

HORIZON 2020

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



D7.1 - IMPACTOUR Outreach Strategy
Final

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Abstract

This document presents the IMPACTOUR outreach strategy, which sets out the dissemination aims and methods to be adopted by the project participants, making optimal use of their existing networks and information channels to inform cultural tourism managers and stakeholders about the project's activities and results and their application, both in the scientific and practical spheres.

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Project Partners



For full details of partners go to www.impactour.eu/partners

Executive Summary

This document, elaborated under Work Package 7 (Communications, Dissemination and Exploitation), details the IMPACTOUR Outreach Strategy.

The overall objective of the Outreach Strategy is to strengthen the impact of the project and to maximise its translation to other contexts and into the broader European and international context by defining: Who, What, How and When results will be disseminated.

- **Who** will disseminate the project's messages and results – and **to Whom**?
- **What** are the project's messages, for each target audience?
- **How** will the dissemination be carried out, **by which channels** and in **which formats**?
- **When** will the dissemination take place, during the project's timeline and beyond?

WHO The outreach strategy starts from the premise that all the IMPACTOUR project partners, being established, recognised players in their respective fields of science, technology, cultural heritage and tourism, will be involved in “**co-designing**” the dissemination actions, with the intention of informing and influencing the players in their diverse networks, using their existing communication channels to spread the **project messages** and **tangible results** to a wide range of target audiences.

The project's Advisory Board Members will play a key role as “Project Champions”, using their European and international contacts and public standing to advocate for the IMPACTOUR approach and help disseminate the eventual tool.

The audiences and target groups of IMPACTOUR comprise **academic communities** in the fields of computer engineering and mathematics, social sciences and tourism management, and cultural tourism and heritage. Equally, IMPACTOUR seeks to engage and work with **professional communities in the cultural tourism field** including curators, managers and owners of cultural sites and venues, destination planners and regional and national tourism bodies. The project addresses the management of tourism impacts on cultural tourism at all levels, and will reach out to policy makers, investors, financial institutions, social partners, Non-Governmental Organisations (NGOs) and private cultural foundations, tourism businesses and professional bodies, and local communities and visitors.

One of the most crucial aspects of the project outreach is that the IMPACTOUR team shall **establish a dialogue with the target audiences** we wish to influence and inform. Dissemination and outreach shall not be viewed as “one-way” street. IMPACTOUR must engage with numerous and varied actors in the academic and professional communities and, especially, in the identified Data Pilot and Data Validation Sites. We will reach out to the European and Global communities that are actively engaged in modelling and seeking to shape the sustainable development of cultural heritage and tourism destinations, all of which should benefit from the project results. To this end, the project has established an online interactive space, linked to the project website and identified as the **IMPACTOUR Community**, where each partner appoints a responsible person as “moderator/facilitator”, who will engage with invited members from Data Pilots, related projects, representatives of key organisations and project champions. The online community will enable sharing of ideas, experiences, problems and solutions in open (moderated) discussion groups on an unlimited number of topics spanning the cultural tourism space.

WHAT Some of the **main messages** underlying the project's concepts and approach were set out in the IMPACTOUR proposal. These include the leading premise that new data-gathering tools and methods are needed to foster an holistic approach to cultural, social, environmental and economic sustainability - and this message will be prioritised during the first stages of the project when engaging the attention of the target audiences. The innovative use of data to optimise tourist flows and behaviour to better serve host communities and sustainable development will be at the centre of the outreach strategy.

The outreach strategy will give a high level of exposure to the activities, aims and achievements of the project, acknowledging the support of the funding body – the European Commission H2020 programme, highlighting the work of the project consortium as a whole and the cultural tourism management tools developed through this research and innovation action.

An overarching theme and key message of the outreach actions is the value of creating a “European” approach to management of cultural heritage, benefitting citizens and businesses in local communities and reinforcing the EU's “**Green Deal**” policies that aim to turn climate and environmental challenges into opportunities across all policy areas and making the transition just and inclusive for all. IMPACTOUR seeks to demonstrate how sustainable and accessible tourism destinations can be realised with the help of innovative management tools promoting Europe's regions and countries as a multitude of exciting and original settings where tourists can engage as “temporary citizens” with locals in meaningful cultural exchanges.

With the sudden arrival of the **COVID-19 pandemic** in the first months of 2020 and its far-reaching impact on societal behaviour, including the restrictions placed on travel and tourism and the consequent economic downturn, the IMPACTOUR project will address the issue of how to **build resilience** across all dimensions of cultural tourism development. IMPACTOUR will take on the challenge of examining the impacts of measures that are being put in place to help “re-start” tourism, paying due attention to health and safety protocols and also the impact of EU and national economic support schemes for destinations, businesses and employees. This leads to new and unexpected audiences for project outreach, including those actors and agencies that are responsible for coordinating the COVID-19 response, and whose decisions must be informed by new types of data and evidence of the efficacy of measures that are undertaken.

Other messages that can feed into the project outreach strategy will undoubtedly emerge from the work carried out during the later stages of the workplan, as the results of the project come to fruition.

HOW The project will develop **dissemination outputs in different formats** that are best suited the respective audiences and channels. These include: the IMPACTOUR website and Online Community, social media posts, articles in academic journals, a policy White Paper, Webinars (which will be multiplied in number and scope, in order to overcome the restrictions on travel and physical meetings due to the COVID-19 virus), videos and podcasts, workshops with key stakeholders and pilot sites and a Final Conference in Brussels, as well as final recommendations for policy makers. These will be supplemented by conference presentations and cultural tourism events at EU and International levels, attended by partners in order to publicise the achievements of the project.

WHEN The IMPACTOUR Outreach Strategy will be used to create the **Dissemination and Exploitation Plan (D7.2)**, due by M18, taking into account the components described in the present report. Dissemination actions will be closely monitored throughout the project, so as to ensure that the strategy remains on track, yet allowing flexibility, where necessary, to accommodate unforeseen events, new challenges or possible new audiences for further engagement.

Table of Contents

| | | |
|-------|--|----|
| 1 | Introduction | 1 |
| 1.1 | IMPACTOUR Project Overview | 1 |
| 1.2 | Deliverable Purpose and Scope | 2 |
| 1.3 | Communication and Dissemination | 2 |
| 1.4 | Dissemination Objectives and Responsibilities | 2 |
| 1.5 | Target Audiences of this Report | 3 |
| 1.6 | Document Structure..... | 4 |
| 1.7 | Document Status | 4 |
| 1.8 | Document Dependencies | 4 |
| 2 | Background | 5 |
| 2.1 | Economic impacts | 5 |
| 2.2 | Social impacts | 7 |
| 2.3 | Urban and Regional Development Policy impacts..... | 8 |
| 2.3.1 | Policy Strategies | 8 |
| 2.3.2 | Provide strategic guidance | 9 |
| 3 | WHO? - Audiences and Stakeholders | 11 |
| 3.1 | Stakeholder Mapping..... | 12 |
| 3.1.1 | Outreach to the research community | 13 |
| 4 | WHAT? - Communication and Dissemination Messages | 14 |
| 4.1 | Improving innovation capacity | 14 |
| 4.2 | Fostering a greater understanding of Europe | 15 |
| 4.3 | Encouraging multidisciplinary, cross-national, comparative and participatory approaches | 15 |
| 4.4 | Contributing to sustaining the legacy of the European Year of Cultural Heritage 2018 | 15 |
| 4.5 | Contributing to achieve the objectives established in the European Framework for Action on Cultural Heritage | 16 |
| 4.6 | Create synergies with other European Initiatives..... | 16 |
| 4.7 | Contributing to the UN’s Sustainable Development Goals | 16 |
| 5 | HOW and WHEN? Dissemination Formats and Timing..... | 18 |
| 5.1 | Communications, Dissemination and Exploitation | 18 |
| 5.2 | Public outreach through targeted communications..... | 18 |
| 5.3 | Online communication and dissemination channels | 22 |
| 5.3.1 | Online postings schedule | 22 |
| 6 | Outreach Targets and Stakeholders | 24 |

| | | |
|-----|--|----|
| 6.1 | Exploitation of results | 24 |
| 6.2 | Management of Intellectual Property Rights (IPR)..... | 29 |
| 7 | Engagement with Data Pilots and Validation Pilot Sites | 30 |
| 8 | Dissemination Key Performance Indicators (KPIs)..... | 32 |
| | Annex A: List of Acronyms/Abbreviations | 33 |

