.en.accessible-tourism-training>

³¹ See also <https://www.accessibletourism.org/?i=enat.en.news.2200>

³² The manual is available at <https://www.unwto.org/accessibility>

VisitEngland provides a business advice Webpage: "Make your business accessible"³³, as well as an online guide "Winning More Visitors" for destinations to attract more visitors with access needs by providing access information on their websites³⁴.

- The Portuguese National Tourism Authority launched the programme "ALL FOR ALL – Portuguese Tourism" in 2016 for all national tourism players, seeking to mobilise a concerted action to make Portugal a tourist destination increasingly accessible to all³⁵. As part of the programme, a handbook was produced that contains guidance on strategic planning and stakeholder engagement for developing accessible destinations, along with a number of real-life examples and good practices³⁶.
- The EU's European Capitals of Smart Tourism initiative hosts a collection of good practices derived from applications that cities have submitted to the European Capitals of Smart Tourism competition³⁷.
- Numerous useful resources generated by projects dedicated to promoting accessibility and inclusivity are available online, e.g., the Visits4u project on inclusive tourism capacity building and sustaining inclusive design in tourism³⁸, the COME-IN! project on making cultural heritage objects accessible to people with disabilities³⁹, or the SABER project to improve facilities and services along cultural itineraries⁴⁰. Many more projects are listed at the ENAT website⁴¹.

4.1.5 Strategic agility

The resilience of cultural tourism presumes tourism organizations' capacity to respond to unexpected events and crises, such as the recent global COVID-19 pandemic, which had a profound impact on visitor patterns all over the world. Successful crisis response presumes that organizations can quickly adapt to changed circumstances and take up new activities to survive at times of rapidly declining visitor rates or radical changes in visitor types. Rigid decision-making structures and lack of efficient information-sharing and coordination processes may limit tourism organizations' capacity to react to changes quickly and flexibly in the moment and develop strategies that fit the new challenge.

In this regard, pilots mentioned the following challenges:

- Due to the nature of the public sector (orientation to serving the public good, reliance on written rules and procedures, public transparency, and accountability requirements), decision-making processes in public sector organizations tend to be long and bureaucratic. This complicates quick reaction to crises and may inhibit swift take-up of new and innovative strategic initiatives.
- Adequate crisis response may require coordinated action from several stakeholders. This means that good information-sharing and collaboration mechanisms must be in

³³ Available at <https://www.visitbritain.org/business-advice/make-your-business-accessible>

³⁴ Available at

https://www.accessibletourism.org/resources/winning_more_visitors_final010812_visitengland--2.pdf

³⁵ The programme website is available at <http://business.turismodeportugal.pt/pt/Conhecer/estrategia-turismo/programas-iniciativas/Paginas/all-for-all-portuguese-tourism.aspx> (in Portuguese)

³⁶ The handbook is available at <http://business.turismodeportugal.pt/SiteCollectionDocuments/all-for-all/accessible-tourism-destination-management-handbook-enat.pdf>

³⁷ Available at https://smart-tourism-capital.ec.europa.eu/leading-examples-smart-tourism-practices-europe_en

³⁸ See the project website at <http://www.visits4u.eu/>

³⁹ See the project website at <http://interreg-central.eu/Content.Node/COME-IN.html>

⁴⁰ See the project website at <https://www.openuproutes.eu/>

⁴¹ See <https://www.accessibletourism.org/?i=enat.en.projects>

place way before a crisis strikes, so that these mechanisms could be immediately activated and used to coordinate response and divide responsibilities.

- Not all tourism organizations have adopted contingency plans to anticipate different kinds of crises. For example, some pilots have resilience plans for natural disasters but lack plans for reacting to (unexpected) developments in visitation trends.
- The development of strategies to anticipate changes in the tourism environment may also require better access to new data sources (e.g., data from mobile operators) to be able to maintain up-to-date situational awareness of current trends.

Good practices:

- The City of Magdeburg has a municipality-owned tourism marketing corporation, which is more flexible than a public administration body would be in adapting to changes. This organizational model allows for marketing-related decisions to be made more quickly, which can be useful at times of changing visitor patterns.
- In France, the Compostela Pilgrim Ways Agency functions as a national-level association involving public bodies, regional and local governments, tourism service providers, and so on. This type of organization provides a more flexible way for inter-organizational collaboration and initiation of new activities.
- The Tartu County was able to quickly respond to the COVID-19 crisis in the spring of 2020. Even before the pandemic reached Estonia, the county had compiled a crisis response team and quickly took strong steps to assist tourism companies affected by the crisis. An agile response was possible at least partly thanks to good situational awareness and careful environment scanning as well as a shared understanding and good communication between key institutions and departments.
- The European Commission [15] recommends using network governance models over traditional hierarchical arrangements to be able to accelerate response time in critical situations. According to the Commission, network governance facilitates a fluid relationship between the public and private sector, “allowing the partnering organizations to distribute their responsibilities according to their capacities and competencies, and to reach higher productivity and impact levels“ [15].

4.2. Broader Contextual Factors

4.2.1 Economy

The economy has great influence on the availability of resources for cultural tourism organizations, starting from the price of construction material and energy up to the availability of capital and proximity of key players and partners in the tourism value chain. The local economy of small and remote areas may also be highly dependent on the public sector – in the absence of a thriving business environment, the public sector may be the key economic player and service provider in such regions. Challenges in the economic context may also emanate from unexpected events and crises such as the COVID-19 pandemic or current war in Ukraine, which have considerably limited the availability of traditional energy resources for European countries, raised the prices of various materials and disrupted global supply chains.

4.2.2 Labour market

The labour market has a direct impact on the tourism sector through affecting tourism organizations’ access (or lack thereof) to skilled workers that can develop and implement sustainable cultural tourism strategies. In addition to shortage of skilled employees, pilots

operating in rural areas also raised the problem of generational replacement, i.e., lack of young people to take up jobs and lead the strategic development of the cultural tourism sector. The challenge not only arises from demographical trends such as young people leaving rural areas but also lack of young people's interest in working in the tourism sector.

4.2.3 Availability of funding

Limited resources are clearly one of the key barriers to the strategic development of the cultural tourism sector. Resource limitations affect all levels of a tourism organization, including the ability to hire skilled workers, build employees' capacity, adopt new technological solutions and software to upgrade data collection and analysis facilities, invest in service and product development, conduct innovative promotion and marketing campaigns, etc. Another part of the resource problem relates to the variety of funding sources available to tourism organizations. In some cases, organizations in the tourism sector are heavily dependent on public funding.

Although public funding allows them to carry out their daily work, it also leads to high dependence on one funding source, which creates risks for the sustainability of activities in case the resource becomes unavailable. Pilots emphasized the importance of striving for engaging funding both from public and private sources to build a diverse pool of funding and reduce dependence on a single source. However, this may be a challenge for areas with particular geographic features, e.g., small islands or border territories, which tend to face difficulties attracting private sector investments in cultural tourism.