List of Figures

| | |
|--|----|
| Figure 6.1 – IMPACTOUR impact value chain..... | 26 |
|--|----|

List of Tables

| | |
|--|----|
| Table 1.1 – IMPACTOUR Partners and Dissemination Contact Persons | 3 |
| Table 2.1 – Economic Impacts of IMPACTOUR and Dissemination Questions..... | 6 |
| Table 2.2 – Social Impacts of IMPACTOUR and Dissemination Questions..... | 7 |
| Table 2.3 – Urban and Regional Development Policy Impacts of IMPACTOUR and Dissemination Questions | 9 |
| Table 3.1 – Generic list of target audiences..... | 12 |
| Table 5.1 – Communication activities | 19 |
| Table 5.2 – Dissemination Activities draft plan | 20 |
| Table 5.3 – IMPACTOUR Online Communication and Dissemination Channels..... | 22 |
| Table 6.1 – Main Key Exploitable Results (KER)..... | 27 |
| Table 8.1 – IMPACTOUR Impact-related KPIs contribution..... | 32 |

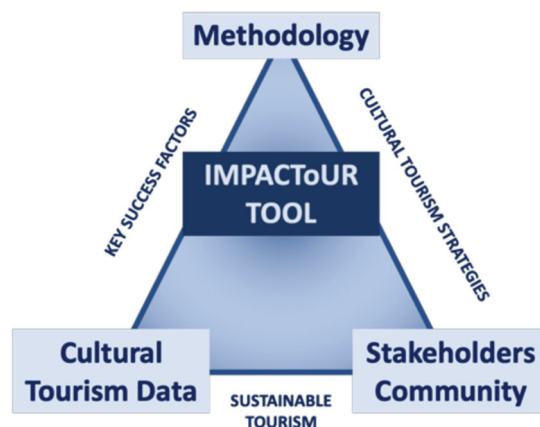
1 Introduction

1.1 IMPACTOUR Project Overview

The starting point for the development of the dissemination strategy contained in this report is the IMPACTOUR proposal and, hereunder, the dissemination actions that are envisaged.

The following project overview is provided as a reminder of the context of the research and innovation work, the aims and objectives and the stakeholders whose interests the project is addressing.

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 under Grant Agreement 870747 and conducted from January 2020 until December 2022. It engages 12 partners and 2 associated 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 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, 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 Europe regions and urban areas. However, there is still a knowledge gap on methods to measure different types of CT impacts and to assess multilevel and cross-border strategies, policies and practices contribution 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 policy-makers.

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) providing 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.

IMPACTOUR Methodology will be completed and tested with data coming from 14 Data Information Pilots and the IMPACTOUR tool will be validated in 5 Validation Pilots, with distinct characteristics spread around Europe.

1.2 Deliverable Purpose and Scope

Having a well-developed dissemination strategy is key to the effective and timely delivery of the project's messages, outputs and results to all relevant stakeholders.

1.3 Communication and Dissemination

Considering that Communication and Dissemination are both mandatory for Horizon 2020 projects, the difference between the two is defined in the EC's Guidance document on H2020 Dissemination as follows:

| COMMUNICATION | DISSEMINATION |
|--|---|
| Covers the whole project (including results) | Covers project results only |
| Starts at the outset of the project | Happens only once results are available |
| Multiple audiences Beyond the project's own community, including the media and general public. Multiplier effect. | Specialist audiences Groups that may use the results in their own work, including peer groups, industry, professional organisations, policymakers |
| Informing and engaging with society , to show how it can benefit from research | Enabling the take-up and use of results |
| <i>Legal reference</i> Grant Agreement Article 38.1 | <i>Legal reference</i> Grant Agreement Article 29 |

Clearly, in order for the dissemination of project results to be as effective as possible, a well-established communication plan must be developed to establish the relevant channels and reach all relevant stakeholders.

This deliverable presents the initial IMPACTOUR outreach strategy, developed from the project proposal and supplemented by specific information obtained from the project partners.

1.4 Dissemination Objectives and Responsibilities

The objectives of WP7 are stated in the proposal as follows:

1. **Raise awareness of the project's aims and results** at the local, regional, national and European levels.
2. **Share know-how and project outcomes** with the relevant scientific communities and stakeholders.
3. **Alignment of project activities with calendar events** of relevant EU programmes & initiatives.
4. **Increase the reputation and visibility of the project.**
5. **Promote and generate demand for IMPACTOUR tool and methodology** and other project results to the cultural and tourism sector and other related sectors.
6. **Connection and synergy development among cultural tourism stakeholders** and with related EU and national projects.

7. **Spread the IMPACTOUR results** for being used and capitalised by end users and stakeholders.
8. **Concretise the value and impact of the R&I activity for social challenges.**
9. **Guarantee the visibility of the HORIZON 2020 support of the European Union.**

These nine objectives provide the main axes of the Outreach Strategy presented in this report. The networks and communication channels already in use by all IMPACTOUR partners will be integrated in the unified IMPACTOUR Dissemination and Exploitation Plan (D7.2).

Project Dissemination is managed by ENAT under Work Package 7, with the participation of all partners.

Each partner has nominated a **Dissemination Contact Person (DCP)** who is responsible for managing, coordinating and reporting the communication and dissemination actions of the project, in collaboration with the **Dissemination and Exploitation Manager (DEM)**, as shown in Table 1.1.

Table 1.1 – IMPACTOUR Partners and Dissemination Contact Persons

| Partner | Dissemination Contact Person | Email |
|---------------------|----------------------------------|--|
| ENAT | Ivor Ambrose (DEM) | enat@accessibletourism.org |
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1.5 Target Audiences of this Report

This Outreach Strategy document aims primarily at the IMPACTOUR project participants, who are “co-creators” of the project dissemination strategy.

While one partner, ENAT, takes the lead on dissemination issues, all partners are responsible for carrying out general dissemination actions both in relation to reaching wider audiences (e.g. in their national languages) and with more specific actions directed towards their respective communities and stakeholders. Accordingly, this document provides a strategic framework for coordination of all the partners’ dissemination efforts.

This document also provides the European Commission (including appointed independent experts) with an overview of project outreach strategy.

1.6 Document Structure

This document has the following sections:

- Section 1: Introduction;
- Section 2: Background;
- Section 3: WHO? Audiences and Stakeholders;
- Section 4: WHAT? Communication and Dissemination Messages;
- Section 5: HOW? and WHEN? Dissemination Formats and Timing;
- Section 6: Outreach Targets and Stakeholders;
- Section 7: Engagement with Data Pilot and Validation Pilot Sites;
- Section 8: Dissemination Key Performance Indicators (KPIs);

1.7 Document Status

This document is listed in the Description of Action as “confidential” since it provides information for project internal usage only.

1.8 Document Dependencies

This document provides the IMPACTOUR Outreach Strategy which guides the tasks and deliverables related to WP7 Communication, Dissemination and Exploitation. This strategy will be detailed in the deliverable Dissemination and Exploitation Plan (DEP), due by M18. Periodic 6-month reports on the communication and visibility actions are foreseen, being materialized on two deliverables: 1st Report on communication and visibility actions, due by M6, and 2nd Report on communication and visibility actions, due by M38.

2 Background

The project dissemination strategy is aligned with the intended **impacts** of the project, which are stated in the project proposal. These impacts, orientated towards Economic, Social and Policy objectives, are quoted in the paragraphs below. Each set of impacts has a direct or indirect reference to the questions: Who? What? When? and How? - that must be addressed in the dissemination strategy. This allows us to develop a table of Impacts and Questions, that can be used to cross-check that all intended impacts are suitable addressed in the communications strategy.