4.2.4 Physical and digital infrastructure

Physical connections between a tourism destination and other areas are an especially important challenge of remote and rural destinations, which tend to have fewer or less convenient transportation connections. In addition to physical connectivity in the form of airports, train stations, motorways, etc., tourism destinations need access to stable energy resources and good digital connectivity to provide digital services to visitors and use technology to collect and monitor data on key performance indicators. According to the IMPACTOUR pilots, not all of them (especially those located in rural areas) have good physical and digital connectivity. This limits their ability to attract tourists despite other strategies taken. Improving physical and digital connectivity is often not something that can be done at the level of a single organization – building the necessary infrastructure from airport runways to optical fibre lines requires action from regional and national administrations as well as private sector partners.

4.2.5 Administrative structure of the government

The complexity created by stakeholder multiplicity has been discussed in detail in the previous sections. Part of this challenge relates to a county's administrative governance structure, in particular the number of tiers of government and division of responsibilities between them. Large countries with a multi-tier administrative structure, such as Germany or France, tend to face more challenges in sharing information and coordinating the strategic activities of different levels of government. At the same time, coordination between different levels of administration can also be a challenge in smaller countries such as Estonia, where municipalities have high decision-making autonomy in local affairs. Due to this, policies cannot easily be imposed top-down from the national to local level. In any case, the value- and community-driven nature of cultural tourism seems to lend itself better to network-type

coordination mechanisms centred around shared goals and voluntary collaboration than strictly hierarchical approaches.

4.2.6 Legal frameworks

The regulatory environment may provide opportunities for strategic development as well as pose barriers to the implementation of certain strategic measures. For example, legal requirements on the accessibility of buildings and public places can stimulate destinations to prioritize accessibility in their strategies. Likewise, national- or EU-level legal requirements on environmental protection may provide an enabling framework or even create concrete obligations for addressing environmental sustainability in local and regional tourism strategies. At the same time, privacy regulations and legal impediments on data sharing may constrain destinations' capacity to collect, use and combine data from different sources, hence limiting their ability to monitor and evaluate the results of their actions.

4.2.7 Politics

Like many areas of life, tourism is susceptible to the influence of political priorities and election cycles. While the strategic planning of tourism commonly entails developing visions and actions that extend some 10–15 years into the future, political elections may bring sudden changes to strategic objectives due to old priorities being rejected and new political goals imposed on the development of a region. The IMPACTOUR pilots regarded changing political priorities as a challenge to long-term strategic planning in the sector. The political dimension of tourism may turn out to be more challenging in cases where political leaders lack interest in strategic thinking and seek for quick fixes to systemic issues that would need long-term solutions. The impact of politics is hard to avoid since political leadership has many levers for influencing the tourism sector, from adopting regulations and policies to allocating public funding and participating in the decision-making boards of tourism development organizations. To alleviate possible clashes of interests, tourism organizations could work on regular awareness-raising of political leaders to familiarize them with different aspects of cultural tourism and make the sector's needs and goals clearly known.

4.2.8 Existing societal roles and relations

Existing trust and relationships between communities and the government may strongly affect the roles that different stakeholders and communities may take in protecting cultural heritage, developing cultural tourism, and providing services to visitors. This is also related to the level of civil society development and historical traditions of allowing community-led development. For example, in the city of Magdeburg, the local community took the lead role in fundraising for the restoration of the St John's Church in the city.

As another example, the management of the Camino de Santiago pilgrimage route in Spain is heavily civil society-led and value-driven, with the local and national government having a more limited role in implementing strategic development activities in the area. Moreover, even though the communities in the Camino area have a key role in providing accommodation and food to visitors, they do not regard themselves as tourism service providers but as guardians of age-old cultural traditions. While the public administration has initiated policies and investments in the region, it has been a challenge to align public policies with the needs and values of the community due to lack of well-functioning mechanisms for integrating community's needs into the policy process. Due to this, the local civil society has often consciously preferred to take matters in their own hands, rather than expect the public administration's intervention in aspects that the community can run well

by itself. The key challenge for DMOs and public administrations responsible for cultural tourism strategies therefore lies in the question how to build a stronger link between policy goals and local stakeholder needs, and how to build relationships with the local communities that would foster genuine collaboration and mutual trust.

4.2.9 Education and public awareness

Several pilots saw limited public awareness of cultural tourism and its core resources (e.g., cultural heritage protection) as a challenge which affects the work of the sector. Much better public awareness and education seems to be needed about what cultural tourism is at a practical level and what role different stakeholders and communities can play in supporting the development of the sector. Better awareness could also help alleviate the skills and human resource problems, creating interest in working in the cultural tourism sector. Some tourism regions, such as the Azores, have attempted to address the problem of lacking awareness and education by working with regional educational institutions to develop university degree programmes in cultural tourism and integrating local culture and history into school curricula. However, the impacts of educational initiatives take time to manifest.

5. Conclusions

Well-planned, well-managed, and well-communicated tourism planning and management that considers the natural and cultural environment, local community needs, and expectations can generate several benefits and positive impacts. To achieve better results, strategic planning can be an effective development and management tool. Strategic planning and development are a multi-stage process that is based on data and a good overview of existing (cultural) tourism resources and present situation, trends and impact factors, different stakeholders' engagement, and jointly formulated development objectives.

To ensure the sustainable development of cultural tourism and the destination, to increase the destination's competitiveness, the well-being and satisfaction of visitors and the local population, it is important to pay attention to cultural tourism stakeholders' skills and attitudes toward tourism, visitors' needs, expectations, moving patterns, and factors that affected consumers throughout the entire visitor journey. It is also vital to consider the destination's or sites' strengths, weaknesses and carrying capacity, trends (including digitalization and use of technology, sustainability), policy and support measures, environment, accessibility and connectivity, tourism offer development and marketing, collecting data, etc. Stakeholders' (including local community) engagement in the decision-making process, cultural tourism supply chains, marketing or cultural tourism product development is also important, as it allows to achieve economic goals but also strengthens cultural tourism offers and creates a stronger and more capable community as well as ensures equal access to revenue generated by tourism activities.

Based on previous IMPACTOUR project results (mainly recommendations on tools from D1.4 and KSFs from D4.1, but also other study results) and a complementary review of academic and policy literature and guidance materials for cultural tourism and sites, four impact domain-based development objectives were formulated, which can be achieved by a combination of eleven strategies and 61 actions (see also chapter 3). Preliminary strategies and actions were improved during interviews with the IMPACTOUR pilots, discussions with project partners, and a survey among pilots to assess the understandability, relevance, and applicability of the strategies and actions.

All strategies give an input to attain the objectives as all strategies are closely related and support the achievement of each other. However, depending on the content of strategies and actions, some strategies have a higher impact on achieving one or another objective, while some strategies have a bit lower impact on the same objectives. For example, the strategy "Arts&Heritage" is key for achieving the cultural objective. For the social objective, the strategies "Accessibility" and "Awareness", for environmental objective the strategy "Environment" and for the economic objective strategies "Business & Innovation" and "Digital" are somewhat more important. The strategies "Skills", "Networks", and "Governance&Policy" are transversal, and they have a significant impact on the achievement of all four objectives.