2.1 Economic impacts

IMPACTOUR will provide a seamless way to **assess Cultural Tourism policies and strategies** so that investments (either from structural investment funds or from reinvestment of Cultural Tourism economic benefits) will be accurately applied in places that rely on their tangible and intangible heritage to attract visitors and tourists. IMPACTOUR's achievements will also have indirect economic impacts associated with improvements in the quality and effectiveness of cultural-related investments. It will be able to **identify appropriate strategies**, leading to innovative business models, market strategies and governance frameworks, thus leading to a sustainable development **avoiding unbalanced cultural tourism development**. Cultural tourism-oriented businesses that will leverage the IMPACTOUR methodology and tool will be enormous, through the potential development of new profitable business models, the provision of innovative services and the increase in customer satisfaction. Particularly, SMEs and start-ups that account for over 90% of the total number of enterprises active in the EU tourism sector will be empowered and benefit greatly from new policies, practices and public/private partnerships. IMPACTOUR will promote the link between Cultural Tourism and the [Circular Economy](#) by promoting: the protection between the environment and cultural resources in Cultural Tourism destinations, the reduce of raw materials usage and pollution in Cultural Tourism destinations, the well-being of local communities, the reduce of demand seasonality, less environmental impact of Cultural Tourism related transport, quality of jobs in Cultural Tourism.

Table 2.1 – Economic Impacts of IMPACTOUR and Dissemination Questions

| Intended Economic Impacts | Who? | What? | When? | How? |
|--|---|--|--|---|
| Financial return on investments (ROI) in Cultural Tourism. | EC Structural Funds; Other investors. | IMPACTOUR Tools including new assessment tools for measuring ROI in C; Policy Roadmap for CT investments; IMPACTOUR Final report; Academic articles White paper. | By end of project. | Online publication of Tools and Methods; Published evidence of performance from Validation Pilots; Disseminate publications with recommendations to EC policy-makers, investors and academics; Use project Advisors as “Champions”; Final conference. |
| Improved quality and effectiveness of investments. | EC Structural Funds; Other investors; CT Stakeholders. | Policy Roadmap for CT investments. | By end of project. | Final conference. |
| Identify appropriate strategies, leading to innovative business models, market strategies and governance frameworks. | Data Pilots; Public bodies; Businesses and NGOs in CT. | Policy Roadmap – Chapter on business models (etc) in CT development. | By end of project. | Final conference. |
| Sustainable, balanced CT development. | Validation pilots; National, Regional and Local Public Authorities; (NTOs, DMOs, Municipalities); CT Stakeholders. | IMPACTOUR Tool and Methodology; Policy Roadmap – Chapter on sustainability in CT development. | Testing (WP4, WP5, WP6) with Validation Pilots; At end of project (and beyond). | Guidance documents for Validation work; Online Community discussions; Final conference. |
| Empowerment of SMEs and start-ups through new policies, practices and public/private partnerships. | SMEs, Start-ups; EC Policy makers; Public and private CT actors and stakeholders. | Dissemination of information on new partnership mechanisms and related policies and support funding; Creation of a platform for CT development using IMPACTOUR Tools. | By end of project (and beyond). | Guidance documents for Validation work; Online Community; Use CT and business representatives as “Champions”; Final conference. |

| | | | | |
|----------------------------------|---|--|--------------------|--|
| Linking CT and Circular Economy. | All actors and stakeholders in CT sector, academia and national, regional and local development agencies. | Dissemination of Final Report; Academic articles; White paper. | By end of project. | Project publications; White paper; Final conference. |
|----------------------------------|---|--|--------------------|--|

2.2 Social impacts

IMPACTOUR will promote the engagement of distinct stakeholders potentiating mutual learning and exchange of practices. This will foster policies involving citizens and promoting a sense of belonging to a common European space (Europeanisation). IMPACTOUR will lead to the adoption of new strategies leading to the valorisation of minority culture areas or regions with unforeseen Cultural Tourism potential and it will reach older people and hard-to-reach groups including people with special needs and those at risk of social exclusion. The consideration of multicultural use cases will promote the attractiveness of minority cultures and regions as well the consideration of cross border use cases will promote cross border regional and local cooperation. IMPACTOUR will incorporate indicators for the accessibility of Cultural Tourism and other facilities and services for persons with disabilities, older people, families with small children and others with specific access requirements, whether they are local citizens or visitors. Including data of this kind will support the EU Disability Action Plan 2012-2020 and the fulfilment of Member States' obligations as co-signatories to the UN Convention on the Rights of Persons with Disabilities (2006).

The following table sets out the social impacts and key dissemination parameters. These will be addressed in detail in D7.2 Dissemination and Exploitation Plan (M18).

Table 2.2 – Social Impacts of IMPACTOUR and Dissemination Questions

| Intended Social Impacts | Who? | What? | When? | How? |
|--|---|---|--|---|
| Increased engagement, mutual learning and exchange of good practices. | CT stakeholders and destinations. | Tools and methods supporting participation and co-creation; Involvement of Data Pilots and other actors and stakeholders in project activities. | From start of WP3 and to end of project. | Online Community; Webinars, support activities and events; Participation in Final conference. |
| Promoting a sense of belonging to a common European space (Europeanisation). | Visitors, all CT actors and stakeholders; EU Policymakers. | Articles/Videos on the contribution of CT to communicating a sense of belonging to those in Europe and as an insight for visitors from 3 rd countries. | By end of project; Chapter in Final Report. | Article, video; Use project Advisors and CT curators/managers as “Champions”; Final conference. |

| | | | | |
|--|--|---|--|---|
| Valorisation of minority culture areas or regions with unforeseen Cultural Tourism potential. | CT stakeholders and “minor” destinations. | Publicity to Pilot destinations: Policy Roadmap – Chapter on responsible promotion of minority cultures and regions through CT; Examples of Good Practice (Articles, videos). | From start of WP3 and to end of project. | Online Community; Webinars, support activities and events; Online Publications; Participation in Final conference. |
| Reach older people and hard- to-reach groups including people with disabilities, specific access requirements and those at risk of social exclusion; Support the EU Disability Action Plan 2020 to 2030 and the fulfilment of Member States’ obligations as co-signatories to the UN Convention on the Rights of Persons with Disabilities, 2006. | Visitors; All CT actors and stakeholders (especially advocacy groups); National and EU Policymakers. | Policy Roadmap – Chapter on accessibility and inclusion issues in CT; Examples of Good Practice (Articles, videos). | From start of WP3 and to end of project. | Online Community; Webinars, support activities and events; Online Publications; CT Disability “Champions” participating in Final conference. |

2.3 Urban and Regional Development Policy impacts

IMPACTOUR will elaborate policy recommendations, coming from the understanding of current needs, trends and factors, assuring a balanced urban and regional development through cultural tourism in all Europe. These recommendations will help stakeholders to understand the cultural heritage trends, how to face it in each region or how to make spot-on decisions based on economic, cultural, social and environmental issues. IMPACTOUR tool will serve to judge decisions on particular issues about cultural tourism and development policies, based on IMPACTOUR methodology identified evidences.

2.3.1 Policy Strategies

IMPACTOUR will allow (through better policies) the enhancement in the relation between cultural tourism and the regional and country **economic competitiveness** and **social welfare**. It will deeply analyse Cultural Tourism **governance strategies**, local **stakeholders’ engagement**, **marketing** strategies, investments and **business models**. It will make a **comparative assessment** of different types of cultural tourism and their contribution to regional development using the Data Information Pilots (14 use cases) and the extended IMPACTOUR Stakeholders Community. To improve Cultural Tourism policies and practices, IMPACTOUR will provide a clear definition of **key success factors** and cultural tourism strategies’ **replication potential** derived from application of the IMPACTOUR Tool and methodology in 5 validation Pilot Sites. Cultural tourism **strategies** (with respective applicability conditions) and **implementation methods** (with expected impacts) will be implemented and made widely available through the IMPACTOUR tool.

2.3.2 Provide strategic guidance

The IMPACTOUR project aims to provide strategic guidance at European level concerning the efficient use of European Structural Investment Funds.

IMPACTOUR will provide recommendations on tools for Cultural Tourism impact assessment regarding innovative strategies and transformative cultural tourism. It will develop a sustainable Cultural Tourism methodology to support stakeholders in the selection of the most suitable development strategy (materialized in the IMPACTOUR tool), taking into account the use of European Structural Investment Funds. It will provide a set of recommendations on exploitable results, market considerations for successful implementation, elements towards business development strategies, a white paper and a commercialization roadmap. Global policy recommendations at regional, national and European level, will also be provided.