The IMPACTOUR pilots assessed all strategies and actions as mostly understandable and relevant for different types of pilots. There were some differences regarding the applicability of the presented strategies and actions (either due to complexity of implementation or strategies already being implemented). However, evaluation results showed no clear relationships between ratings based on destination types. That conclusion was also supported by interview results as several pilots that represented different destination types mentioned that all strategies and actions are important, but their significance and implementation could be different based on the destination's or site's background, policy, development plans, support measures at the regional and national level, and underlying

problems or development goals that drive strategic plans. Therefore, it could be said that the significance and applicability of the presented strategies and actions depend more on destinations/sites' characteristics, development goals, (tourism)policy, previous developments, local stakeholders' experience, competence, and trends, not so much on the type of destination.

To achieve better results, tourism organizations should take into consideration two main types of challenges while implementing the presented strategies and actions. One relates to the broader context (national and global economy, labour market, availability of resources and infrastructure, stakeholder multiplicity and administrative structure of the government, legal frameworks, politics, existing societal roles and relations, and public awareness of cultural tourism) and the second set of challenges relates to organizational capacities (number of stakeholders with different interests and viewpoints, collaboration and coordination skills and human resources, well-functioning mechanisms and routines to institutionalize information-sharing, joint planning, and co-creation). Furthermore, the "green and digital" EU strategies that are superimposed on sustainable cultural tourism strategies demand new kinds of capacities from tourism organizations. The pressure to monitor and evaluate results and build resilience to crises presumes their capacity to integrate evaluation into the daily strategic management process and build decision-making and coordination structures that allow for quick and flexible responses to changing circumstances.

The presented objectives, strategies and actions aim to guide different European stakeholders in the development and implementation of sustainable cultural tourism activities through the involvement of civil society and the public and private sector. The developed strategies and actions also provide input to the IMPACTOUR Sustainable Cultural Tourism Methodology (Task 4.4), IMPACTOUR tool (Figure 5.1), and to the white paper to be developed in WP7.

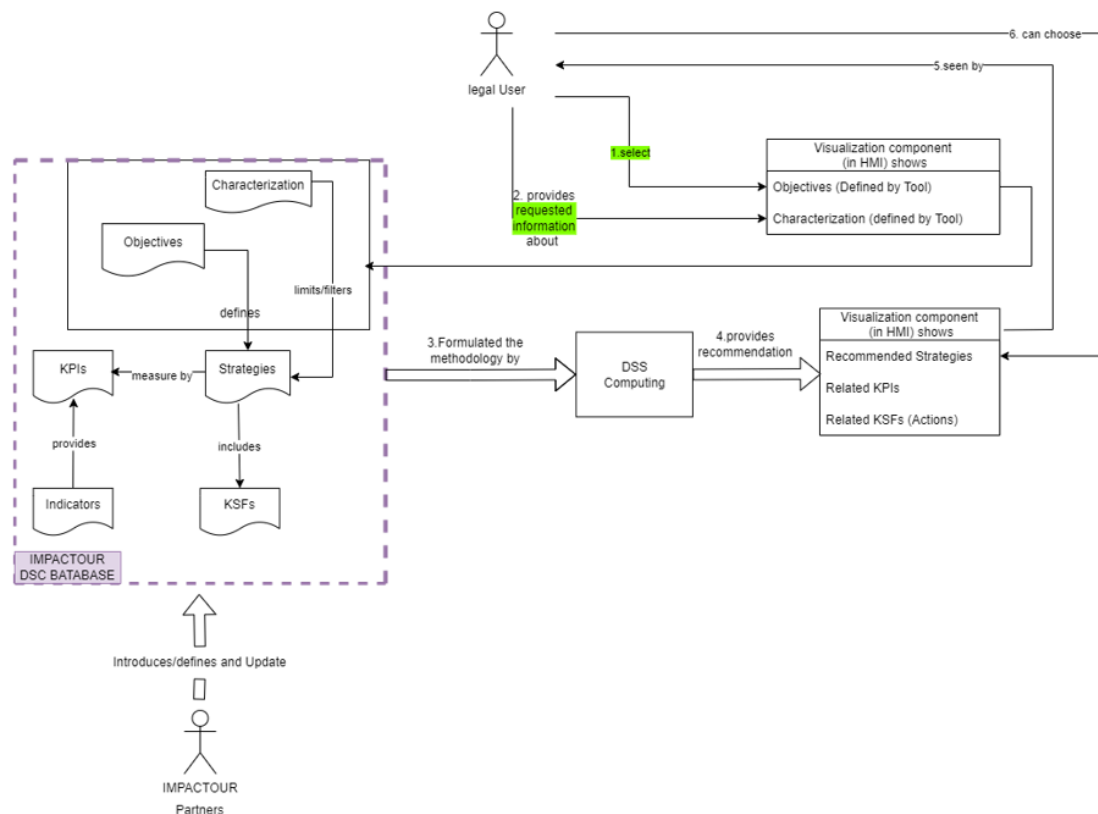


Figure 5.1 – Initial IMPACTOUR Tool concept design: inputs and outputs

Annex A: List of Acronyms/Abbreviations

Acronym/ Abbreviation	Description
CT	Cultural Tourism
DMO	Destination Management Organization
EC	European Commission
ETC	European Travel Commission
FAM	Destination/site familiarization trip for journalist, influencers, etc.
HERIWELL	Cultural Heritage as a Source of Societal Well-being in European Regions
ICOMOS	International Council on Monuments and Sites
IMPACTOUR	Improving Sustainable Development Policies and Practices to assess, diversify and foster Cultural TOURism in European regions and areas
KPI(s)	Key Performance Indicator(s)
KSF(s)	Key Success Factor(s)
MOOC	Massive Open Online Courses
NGO	Non-governmental Organization
OECD	Organization for Economic Co-operation and Development
PPP	Public-Private Partnership
R&D	Research and Development
RURITAGE	Rural regeneration through systemic heritage-led strategies
SME	Small and Medium-sized Enterprise
STEEP	Social, Technological, Economic, Environmental, and Political (factors in an organization's external context)
UNESCO	The United Nations Educational, Scientific and Cultural Organization
UNWTO	World Tourism Organization
VR	Virtual Reality
WP	Work Package

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Annex C: Recommendations and Strategies

	Recommendations (D1.4)	Strategies
Governance and Policy	Build new partnerships or governance models: A set of governance models should be available to assure the engagement of administrations at all levels (tourism and other relevant administrations), the private sector and local communities.	STRATEGY 7 (NETWORKS) – Developing networks and clusters within the tourism sector, with local communities and other sectors STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market
	Regional cooperation: Build up a genuine cooperation across several policy frameworks and set of actors relevant for tourism.	STRATEGY 7 (NETWORKS) – Developing networks and clusters within the tourism sector, with local communities and other sectors STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market
	Support the contribution of cultural tourism to urban and rural development.	STRATEGY 1 (ARTS&HERITAGE) – Enhancing the protection and vitality of tangible and intangible cultural assets STRATEGY 6 (ACCESSIBILITY) – Implementing universal accessibility and inclusion, and increasing connectivity STRATEGY 8 (BUSINESS&INNOVATION) – Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability STRATEGY 10 (ENVIRONMENT) – Adopting environmentally sustainable practices throughout the cultural tourism value chain STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market
	Ensure the sustainable operations and management of tourism.	STRATEGY 2 (DATA) – Building coherent evidence base and data management STRATEGY 3 (SKILLS) – Developing skills and competences across the ecosystem STRATEGY 8 (BUSINESS&INNOVATION) – Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability STRATEGY 10 (ENVIRONMENT) – Adopting environmentally sustainable practices throughout the cultural tourism value chain STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market
	Policies to mitigate the negative impacts of tourism growth: Actions that aim to reduce the negative impacts of tourism growth on the use of cultural and natural resources.	STRATEGY 1 (ARTS&HERITAGE) – Enhancing the protection and vitality of tangible and intangible cultural assets STRATEGY 9 (DIGITAL) – Enhancing digital strategies for cultural tourism STRATEGY 10 (ENVIRONMENT) – Adopting environmentally sustainable practices throughout the cultural tourism value chain
	Re-think the tourism sector and rebuild global tourism: A paradigm change will take place (is already taking place) on the tourism sector.	STRATEGY 3 (SKILLS) – Developing skills and competences across the ecosystem STRATEGY 8 (BUSINESS&INNOVATION) – Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability

		STRATEGY 9 (DIGITAL) – Enhancing digital strategies for cultural tourism
	Monitor and evaluate the impacts of tourism development: Monitoring appears as one of the main areas to move forward towards the expected tourism development.	STRATEGY 2 (DATA) – Building coherent evidence base and data management STRATEGY 3 (SKILLS) – Developing skills and competences across the ecosystem STRATEGY 8 (BUSINESS&INNOVATION) – Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability
Local Stakeholder Engagement	Enhance intercultural dialogue and appreciation for cultural diversity and social cohesion.	STRATEGY 4 (AWARENESS) – Raising public awareness STRATEGY 7 (NETWORKS) – Developing networks and clusters within the tourism sector, with local communities and other sectors
	Host communities and indigenous peoples should be involved in planning for conservation and tourism: The participation and involvement of local communities in planning processes should be boosted.	STRATEGY 5 (PROMOTION) – Promoting cultural tourism and managing overtourism collaboratively and responsibly STRATEGY 7 (NETWORKS) – Developing networks and clusters within the tourism sector, with local communities and other sectors STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market
	Create a Culture of Trust and Collaboration for Sustainable Tourism	STRATEGY 4 (AWARENESS) – Raising public awareness STRATEGY 7 (NETWORKS) – Developing networks and clusters within the tourism sector, with local communities and other sectors STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market
Diversification and Marketing	Link people and foster sustainable development through Cultural Routes.	STRATEGY 1 (ARTS&HERITAGE) – Enhancing the protection and vitality of tangible and intangible cultural assets STRATEGY 5 (PROMOTION) – Promoting cultural tourism and managing overtourism collaboratively and responsibly STRATEGY 7 (NETWORKS) – Developing networks and clusters within the tourism sector, with local communities and other sectors STRATEGY 10 (ENVIRONMENT) – Adopting environmentally sustainable practices throughout the cultural tourism value chain
	Promote Domestic Tourism: Obtain a balance between International versus Domestic cultural tourism, which provides resilience to the sector.	STRATEGY 3 (SKILLS) – Developing skills and competences across the ecosystem STRATEGY 4 (AWARENESS) – Raising public awareness STRATEGY 5 (PROMOTION) – Promoting cultural tourism and managing overtourism collaboratively and responsibly
	Strategies and measures to address visitors' growth (over tourism) in cities (in real-time) and in all kinds of heritage places.	STRATEGY 2 (DATA) – Building coherent evidence base and data management STRATEGY 3 (SKILLS) – Developing skills and competences across the ecosystem STRATEGY 5 (PROMOTION) – Promoting cultural tourism and managing overtourism collaboratively and responsibly STRATEGY 10 (ENVIRONMENT) – Adopting environmentally sustainable practices throughout the cultural tourism value chain

	Promote and protect cultural heritage: Communicating heritage values through tourism experiences to increase awareness of cultural heritage.	<p>STRATEGY 1 (ARTS&HERITAGE) – Enhancing the protection and vitality of tangible and intangible cultural assets</p> <p>STRATEGY 4 (AWARENESS) – Raising public awareness</p> <p>STRATEGY 5 (PROMOTION) – Promoting cultural tourism and managing overtourism collaboratively and responsibly</p> <p>STRATEGY 8 (BUSINESS&INNOVATION) – Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability</p>
	Linkages between tourism, living cultures and creative industries.	<p>STRATEGY 4 (AWARENESS) – Raising public awareness</p> <p>STRATEGY 7 (NETWORKS) – Developing networks and clusters within the tourism sector, with local communities and other sectors</p> <p>STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market</p>
	Integrate sustainability principles in tourism promotion and marketing efforts	<p>STRATEGY 5 (PROMOTION) – Promoting cultural tourism and managing overtourism collaboratively and responsibly</p> <p>STRATEGY 8 (BUSINESS&INNOVATION) – Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability</p> <p>STRATEGY 10 (ENVIRONMENT) – Adopting environmentally sustainable practices throughout the cultural tourism value chain</p>
Business Models and Investments	Ensure investments in tourism support sustainability objectives.	<p>STRATEGY 1 (ARTS&HERITAGE) – Enhancing the protection and vitality of tangible and intangible cultural assets</p> <p>STRATEGY 6 (ACCESSIBILITY) – Implementing universal accessibility and inclusion, and increasing connectivity</p> <p>STRATEGY 8 (BUSINESS&INNOVATION) – Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability</p> <p>STRATEGY 9 (DIGITAL) – Enhancing digital strategies for cultural tourism</p> <p>STRATEGY 10 (ENVIRONMENT) – Adopting environmentally sustainable practices throughout the cultural tourism value chain</p> <p>STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market</p>
	Harnessing innovative technologies: To produce measurable impacts among destinations, businesses and local populations, the benefits from tourism are invested back into cultural resources.	<p>STRATEGY 1 (ARTS&HERITAGE) – Enhancing the protection and vitality of tangible and intangible cultural assets</p> <p>STRATEGY 2 (DATA) – Building coherent evidence base and data management</p> <p>STRATEGY 3 (SKILLS) – Developing skills and competences across the ecosystem</p> <p>STRATEGY 6 (ACCESSIBILITY) – Implementing universal accessibility and inclusion, and increasing connectivity</p> <p>STRATEGY 9 (DIGITAL) – Enhancing digital strategies for cultural tourism</p>
	Supporting partnerships between the private and public sectors that employ new	<p>STRATEGY 7 (NETWORKS) – Developing networks and clusters within the tourism sector, with local communities and other sectors</p>

	<p>technologies: To build capacity, diversify and increase the attractiveness and competitiveness of the cultural tourism offer.</p>	<p>STRATEGY 8 (BUSINESS&INNOVATION) – Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability</p> <p>STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market</p>
	<p>Investing in local communities to foster tourism (safeguarding material and immaterial heritage of a territory).</p>	<p>STRATEGY 1 (ARTS&HERITAGE) – Enhancing the protection and vitality of tangible and intangible cultural assets</p> <p>STRATEGY 3 (SKILLS) – Developing skills and competences across the ecosystem</p> <p>STRATEGY 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market</p>