Table 2.3 – Urban and Regional Development Policy Impacts of IMPACTOUR and Dissemination Questions

| Intended Urban and Regional Development Policy Impacts | Who? | What? | When? | How? |
|--|--|---|---|---|
| Improve the relation between cultural tourism and the regional and country economic competitiveness and social welfare. | EU, National, Regional and Local Policymakers; Development Planning Authorities and professionals; CT managers and curators; Local communities; Welfare authorities. | IMPACTOUR Tools and Methods; Good Practice Guidance; Evidence of successful outcomes. | Participatory actions during the project; Results by the end of the project. | Online Community; Webinars, support activities and events; Dissemination in Final conference. |
| Improve CT governance strategies, local stakeholders' engagement, marketing strategies, investments and business models. | Visitors, all CT actors and stakeholders; EU Policymakers. | Articles/Videos on the contribution of CT to communicating a sense of belonging to those in Europe and as an insight for visitors from 3 rd countries. | By end of project; Chapter in Final Report. | Article, video; Project Advisors and CT curators/managers acting as "Champions" to promote the project results; Final conference. |

| | | | | |
|---|--------------------------|--|--|--|
| <p>Improve CT policies and practices, by providing a clear definition of key success factors and CT strategies' replication potential, and implementation methods available through the IMPACTOUR tool.</p> | <p>All stakeholders.</p> | <p>The IMPACTOUR tool; Targeted articles for different actors and stakeholders.</p> | | |
|---|--------------------------|--|--|--|

3 WHO? - Audiences and Stakeholders

To ensure an effective dissemination of the project outcomes and results, a comprehensive dissemination strategy is designed to ensure that all relevant stakeholders and target groups will be effectively involved during the project activities and will be fully informed about project outcomes.

Dissemination activities of IMPACTOUR, targeted at supporting the creation of a sustainable cultural tourism-led economic development of European regions and urban areas, are aimed at ensuring that the research findings will reach practitioners and policymakers throughout Europe and at different institutional levels.

The outreach strategy starts from the premise that all the IMPACTOUR project partners, being established, recognised players in their respective fields of science, technology, cultural heritage and tourism, will be involved in “**co-designing**” the dissemination actions, with the intention of informing and influencing the players in their diverse networks, using their existing communication channels to spread the **project messages** and **tangible results** to a wide range of target audiences. The project’s Advisory Board Members will play a key role as “Project Champions”, using their European and international contacts to advocate for the PC system developed and promote it.

The involvement within the consortium of 2 relevant European and international networks such as EN (Europa Nostra) and ENAT (European Network for Accessible Tourism), the experience of the CUT (Cyprus University of Technology), UNINOVA and TECNALIA in media communication, the contribution of public authorities (AMRAA, ETB) and private entities (Cultur, MTHUB), the SSHs experience (IBS), and the involvement of associations that represent European Cultural Routes (ACIR, TR) will ensure the success of the Dissemination Plan, contributing to maximize the impact of the project.

To ensure a wide distribution of project communications and outputs, the following networks have already been identified by project partners who will be in charge of spreading the IMPACTOUR methodology: Culture Action Europe (CAE), European Network of Cultural Centres, European Cultural Tourism Network (ECTN), Organisation internationale du tourisme social (OITS), Network of European Regions for Competitive and Sustainable Tourism (NECSTOUR), International Association of Cultural and Digital Tourism (IACUDIT), Network of Regional Government for Sustainable Development – nrg4SD, UNESCO World Heritage Sites (the UNESCO Chair in Digital Cultural Heritage is a member of IMPACTOUR consortium), Lists and networks associated to Intangible Cultural Heritage, European Covenant of Mayor, Compact of Mayors, Economic Value of Cultural Heritage (EVoCH) and COST Action TD1406 (Innovation in Intelligent Management of Heritage Buildings) members. These networks will allow the consortium to reach at least 500 organisations.

The audiences and target groups of IMPACTOUR comprise **academic communities** in the fields of computer engineering and mathematics, social sciences and tourism management, and cultural tourism and heritage. Equally, IMPACTOUR seeks to engage and work with **professional communities in the cultural tourism field** including curators, managers and owners of cultural sites and venues, destination planners and regional and national tourism bodies. The project addresses the management of tourism impacts on cultural tourism at all levels, and will reach out to policy makers, investors, financial institutions, social partners, Non-Governmental Organisations (NGOs) and private cultural foundations, tourism businesses and professional bodies, and local communities and visitors.

All data concerning stakeholders and contacts is handled strictly according to GDPR.

3.1 Stakeholder Mapping

Who are the target audiences of IMPACTOUR?

A target audience analysis has been made as first step to design and guide the creation of tailored dissemination and communication activities.

The **Dissemination and Exploitation Plan – DEP (D7.2)** will set and monitor quantitative targets and will be built to engage the identified target audience at different levels (local, regional, national and European/International) and they will include the main target audience. Table 3.1 **Erro! A origem da referência não foi encontrada.** presents the **identified targeted audiences**.

Table 3.1 – Generic list of target audiences

| Audience groups | Target audience | Targeted content |
|-----------------|---|---|
| Research | Researchers; academic; PhD students. | R&D publications; academic references. |
| Stakeholders | Policy makers; Public authorities; Practitioners; Cultural heritage and tourism experts and professionals; Related associations; Related NGOs, CCIs; Related international networks: Innovators. | Recommendations; Reports; Comparative assessment studies; key success factors definition; IMPACTOUR methodology and tool. |

An initial list of project stakeholders is maintained on a shared Project folder in the project’s Google Drive: WP7>Stakeholders> Stakeholder Dissemination List.

Spreadsheet link:

<https://docs.google.com/spreadsheets/d/1z15BoQLg3Ti8tRnVsJmV-RgNam1tRxcZVgbo28ltqvY/edit?usp=sharing>

This is a dynamic list, continuously updated by project partners throughout the implementation period. It is confidential to the partnership.

The Stakeholder Dissemination List records the following data for each entry:

- **Partner** (who submitted the stakeholder information)
- **Name of Institution/network/ web platform**
- **Web URL**
- **Contact name** (if any)
- **Email**, according to GDPR, or publicly available email address
- **Dissemination activity/ies they should in participate in**
- **Why is this stakeholder interested in the project?**
- **Main benefits of this stakeholder contributing to the project**
- **Date of contact**

- **Comments/Other relevant information**

3.1.1 Outreach to the research community

It is expected to publish at least 10 academic articles and make academic presentations at 10 conferences during the course of the project. Academic outlets and conferences we aim come from the domains of tourism (journals like Tourism Management, Applied Geography, Computers, Environment and Urban Systems; conferences like International Conference on Location Based Services), ICT governance (Government Information Quarterly; eGov/ePart, HICSS, ICEGOV, EGPA), as well as software engineering (such as Sustainable Cities and Society; International Conference on Digital Heritage, International Conference on Engineering, Technology and Innovation).

However, due to COVID-19 pandemic several of the conferences have been cancelled or have more limited attendance than expected. COVID-19 is a game-changer and the outreach strategy of IMPACTOUR must be open to breaking conventions as well as needing to be innovative to recover.

To reach the academic community, as a mitigation measure, we are aiming to publish longer academic articles in highly ranked and cited journals (e.g. those indexed by Web of Science and/or SCOPUS, to compensate for the smaller number of publications and conference participations. Through a joint initiative by the three “brother” H2020 projects (IMPACTOUR, SPOT and SMARTCULTUR), a Special Issue of “Sustainability – An Open Access Journal” will be published in 2021 on the theme: "A European Perspective on Cultural Heritage as a Driver for Sustainable Development and Regional Resilience". This special issue belongs to the section "Sustainability of Culture and Heritage".

IMPACTOUR is planning a series of Webinars for different target audiences, which will be included in D7.2 Dissemination and Exploitation Plan.

4 WHAT? - Communication and Dissemination Messages

The IMPACTOUR project's fundamental novelty and originality lies in bringing together knowledge and practice in the areas of advanced data science and cultural tourism management to explore and develop new ways to assess and control the impacts of tourism in cultural destinations and sites around Europe.

By applying data science to CT management in a holistic framework, the project aims to contribute to cultural, social, environmental and economic benefits, in the support of the sustainable development of European tourist destinations.

From this multi-disciplinary and cross-disciplinary endeavour, a number of key messages were identified, already at the project design stage, and were included in the project proposal. These messages are fundamental to the creation of the project Outreach Strategy, since they characterise both the intended purpose of the project, its intended benefits and the scientific, technical and social value of the work.

This section points out the **key messages** which will be examined, refined and further developed (and supplemented by other important messages, no doubt) during the course of the project and detailed in the Dissemination and Exploitation Plan (D7.2), due by month 18. By establishing these key messages, and identifying how, when and where they will be delivered – and to whom – we will establish an effective strategy for dissemination, and also enable effective monitoring of the actions carried out.

4.1 Improving innovation capacity

IMPACTOUR's intended impact in the area of Cultural Tourism management lies in strengthening innovation capacity by rolling out and supporting innovative tools that address Cultural Tourism policies and strategies with regard to stakeholders understanding of Cultural Tourism impact and strategic guidance for Cultural Tourism funding. The project will develop a high quality, domain-specific and easy-to-use methodology and tool, enabling the development of improved business models for the Cultural Tourism stakeholders. The project aspires to bring a fresh impetus to the Cultural Tourism sector by providing a worthy methodology and tool for the proper assessment of Cultural Tourism impact.

From an innovation perspective, IMPACTOUR has a “triangular” focus and a clear strategy of how the impacts related to this focus will be brought about:

- To promote the adoption of an **innovation mind-set in the Cultural Tourism sector** that will enable the materialization of every new and innovative business ideas without the lack of a clear understanding of the impact of cultural tourism on European economic and social development and on cultural Europeanisation. Through a set of representative *Data Information Pilots*, IMPACTOUR will ensure the soundness, technological and sustainable potential of the proposed concept, methodology and tool. The experiences and lessons learnt from the *Validation Pilots* will be incorporated in the IMPACTOUR tool to make sure that significant added value shall be attached to the stakeholders involved beyond the consortium.
- To **raise awareness** on the potential that the digital area (fourth industrial revolution) has in the treatment of Cultural Tourism data, not only for innovating and further strengthening the sector, but also for further promoting and materializing Cultural Tourism as an important driver of growth, jobs and economic development of European regions. The piloting areas addressed by IMPACTOUR, though quite

representative, make up only the tip of the iceberg with regard to the areas where the project tool (IMPACTOUR tool) can be put into practice, which are as many as the different types of Cultural Tourism. The lessons learnt in the context of the IMPACTOUR project pilots will become a valuable asset to transposing the IMPACTOUR methodology to other tourism domains.

- To **promote multidisciplinary innovation** leading to wider collaboration and co-creation initiatives.

IMPACTOUR will enhance the innovation capacity of actors and stakeholders in cultural tourism destinations, leading to the integration of new knowledge, demonstrating that the project has a significant innovation potential.

4.2 Fostering a greater understanding of Europe

The 4th Industrial Revolution, characterised by technological integration and the creation of cyber-physical systems, is transforming production, management, and governance all across the EU, but also the social and cultural relationships. These fundamental changes will both moderate and be moderated by our European cultural heritage, influencing our local, regional, national and international communities. Through the gathering and management of multiple sources of data derived from the cultural and tourism sectors, IMPACTOUR will enrich our understanding of the impact of cultural heritage consumption and guide the policies and management of European cultural assets towards a sustainable future. The essential quality of IMPACTOUR's methodology and tool is that policy makers will be able to "manage complexity" in decision making with greater awareness and certainty under the prevailing conditions of European cultural and social change.

4.3 Encouraging multidisciplinary, cross-national, comparative and participatory approaches

IMPACTOUR partnership comply with a multidisciplinary approach including research communities (UNINOVA, CUT, TECNALIA), technology experts (CUT, UNINOVA), social science and humanities (IBS), public authorities (AMRAA), local communities (MTHUB), tourism organizations (ETB, ENAT), SME (Cultur) and cultural associations (EN, TR, ACIR). It encompasses a cross-national nature is addressed including 12 partners from 9 European countries, that are complemented with 14 *Data Information Pilots* from 10 countries and 5 *Validation Pilots* from 6 countries (one of them is a cross-border pilot), envisaging cross-national and comparative pilots. Participatory approaches will be established from the beginning, widening the engaged Cultural Tourism stakeholders in the IMPACTOUR Stakeholders Community fostering an active participation in the data collection phase.

4.4 Contributing to sustaining the legacy of the European Year of Cultural Heritage 2018

IMPACTOUR will contribute to sustain the long-lasting impact of the European Year of Cultural Heritage 2018's. Indeed, sustainable cultural tourism was one of the priorities and focus areas during the EYCH (notably the European Initiative n.5 Tourism and heritage). It will explore the relationship between cultural tourism and cultural heritage, assessing how this phenomenon drive intercultural understanding and socioeconomic development in Europe. IMPACTOUR will produce policy recommendations on sustainable cultural tourism, building on and complementing the policy recommendations produced during the EYCH by

the Open Method of Coordination (OMC) Group of Member States experts on Sustainable Cultural Tourism.

4.5 Contributing to achieve the objectives established in the European Framework for Action on Cultural Heritage

IMPACTOUR will directly contribute to achieve the objectives established in the European Framework for Action on Cultural Heritage, notably the ones in pillar 2: Cultural heritage for a sustainable Europe, by improving policies and practices on sustainable cultural tourism, and promoting practices and approaches that are sustainable, smart and innovative. Furthermore, IMPACTOUR policy recommendations potentially encourage more citizens to engage with Europe's Cultural Heritage, which is fully aligned with the objectives of the European Year of Cultural Heritage 2018 and the European Framework for Action on Cultural Heritage.

4.6 Create synergies with other European Initiatives

IMPACTOUR will create synergies with other European initiatives, it will study sustainable conservation areas under the European network Natura 2000 from a cultural tourism point of view and it will promote Europe's cultural routes by considering two related validation pilots - Route of the Romanesque in Saxony-Anhalt and Chemin d'Arles.

Joint activities will be established with ongoing sister projects, such as RURITAGE, SPOT or SMARTCULTUR (the last two are currently being funded under the same Horizon 2020 call as IMPACTOUR). A task force will be created, with members from all the involved projects, in order to outline the collaborative actions. These actions will involve, for example, joint papers, joint dissemination actions, knowledge sharing or joint organisation events.

4.7 Contributing to the UN's Sustainable Development Goals

IMPACTOUR will support the UN's Sustainable Development Goals, in particular on

- **SDG 5: Gender equality.** Gender equality will be supported by the consortium from the start, considering a composition where the following distribution was reached: 23 female (52%) and 21 male (48%). The project's consortium will make an effort to ensure gender balance whenever possible and to promote participation of women in the different tasks of the project. The project will analyse good practices in gender inclusion and promotion of sustainable CT drawing on the experience of SMEs and start-ups created to support equality in this field.
- **SDG 8: Decent work and economic growth,** including the specific target, 8.9 "Sustainable Tourism". Decent work and economic growth (SGD 8) will be improved as long as the policy recommendations and IMPACTOUR strategy will be implemented on the territories. They will contain valuable information to use different cultural tourism forms as a driver of socioeconomic development, promoting the economic growth and the employment creation.
- **SDG 9: Industry, innovation and infrastructure.** Technological progress is the foundation of efforts to achieve environmental objectives, such as increased resource and energy-efficiency. Technological advances in cultural tourism, particular using mobile cellular services, can provide lasting solutions increasing the connections between tourists, local communities and cultural tourism stakeholders, as foreseen by SDG9.