Annex D: List of All Strategies and Actions (Final)

Strategy 1 ARTS & HERITAGE	Enhancing the protection and vitality of tangible and intangible cultural assets
Action 1.1	Supporting vibrant cultural life, including diverse and inclusive cultural institutions, organizations, events, etc.
Action 1.2	Protecting and preserving natural and built environment as well as cultural heritage assets.
Action 1.3	Rehabilitating and developing built cultural heritage by combining state-of-the-art approaches with sustainable and traditional building techniques and materials.
Action 1.4	Highlighting the importance of local arts and cultural heritage, values, and traditions in developing authentic, inclusive, and sustainable cultural tourism products and services.
Action 1.5	Safeguarding cultural heritage assets and local communities from the negative effects of cultural tourism by optimising visitor flows and increasing appreciation for cultural diversity and social cohesion.
Action 1.6	Directing sufficient revenues derived from tourism activities toward the management and conservation of cultural and natural heritage.
Strategy 2 DATA	Building coherent evidence base and data management
Action 2.1	Establishing a comprehensive data collection and monitoring system for the evaluation of performance and impact of cultural tourism sector.
Action 2.2	Collecting and analysing data on local stakeholders' and communities' needs and satisfaction regarding cultural tourism offer and opportunities.
Action 2.3	Collecting and analysing data on the volume, flow, activities, profiles, and satisfaction of cultural tourists throughout the visitor journey within and around cultural sites.
Action 2.4	Measuring and analysing carrying capacity of the cultural tourism sites and attractions, particularly regarding the more vulnerable sites.
Action 2.5	Developing and applying innovative real-time data collection tools to minimise the cost and provide more adequate information.
Strategy 3 SKILLS	Developing skills and competences across the ecosystem
Action 3.1	Offering state-of-the-art curricula both at higher education as well as vocational education level developed in close cooperation with cultural, business, and social stakeholders.
Action 3.2	Providing high-quality training courses and self-learning resources to support life-long learning of cultural tourism professionals.
Action 3.3	Understanding future trends in cultural tourism by applying future studies methods and scenario building tools.
Action 3.4	Building stronger resilience by drawing lessons from COVID-19 and other crises to better respond to future events.
Action 3.5	Collecting and sharing good practices across Europe and around the world.

Strategy 4 AWARENESS	Raising public awareness
Action 4.1	Raising awareness of the cultural tourism stakeholders for their role and contribution to cultural heritage preservation and restoration.
Action 4.2	Creating guidelines for cultural tourism management, including visitor behaviour, at sensitive or vulnerable cultural heritage sites.
Action 4.3	Promoting the use of local cultural products (food and beverages, crafts, performance arts, etc.) based on fair trade principles.
Action 4.4	Encouraging appreciation for cultural diversity and social cohesion and the need to treat both local communities as well as natural and cultural assets with respect.
Action 4.5	Defining and promoting shared objectives between culture and tourism sector for sustainable development.
Strategy 5 PROMOTION	Promoting cultural tourism and managing overtourism collaboratively and responsibly
Action 5.1	Diversifying cultural tourism offer by promoting a variety of places, destinations, and activities, particularly outside of the existing tourism hotspots.
Action 5.2	Creating marketing messages and other communications that reflect the destination's heritage, values and approach to sustainability and treat local communities and natural and cultural assets with respect.
Action 5.3	Promoting and providing visitors inspiring and educative materials about the destination and local sustainable cultural tourism products and services.
Action 5.4	Supporting private sector and NGOs marketing activities and cooperation through awareness-raising, joint campaigns, shared marketing expenses, and creating guidelines to ensure coherent approach.
Action 5.5	Diversifying cultural tourism inflow by developing marketing strategies aimed at local, national, and international markets.
Action 5.6	Promoting co-creative storytelling as a tool to share unique local stories and experiences as well as collect stories from wider audiences.
Strategy 6 ACCESSIBILITY	Implementing universal accessibility and inclusion, and increasing connectivity
Action 6.1	Prioritising accessibility of cultural tourism sites and services by creating integrated action plans and guidelines for increasing accessibility of facilities, programming, and digital solutions.
Action 6.2	Improving physical accessibility of the cultural tourism sites and facilities for visitors with specific access requirements and building capacity of cultural tourism professionals to correspond to the needs of the people with disabilities.
Action 6.3	Using communication tools and systems that facilitate understanding, orientation, and navigation by people with specific access requirements, including accessible and multi-lingual directional signage, access guides, accessible webpages, marketing materials, supportive technical solutions as apps, audio guides, 3D-printed items, or model of site, etc.
Action 6.4	Ensuring accessible transportation opportunities (including for persons with disabilities, children, elderly, etc.) to and at the destination and user-friendly connection with remote sites.
Action 6.5	Increasing inclusion of people with socio-economic or cultural barriers to cultural tourism, including language, financial means, distance, particularly to children with less opportunities by creating special support programmes at the sites and attractions.

Strategy 7 NETWORKS	Developing networks and clusters within the tourism sector, with local communities and other sectors
Action 7.1	Supporting cultural tourism governance on national, regional, and local levels through long-term and sustainable partnership and funding, including the support to destination management organizations.
Action 7.2	Supporting networking and good practice sharing to ensure cultural tourism stakeholders' engagement and learning from one another.
Action 7.3	Establishing a collaboration platform for local tourism and culture stakeholders (entrepreneurs, sites managers, etc.) that provide access to information, trainings, specific tools, good practices, and knowledge-sharing opportunities.
Action 7.4	Encouraging the development of cultural tourism products and events in cooperation with other local cultural sites, attractions, and stakeholders.
Action 7.5	Supporting cultural tourism offer (products and services) co-creation process involving entrepreneurs, residents, experts, and visitors/customers.
Action 7.6	Creating strong, reliable, and interdisciplinary partnerships and alliances with the public, private, and NGO sectors and engaging local communities in the cultural tourism development and decision-making process.
Strategy 8 BUSINESS & INNOVATION	Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability
Action 8.1	Practising sustainable cultural tourism management and business models by implementing management systems for long-term balanced tourism activity and integrating digital and green transition principles into cultural tourism business model development to better address overtourism.
Action 8.2	Encouraging contribution and retention of tourism spending in the local economy through supporting local enterprises, supply chains and clusters, and sustainable investment.
Action 8.3	Increasing visitors' expenditure by extending the visitors' stay and creating high-value and diversified cultural tourism offers.
Action 8.4	Diversifying cultural tourism offer, reducing the seasonality of cultural tourism, and extending the stay of visitors to balance negative impact of overtourism.
Action 8.5	Applying design thinking methodology to develop user-friendly and accessible cultural tourism products and services.
Action 8.6	Encouraging residents and local SMEs to participate in cultural tourism offer by sharing their knowledge or providing local products and services (food, handicraft, workshops, accommodation, and transportation, etc.).
Strategy 9 DIGITAL	Enhancing digital strategies for cultural tourism
Action 9.1	Integrating advanced technologies (e.g., virtual reality, augmented reality, artificial intelligence, 3D printing, etc.) to develop innovative, accessible, and sustainable cultural tourism products and services.
Action 9.2	Promoting investment in R&D and technology transfer projects to encourage smart specialization of the creative economy and cultural tourism.
Action 9.3	Accelerating digitisation of both the cultural heritage assets as well as other cultural tourism resources and offers and providing open access to the data to maximum extent.
Action 9.4	Creating relevant digital content and other digital cultural tourism offers to diversify the means to connect to remote audiences.

Action 9.5	Using digital tools and networks to engage wider audiences and build online communities.
Strategy 10 ENVIRONMENT	Adopting environmentally sustainable practices throughout the cultural tourism value chain
Action 10.1	Promoting and supporting circular economy (recycling, re-using) and use of environment-friendly materials and services.
Action 10.2	Increasing energy saving and improving efficiency by the use of renewable energy sources, applying sustainable renovation principles, use of environment-friendly materials, and innovative technologies.
Action 10.3	Developing (construction, rebuild, renovation, and restoration) cultural tourism infrastructure sustainably.
Action 10.4	Encouraging measuring, monitoring, reducing, or minimising, and mitigating greenhouse gas emissions and water use from all aspects of cultural tourism services providers' operations.
Action 10.5	Developing environment-friendly public transport systems by increasing the use of sustainable, low-emissions vehicles and public transport.
Action 10.6	Developing and providing safe and a comprehensive cycle-paths and walking trails network.
Strategy 11 GOVERNANCE & POLICY	Implementing supportive regulatory framework for sector development and inclusive and fair labour market
Action 11.1	Engaging representatives from culture, education and science, business, government, and local communities in collaborative and transparent policy making process on national, regional, and local level.
Action 11.2	Establishing and enforcing basic guidelines, standards, and regulations for sustainable cultural tourism.
Action 11.3	Ensuring the legislative framework and support measures for protection and vibrancy of tangible and intangible cultural heritage, environmental impact assessment and sustainable management of cultural and natural assets.
Action 11.4	Developing and implementing state-of-the-art cultural tourism policy and action plans and integrating different policies and strategies for holistic approach to cultural tourism, including policies on culture, tourism, creative economy, environment, accessibility, regional development as well as local and national programs on digital and green transition.
Action 11.5	Developing coherent risk mitigation and crisis management plans for cultural assets to withstand the potential risks related to variety of emergencies and catastrophes.
Action 11.6	Enhancing labour market legislation to support the workers' rights and social guarantees, taking also into account the changing work relationships in digital society, flexible jobs, and volunteering practices, and creating equal opportunities in the cultural tourism sector, including decreasing the gender pay gap.

Annex E: Strategies and Actions Evaluation Survey

	Urbanalia	Ruralia	Itineralia	Naturalia
What type of destination do you represent? (Select one by adding X in corresponding box)				

Evaluate all strategies and actions based on the questions provided. Rating scale: Insert the correspondent number in each cell	0 = can't/difficult to say	1 = no	2 = partially	3 = yes
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D4.3 Strategies + Actions	Is it understandable?	Is it relevant for you (pilots)?	Is it difficult to achieve?	Do you already implement this action?
Strategy 1 (ARTS&HERITAGE) – Enhancing the protection and vitality of tangible and intangible cultural assets				
ACTION 1.1 – Supporting vibrant cultural life, including diverse and inclusive cultural institutions, organizations, events, etc.				
ACTION 1.2 – Protecting and preserving natural and built environment as well as cultural heritage assets.				
ACTION 1.3 – Rehabilitating and developing built cultural heritage by combining state-of-the-art approaches with sustainable and traditional building techniques and materials.				
ACTION 1.4 – Highlighting the importance of local arts and cultural heritage, values, and traditions in developing authentic, inclusive, and sustainable cultural tourism products and services.				
ACTION 1.5 – Safeguarding cultural heritage assets and local communities from the negative effects of cultural tourism by optimising visitor flows and increasing appreciation for cultural diversity and social cohesion.				
ACTION 1.6 – Directing sufficient revenues derived from tourism activities toward the management and conservation of cultural and natural heritage.				
Strategy 2 (DATA) – Building coherent evidence base and data management				
ACTION 2.1 – Establishing a comprehensive data collection and monitoring system for the evaluation of performance and impact of cultural tourism sector.				
ACTION 2.2 – Collecting and analysing data on local stakeholders' and communities' needs and satisfaction regarding cultural tourism offer and opportunities.				
ACTION 2.3 – Collecting and analysing data on the volume, flow, activities, profiles, and satisfaction of cultural tourists throughout the visitor journey within and around cultural sites.				
ACTION 2.4 – Measuring and analysing carrying capacity of the cultural tourism sites and attractions, particularly regarding the more vulnerable sites.				