- **SDG 10: Reducing inequalities.** In the comparative assessment (WP2), possible inequalities will be studied to establish non-discrimination criteria. In all WP we will pay attention to the needs of disadvantaged and marginalized populations (minority cultures, older people and hard-to-reach groups including people with special needs and those at risk of social exclusion), to prepare policies that respect the fundamental principle of non-discrimination, avoiding inequalities. ENAT's network will be crucial to reach this audience.
- **SDG 11: Sustainable cities and communities,** including Targets 11.4 Cultural and Natural Heritage; 11.6 Pollution and waste in the cities/destination; 11.3 Inclusive and sustainable urbanization/development; 11.2 Access to public transportation. This SDG is especially relevant to EU policies for rural and urban areas. Cultural Tourism policies are a powerful tool for reducing inequalities if local communities and all key stakeholders are engaged in tourism development. IMPACTOUR will promote sustainable tourism policies that contribute to fight rural depopulation and potentiate urban renewal by supporting economic diversification and economic integration from tourism and cultural sector. Measures to support accessible tourism also contribute to social sustainability, make rural areas more inclusive and safer, resilient (by strengthening efforts to protect and safeguard tangible and intangible cultural heritage) and sustainable, thanks to the overall systemic integrated approach developed.
- **SDG 12: Responsible consumption and production, including target 12.2 Natural resources and SDG 13: Climate action.** These two SDGs are closely related where one must consider "doing more and better with less" in order to achieve cleaner and more resilient economies. IMPACTOUR will promote the link between Cultural Tourism and the **Circular Economy** considering environmental protection issues, social cohesion and the promotion of culture in European tourist destinations.

5 HOW and WHEN? Dissemination Formats and Timing

The identification of the right dissemination tools (HOW) will be also relevant, considering the networks and channels to be exploited, the geographical coverage of knowledge transfer and proper timing and level of intensity of all the dissemination activities by establishing an efficient actions timetable.

The networks and communication channels already in use by all IMPACTOUR partners will be integrated in the unified IMPACTOUR Dissemination and Exploitation Plan (D7.2).

5.1 Communications, Dissemination and Exploitation

A comprehensive plan is under preparation for Communications, together with the Dissemination and Exploitation Plan (DEP) of the project activities and outputs, due by M18. All partners are contributing to this document.

Here, the specific formats and intended timings of these plans are summarised as a starting point for the subsequent periodic updates, which will be presented in the later editions of the DEP “working document”.

General information of the project will be promoted to create awareness of the benefits of promote sustainable cultural tourism. The communication plan will help to broaden the audiences reached by the project, moving beyond the project partners’ own communities and reaching out the general society.

Under the coordination of the Dissemination and Exploitation Manager (DEM), the DEP will apply diverse communication channels and methods to different stakeholders, based on the impact they have for the project and their interest in the outcomes of IMPACTOUR. As the project progresses, more targeted content will be produced to create actual engagement with the different audiences. IMPACTOUR will make use of available online and offline communication tools such as website, newsletters, marketing material as presented in Table 5.1.

All the project partners will be involved in communicating with local stakeholders in order to raise the profile of this project and lay the foundations for wider networks within the Cultural Tourism sector with involvement of public authorities and private entities.

5.2 Public outreach through targeted communications

IMPACTOUR’s public communications aim to reach the following objectives:

1. to coordinate the project image in order to enhance its visibility (including the definition of a set of coordinated communication materials);
2. to distribute the project results to the public at large scale;
3. to create a coherent message that can inform the public and engender a fruitful dialogue about the project aims, approaches and results; and
4. translate the scientific results into public outreach for the general public to be distributed via web and social networks.

The Outreach Strategy includes a clear and tangible set of communication materials to be distributed to targeted public audiences, enabling the prioritised messages and project outputs to be disseminated in ways that are appropriate to the stakeholder communities.

Table 5.1 – Communication activities

| Activity | Channel | Description | KPIs | Timing |
|--------------------|-------------|--|---|----------------|
| Corporate identity | On/ offline | Logo and funding logo usage; Colours and layouts and guidance for communication | IMPACTOUR Design Guide. | M2 |
| Website | Online | WCAG AA (Web Content Accessibility Guidelines) and GDPR compliant Website with sections: Home, About, Resources, Data, Results, Community and Contact. (IMPACTOUR and EU HORIZON 2020 branded site, with EU funding acknowledgement). | At least 8000 unique page views by end of project; At least 150 items published in total (all sections) | M2 – M42 |
| Comm Material | Print | Project Flyer/Leaflet, Postcard, Pop-up poster; ENAT budget covers translation costs for Newsletter and Leaflet (all other dissemination to be in English); | Printed material delivered (and print-on-demand). | M4 – M6 |
| Video | Online | 3-minute video about IMPACTOUR with sub- titles for general audience. | Video distribution via YouTube and social media. | M24 |
| Press releases | Online | At least every 6 months. Announcing progress of the project activities and presenting actions at Pilot Data sites, with focus on local actors in collaboration with IMPACTOUR partners. | Publication of Press releases: - on project website; - on at least 4 external websites. | M6 to M42 |
| Social Media | Online | Dedicated Facebook and Twitter pages; Continuous updates on project news, events and discussions, with contributions from all partners; Led by ENAT with co-administrators: UNINOVA, CULTUR. | At least 1000 followers/likes by end of project; At least 150 posts by Project Partners by end of project. | From M1 to M42 |
| Newsletter | Online | Every 6 months. Public document announcing progress of the project activities, rotating presentations of partners and Data Pilot sites; Sequential thematic section in each edition based on S&I objectives and policy goals; ENAT budget covers translation costs for Newsletters and Project Leaflet (all other dissemination to be in English). | Publication: - on project website; - read/downloaded by at least 50 site visitors - launch / release through the clustering list. | M6 to M42 |
| Mass media | Online | Engagement with local media channels at Data Pilot sites and Validation sites. Coordination with on-site events; | At least one national media event/interview in at least 3 countries. | M6 to M42 |

| | | | | |
|------------|--------|---|---|-----------|
| | | International news outlets targeting: Euronews. | | |
| Mass media | Online | BBCWorld/Click and The Travel Show; DW- SHIFT. | At least one international media event/interview; Press coverage of final conference in Brussels. | M6 to M42 |

Content, target audience and intensity of dissemination activities are closely related to the specific project phases, starting by communication activities (about the project and results to multiple audiences) and incorporating gradually dissemination activities (about the results that will be produce for the audience that may use of them). A tentative scheduling (WHEN) is provided in Table 5.2 where the **IMPACTOUR Dissemination Activities draft plan** is presented.

Table 5.2 – Dissemination Activities draft plan

| Period | Activity | Target | Coverage | Expected impact |
|----------------------------------|--|---|---|--|
| M3 | Spread of project objectives awareness | Consortium partners | European | Fixing and tuning of project ideas raised at proposal level, including the long term dissemination plan review and release with a detailed timetable |
| From M6 on | Clustering with other EU projects | Researchers Stakeholders General public | European National Regional Local | Create a wide stakeholders list to mobilize and contact stakeholders from several related areas and obtain feedback from them |
| From M6 on | Dissemination material | Researchers Stakeholders General public | European National Regional Local | Tools and contents to present the project and its results (social media, press releases, flyers, presentations, fact sheets). Electronic tools will be preferred to printed materials. The latter will be kept to minimum quantities (500 brochures printed and distributed at events) |
| M6, M12, M18, M24, M30, M36, M42 | Periodical dissemination outputs eNewsletters (6+1 editions, 1 every 6 months) | General public Researchers Stakeholders | European National Regional Local | eNewsletters provide regular updates on the IMPACTOUR community about its progress. Distribution via email to registered users, the website, the partners' networks to a community of min. 600 people |
| From M8 on | Data Information Pilots community | Researchers Stakeholders | European National Regional | Consolidate the Data Information Pilots community with 15 entities involved. |

| | | | | |
|--|------------------------------------|-----------------------------|----------------------------------|--|
| After M18, when concrete results are available | Participation in external Events | Researchers Stakeholders | European National Regional | Partners' participation in conferences, seminars and workshops to represent the project and network with key players and practitioners. At least 6 events to be attended |
| After M18, when concrete results are available | Participation in external Events | Stakeholders General public | European National Regional Local | Partners' participation in public conferences, seminars and workshops to present the project to practitioners and general public. At least 8 events to be attended |
| After M18, when concrete results are available | Academic publications, conferences | Researchers | Global European | 4 articles submitted for peer reviewed articles, targeting open access journals, and conference presentations. |
| M38 | White paper | Researchers Stakeholders | European National Regional | Spread the White paper among all stakeholders to create awareness and establish a solid base on how to face sustainable cultural tourism. Reach 600 recipients. |
| M30-M42 | Webinars | Researchers Stakeholders | European National Regional Local | Disseminate the policy recommendations and best practices among the policy makers and practitioners and reach at least 100 participants. |
| M40 | Academic publications, conferences | Researchers | Global European | 6 more articles submitted for peer reviewed articles, targeting open access journals, and conference presentations. |
| M40 | Final Conference | Researchers Stakeholders | European National | Present the IMPACTOUR methodology and tool to 80 practitioners and policy makers of high European level. |

5.3 Online communication and dissemination channels

IMPACTOUR's online presence is already well-established at Month 6 of the communications with a number of channels in place. These are listed, with a short description and their location (URL) in the following table.

Table 5.3 – IMPACTOUR Online Communication and Dissemination Channels

| Channel | Description | Location |
|-----------------|--|---|
| Website | IMPACTOUR Website | https://www.impactour.eu |
| Community | Project Online Community space for project team, pilot sites and invited stakeholders, experts and advisors. | https://www.impactour.eu/group/1/stream |
| FaceBook | Social Media communications | https://www.facebook.com/impactour |
| Twitter | Social Media communications | https://twitter.com/H2020_impactour |
| YouTube / Vimeo | Project platform for dissemination of video content | URL to be added at launch date |
| CORDIS | EC H2020 IMPACTOUR Project Fact Sheet | https://cordis.europa.eu/project/id/870747 |

IMPACTOUR postings should include one or more of the following hashtags, as appropriate:

- #eu
- #h2020_impactour
- #horizon2020
- #research
- #cultural_tourism
- #culture
- #tourism
- #smart_destinations
- #heritage

5.3.1 Online postings schedule

In order to ensure a regular flow of news and information about the project's activities to the stakeholders, especially via the IMPACTOUR Website and Social Media channels, a schedule will be posted on the shared Google Drive, indicating the desired frequency of postings to be made by partners' posts.

It is expected, in order to reach the established KPIs, each partner should post a project related item (Article/ News/ Event), on the IMPACTOUR Website at least once every 3 months and post an item to FaceBook or Twitter, ideally at least once every 14 days.

Posts on partners' own websites and social media pages which are shared with IMPACTOUR can also count towards the total number of postings.

The news and social media postings schedule will be presented in D7.2 Communications and Exploitation Plan.

6 Outreach Targets and Stakeholders

6.1 Exploitation of results

IMPACTOUR prioritizes the exploitability of the results very highly. The starting point of exploitation is the development of a **clear understanding** of what exactly should be exploited and sustained after the finalization of the project (e.g. specific software components, specifications, guidelines, reports, etc.). In close cooperation the consortium will define **D7.2 Dissemination and Exploitation Plan (DEP)** to: 1) Raise awareness among all partners concerning good research practice and the importance of IP management, 2) Assess, balance and moderate the possibly varying exploitation interests of project partners and come up with a common strategy that responds to the general objective of IMPACTOUR, 3) Plan, prepare and implement appropriate activities to identify, assess and prioritize key exploitable results, 4) Establish procedures to recognize, capture and characterize project outputs, 5) Establish proper arrangements to ensure that legitimate interests of project partners will not be compromised, 6) Identify market opportunities and 7) Effectively use appropriate exploitation strategies.

Such a plan will be constantly monitored during the overall process period, in order to guarantee the actual applicability of pursued challenges. For that reason, **3 exploitation workshops** are planned among the consortium partners, and **1 consolidation workshop** with the potential practitioners. A detailed exploitation plan will be defined during the project development. The consortium will agree on the most suitable way to upscale the methodology and tool. IMPACTOUR exploitation plan is based on the following crucial points:

1. **IMPACTOUR consortium as a whole:** exploitation channels for consortium members include technology transfer, use of generated knowledge for own use in services and consultancy activities, licensing of the IP and own use for adopters. A more detailed strategy of exploitable results is presented below.
2. **Stakeholders involvement:** an extensive exchange with and input from the wide range of cultural, tourism and development organisations across disciplines is fundamental, and must include a process of cooperation and coordination of the innovation introduction into future European policies. For this reason, the project will leverage on the support of a group of stakeholders - *Data information pilots community* (WP3). They will be actively involved to guarantee the end user approach and the proper cross-sectoriality of the project. Indeed, this community will be involved early in the project and will also provide concrete data for the assessment phase, whose results will be used for the methodology and tool's design.
3. **Field tests - validation:** IMPACTOUR tool will be demonstrated in relevant environment (validations pilots) represented by some consortium partners. A **lean start-up approach** will be used to improve and validate the final product. This will also benefit the dissemination of project results among the partners and practitioners and their value chains even after actual project ending.
4. **Relation to other research activities:** the project will rely as much as possible on the results of previous/current EU projects. The results which will be reused are all open source and the IMPACTOUR partners were/are involved in these projects. This approach will simplify the actual exploitation of IMPACTOUR, avoiding to re-invent the wheel, thus fitting into the overall ecosystem of EU projects, while filling identified gaps and bringing the research in this area a step forward

5. **Publication identification:** To decide which type of information may have public dissemination, which should remain reserved and which should be protected. This work will be jointly undertaken between the exploitation and dissemination groups and procured at the Project Steering Committee meetings as part of the meetings tasks.
6. **Methodology:** Parts of IMPACTOUR methodology and tool will be made available as licensed, open software with appropriate “How to” Guides for public authorities and SMEs in order to enhance their uptake by Cultural Tourism planners and managers.
7. **Benefits vs risks:** IMPACTOUR is a medium-high risk project. The main risks are related to the access to data. The consortium has elaborated a detailed strategy to address these risks. However, in comparison with such risks, the foreseen benefits expected by researcher partners and public authorities involved, as well as the potential impact within the urban and rural development, are very high.
8. **Standardization:** will be addressed initially by a review of relevant existing standards in relation to the description of the SoA in Big Data, Cultural Tourism and Urban and Regional Planning. (WP1). The implications of IMPACTOUR’s results for possible pre-standards or standards will be further explored in the later stages of the project through liaison with Technical Committees of CEN and ISO. Through the auspices of ENAT, as official liaison organization in the work on ISO Standard 21901 on “Accessible Tourism for All” convened by UNWTO, (currently in first draft), the results of IMPACTOUR will be examined for their relevance to destination planning and management. Partners will also address issues concerning ongoing or proposed international and/or European Standards for open access data management, giving appropriate recommendations in the Policy Brief on Standardization.
9. **Possible joint ventures:** the consortium will consider issue of setting up the joint ventures inside (or outside) the Consortium, after completing the project. For a joint venture, the role and stock-share of each partner as well as structure and operational scheme of the venture will be detailed. For independent businesses, issues related to technology transfer such as licensing fees, share of the commercial margins as well as proportion of each partner taken in the businesses will be clarified in the meeting.
10. **Licensing agreement:** The partners will decide on any licensing agreement. The agreement will clarify the percentage share to each partner. The consortium agreement will provide information about licensing agreements and the right of the partners.

Following these points, IMPACTOUR has identified the main key exploitable results (KERs), whose objectives are:

- to **make IMPACTOUR results accessible** to EU-wide and global interested stakeholders as related public authorities, practitioners, policy makers, cultural tourism experts and professionals, civil society
- to **address and overcome potential regulatory and legislative barriers** and contribute to the optimization of policy and regulatory frameworks, providing policy recommendations at regional, national and European level (for example, addressing barriers to the use of Mobile Big Data in the context of GDPR, and proposing solutions).

The development of innovative strategies with a high and sustainable quadruple impact (social, cultural, economic and environmental) in urban and rural territories suffer from a fragmented and heterogeneous market due to the great variety of types of cultural tourism

and of the conditions in which they are, a lack of Europe-wide standards for the use/management of data and from the lack of a harmonized policy support scheme at the EU level.