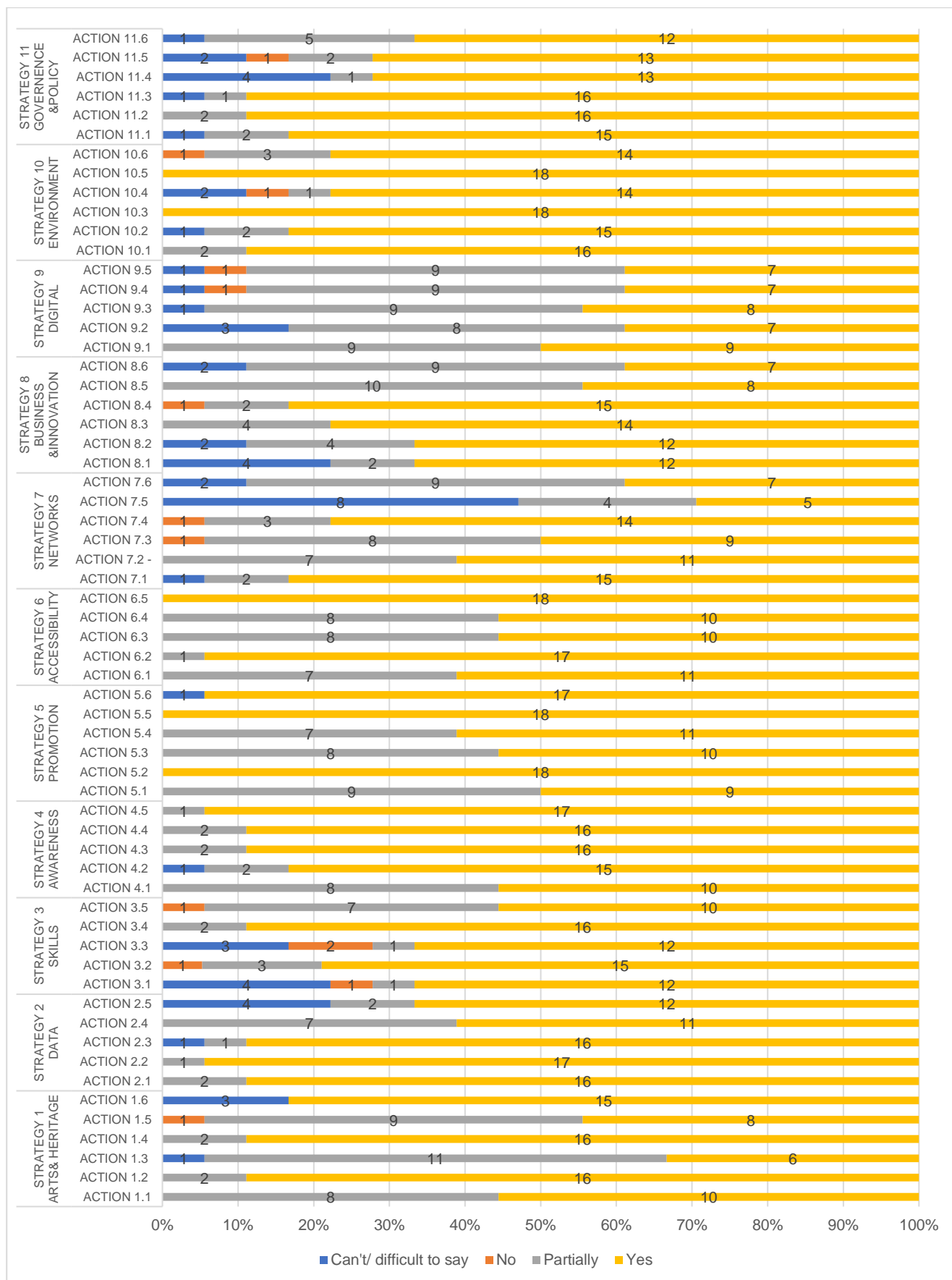
ACTION 2.5 – Developing and applying innovative real-time data collection tools to minimise the cost and provide more adequate information.				
Strategy 3 (SKILLS) – Developing skills and competences across the ecosystem				
ACTION 3.1 – Offering state-of-the-art curricula both at higher education as well as vocational education level developed in close cooperation with cultural, business, and social stakeholders.				
ACTION 3.2 – Providing high-quality training courses and self-learning resources to support life-long learning of cultural tourism professionals.				
ACTION 3.3 – Understanding future trends in cultural tourism by applying future studies methods and scenario building tools.				
ACTION 3.4 – Building stronger resilience by drawing lessons from COVID-19 and other crises to better respond to future events.				
ACTION 3.5 – Collecting and sharing good practices across Europe and around the world.				
Strategy 4 (AWARENESS) – Raising public awareness				
ACTION 4.1 – Raising awareness of the cultural tourism stakeholders for their role and contribution to cultural heritage preservation and restoration.				
ACTION 4.2 – Creating guidelines for cultural tourism management, including visitor behaviour, at sensitive or vulnerable cultural heritage sites.				
ACTION 4.3 – Promoting the use of local cultural products (food and beverages, crafts, performance arts, etc.) based on fair trade principles.				
ACTION 4.4 – Encouraging appreciation for cultural diversity and social cohesion and the need to treat both local communities as well as natural and cultural assets with respect.				
ACTION 4.5 – Defining and promoting shared objectives between culture and tourism sector for sustainable development.				
Strategy 5 (PROMOTION) – Promoting cultural tourism and managing overtourism collaboratively and responsibly				
ACTION 5.1 – Diversifying cultural tourism offer by promoting a variety of places, destinations, and activities, particularly outside of the existing tourism hotspots.				
ACTION 5.2 – Creating marketing messages and other communications that reflect the destination’s heritage, values and approach to sustainability and treat local communities and natural and cultural assets with respect.				
ACTION 5.3 – Promoting and providing visitors inspiring and educative materials about the destination and local sustainable cultural tourism products and services.				
ACTION 5.4 – Supporting private sector and NGOs marketing activities and cooperation through awareness-raising, joint campaigns, shared marketing expenses, and creating guidelines to ensure coherent approach.				

ACTION 5.5 – Diversifying cultural tourism inflow by developing marketing strategies aimed at local, national, and international markets.				
ACTION 5.6 – Promoting co-creative storytelling as a tool to share unique local stories and experiences as well as collect stories from wider audiences.				
Strategy 6 (ACCESSIBILITY) – Implementing universal accessibility and inclusion, and increasing connectivity				
ACTION 6.1 – Prioritising accessibility of cultural tourism sites and services by creating integrated action plans and guidelines for increasing accessibility of facilities, programming, and digital solutions.				
ACTION 6.2 – Improving physical accessibility of the cultural tourism sites and facilities for visitors with specific access requirements and building capacity of cultural tourism professionals to correspond to the needs of the people with disabilities.				
ACTION 6.3 – Using communication tools and systems that facilitate understanding, orientation, and navigation by people with specific access requirements, including accessible and multi-lingual directional signage, access guides, accessible webpages, marketing materials, supportive technical solutions as apps, audio guides, 3D-printed items, or model of site, etc.				
ACTION 6.4 – Ensuring accessible transportation opportunities (including for persons with disabilities, children, elderly, etc.) to and at the destination and user-friendly connection with remote sites.				
ACTION 6.5 – Increasing inclusion of people with socio-economic or cultural barriers to cultural tourism, including language, financial means, distance, particularly to children with less opportunities by creating special support programmes at the sites and attractions.				
Strategy 7 (NETWORKS) – Developing networks and clusters within the tourism sector, with local communities and other sectors.				
ACTION 7.1 – Supporting cultural tourism governance on national, regional, and local levels through long-term and sustainable partnership and funding, including the support to destination management organizations.				
ACTION 7.2 – Supporting networking and good practice sharing to ensure cultural tourism stakeholders' engagement and learning from one another.				
ACTION 7.3 – Establishing a collaboration platform for local tourism and culture stakeholders (entrepreneurs, sites managers, etc.) that provide access to information, trainings, specific tools, good practices, and knowledge-sharing opportunities.				
ACTION 7.4 – Encouraging the development of cultural tourism products and events in cooperation with other local cultural sites, attractions, and stakeholders.				
ACTION 4.5 – Supporting cultural tourism offer (products and services) co-creation process involving entrepreneurs, residents, experts, and visitors/customers.				
ACTION 7.6 – Creating strong, reliable, and interdisciplinary partnerships and alliances with the public, private, and NGO sectors and engaging local communities in the cultural tourism development and decision-making process.				

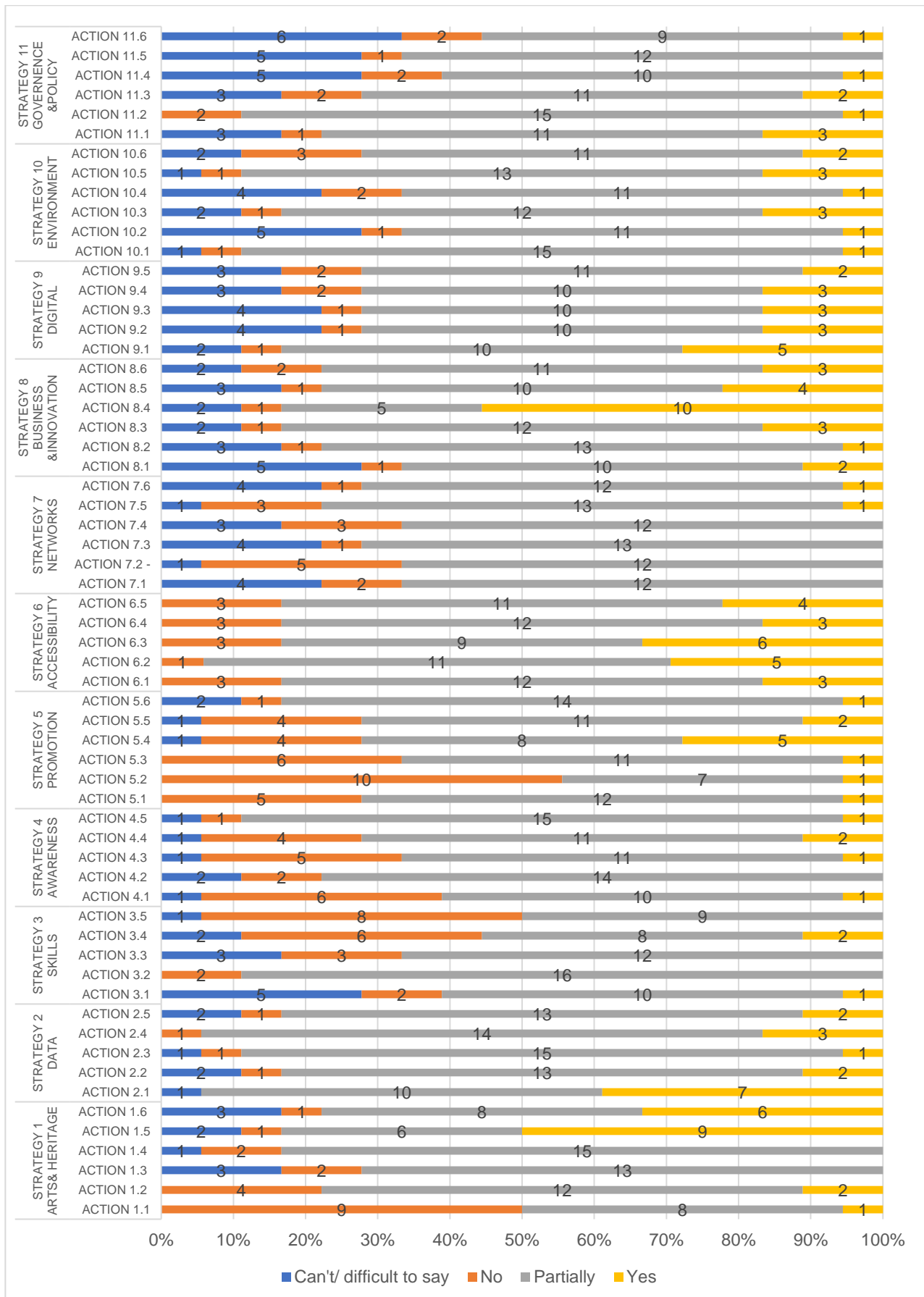
Strategy 8 (BUSINESS&INNOVATION) – Developing cultural tourism products, services and business models based on environmental, social, and financial sustainability				
ACTION 8.1 – Practising sustainable cultural tourism management and business models by implementing management systems for long-term balanced tourism activity and integrating digital and green transition principles into cultural tourism business model development to better address overtourism.				
ACTION 8.2 – Encouraging contribution and retention of tourism spending in the local economy through supporting local enterprises, supply chains and clusters, and sustainable investment.				
ACTION 8.3 – Increasing visitors’ expenditure by extending the visitors’ stay and creating high-value and diversified cultural tourism offers.				
ACTION 8.4 – Diversifying cultural tourism offer, reducing the seasonality of cultural tourism, and extending the stay of visitors to balance negative impact of overtourism.				
ACTION 8.5 – Applying design thinking methodology to develop user-friendly and accessible cultural tourism products and services.				
ACTION 8.6 – Encouraging residents and local SMEs to participate in cultural tourism offer by sharing their knowledge or providing local products and services (food, handicraft, workshops, accommodation, and transportation, etc.).				
Strategy 9 (DIGITAL) – Enhancing digital strategies for cultural tourism				
ACTION 9.1 – Integrating advanced technologies (e.g., virtual reality, augmented reality, artificial intelligence, 3D printing, etc.) to develop innovative, accessible, and sustainable cultural tourism products and services.				
ACTION 9.2 – Promoting investment in R&D and technology transfer projects to encourage smart specialization of the creative economy and cultural tourism.				
ACTION 9.3 – Accelerating digitisation of both the cultural heritage assets as well as other cultural tourism resources and offers and providing open access to the data to maximum extent.				
ACTION 9.4 – Creating relevant digital content and other digital cultural tourism offers to diversify the means to connect to remote audiences.				
ACTION 9.5 – Using digital tools and networks to engage wider audiences and build online communities.				
Strategy 10 (ENVIRONMENT) – Adopting environmentally sustainable practices throughout the cultural tourism value chain				
ACTION 10.1 – Promoting and supporting circular economy (recycling, re-using) and use of environment-friendly materials and services.				
ACTION 10.2 – Increasing energy saving and improving efficiency by the use of renewable energy sources, applying sustainable renovation principles, use of environment-friendly materials, and innovative technologies.				

ACTION 10.3 – Developing (construction, rebuild, renovation, and restoration) cultural tourism infrastructure sustainably.				
ACTION 10.4 – Encouraging measuring, monitoring, reducing, or minimising, and mitigating greenhouse gas emissions and water use from all aspects of cultural tourism services providers' operations.				
ACTION 10.5 – Developing environment-friendly public transport systems by increasing the use of sustainable, low-emissions vehicles and public transport.				
ACTION 10.6 – Developing and providing safe and a comprehensive cycle-paths and walking trails network.				
Strategy 11 (GOVERNANCE&POLICY) – Implementing supportive regulatory framework for sector development and inclusive and fair labour market				
ACTION 11.1 – Engaging representatives from culture, education and science, business, government, and local communities in collaborative and transparent policy making process on national, regional, and local level.				
ACTION 11.2 – Establishing and enforcing basic guidelines, standards, and regulations for sustainable cultural tourism.				
ACTION 11.3 – Ensuring the legislative framework and support measures for protection and vibrancy of tangible and intangible cultural heritage, environmental impact assessment and sustainable management of cultural and natural assets.				
ACTION 11.4 – Developing and implementing state-of-the-art cultural tourism policy and action plans and integrating different policies and strategies for holistic approach to cultural tourism, including policies on culture, tourism, creative economy, environment, accessibility, regional development as well as local and national programs on digital and green transition.				
ACTION 11.5 – Developing coherent risk mitigation and crisis management plans for cultural assets to withstand the potential risks related to variety of emergencies and catastrophes.				
ACTION 11.6 – Enhancing labour market legislation to support the workers' rights and social guarantees, taking also into account the changing work relationships in digital society, flexible jobs, and volunteering practices, and creating equal opportunities in the cultural tourism sector, including decreasing the gender pay gap.				

Annex F: Actions Relevance Evaluation Results



Annex G: Pilots Answers on “Is it difficult to achieve?”



Annex H: Pilots Answers on “Do you already implement actions?”