While exploring new market opportunities, the practitioners of IMPACTOUR will also be given the know-how to tackle the different local, national, regional and European patterns, a methodology and a tool, policy recommendations, white paper, best practices and a comparative assessment as a benchmarking report. Taking as basis the list of the main IMPACTOUR impact value chain, presented in Figure 6.1, Table 6.1 identifies the project results that the members of the IMPACTOUR consortium are able to exploit.

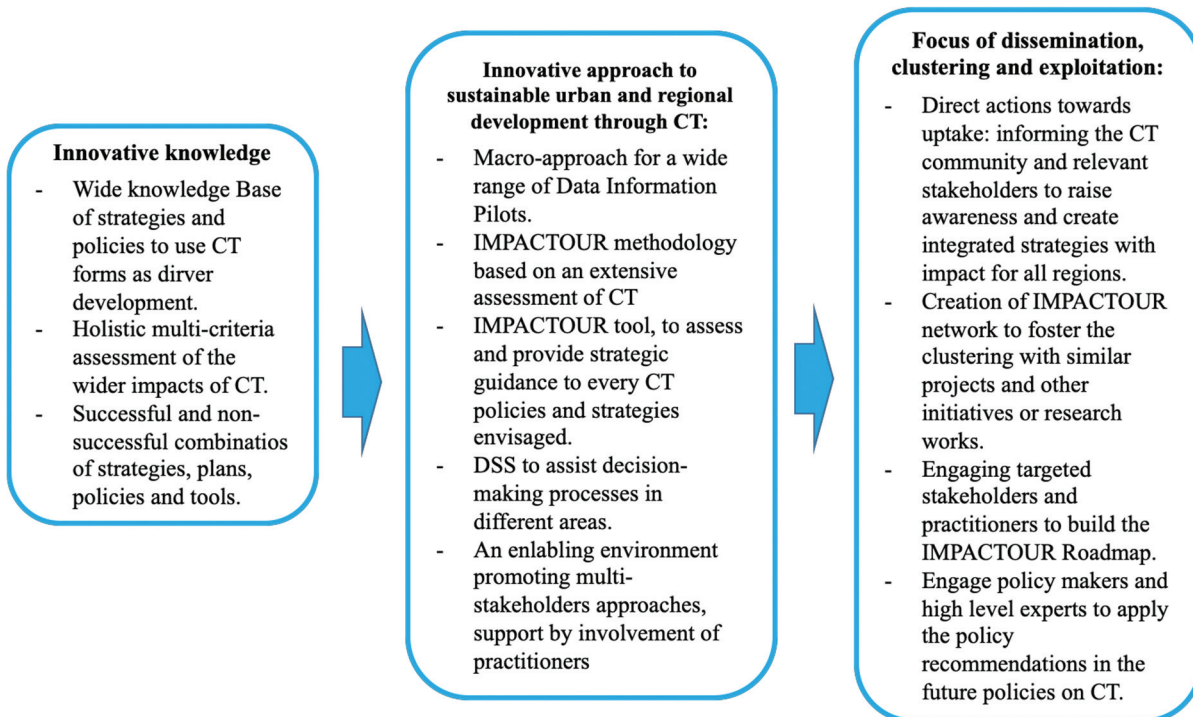


Figure 6.1 – IMPACTOUR impact value chain

Table 6.1 – Main Key Exploitable Results (KER)

| | | |
|--|--|--|
| KER 1 | Recommendations on tools for fostering and forecasting impact of tourism strategies | Key partners: IBS, ENAT, AMRAA, ETB, EN. |
| <p>The identified key partners will use this report to apply innovative methods and techniques, including statistical tools and indicators, for measuring and assessing various practices and impacts of the cultural tourism in their territories.</p> <p>This result will be exploitable through 1) follow-up research; 2) activities that foster innovation through new R&D projects; 3) designs studies and 4) use the knowledge for training and dissemination activities to various users.</p> | | |
| <p>Key stakeholders/customers: Public authorities, practitioners, policy makers, tourism and cultures NGOs, creative and cultural industries.</p> | | |
| KER 2 | IMPACTOUR benchmarking report | Key partners: Cultur, IBS, TECNALIA, MTHUB |
| <p>The benchmarking report will contain comparative assessment of the selected cultural tourism cases and how each one have contributed to the development of each region. The findings will be use by the key partners to 1) use the identified results for own use in service and consulting activity, as well as for training activities to various users; 2) create new business activities based on the best identified cases throughout Europe, as new commercial touristic routes; 3) create new products and services, and 4) create new start-ups and joint ventures.</p> | | |
| <p>Key stakeholders/customers: Public authorities, practitioners, policy makers, tourism and cultures NGOs, CCIs, CH professionals and experts, innovators, start-ups.</p> | | |
| KER 3 | Cultural Tourism Data | Key partners: MTHUB, UNINOVA, Cultur, ENAT, CUT, TECNALIA |
| <p>Data generated from the project will be available through the Visual Analytics Module and can be used for further processing 1) own use of the specific generated data by project end users (case studies as early adopters: they will benefit from the integrated technologies, and knowledge gained via demonstration of the solutions developed in the project); 2) FTO analysis; 3) market analysis; 4) business plan.</p> | | |
| <p>Key stakeholders/customers: Public authorities, practitioners, policy makers, tourism and cultures NGOs, creative and cultural industries.</p> | | |
| KER 4 | IMPACTOUR Methodology | Key partners: TECNALIA, Cultur, IBS, ETB |
| <p>It is based on the identification of the most appropriate strategies, suitable for the different Cultural Tourism categories that will allow avoiding unbalanced development. Key success factors and methodological development of impact assessment methodologies can be of wider interest and basis for the development of different software tools.</p> <p>Full details of IMPACTOUR methodology are made available for potentially further exploitation of key partners: 1) own use of the developed methodology and scenario specific generated data by project end users, 2) use the identified results for own use in service and</p> | | |

consulting activity, as well as for training activities to various users 3) possible exploitation through licenses, 4) standards.

Key stakeholders/customers: Public authorities, practitioners, tourism and cultures NGOs, creative and cultural industries.

| | | |
|----------|----------------|---|
| KER 5 | IMPACTOUR Tool | Key partners: UNINOVA, CUT, TECNALIA, MTHUB |
|----------|----------------|---|

Innovative tool that is based on qualitative and quantitative data and indicators to assess the social, economic, cultural and environmental impacts of cultural tourism with the objective of improving related policies and practices. It is of interest for the Cultural Tourism stakeholders (public and/or private) to define and consider scenarios of new or existing strategies and/or policies, so to enable what-if analysis of those scenarios providing a clear understand of European Cultural Tourism impact and a proper assessment and strategic guidance. The underlying data analytics algorithms as well as the software itself will be made publicly available on open platforms. The tool will implement an integral information management concept (WP5) and is implemented by partners as demonstrators (within the WP6 pilots), thus demonstrating the use and its benefits, and influencing the exploitability in a positive way.

The tool can be exploited by the key partners to 1) generate a new service and consulting activity, as well as for training activities to various users, 2) exploitation rights for technology transfer with industrial partners (licence the IP of the foreground generated within the project, joint venture, spin-off...) and 3) standards.

Key stakeholders/customers: Public authorities, practitioners, tourism and cultures NGOs, creative and cultural industries..

| | | |
|----------|---|---|
| KER 6 | Policy recommendations and Best Practices | Key partners: ENAT, AMRAA, ETB, ACIR, TR, EN, IBS, Cultur |
|----------|---|---|

Policy recommendations and best practices will be disseminated at national and international level to illustrate and enhance the cultural tourism as driver for urban and regional sustainable development.

The exploitation path will be 1) use the case studies as early adopters: they will benefit from the integrated technologies, and knowledge gained via demonstration of the solutions developed in the project, 2) follow-up research, 3) FTO analysis and market analysis.

Key stakeholders/customers: Policy makers, practitioners, public authorities, cultural and tourism related associations/entities

The **first objective** for supporting policy impacts is to ensure thought leadership, based on the results of the research findings. IMPACTOUR will deliver cutting edge and policy-relevant **policy briefs**, firmly placed in the context of the most important European policy debates. The **policy briefs** will include a set of concrete and bold **policy recommendations**, aimed at all levels of government: from the European Commission, European Parliament, and Council to Member States as well as the regional level. The briefs will use the research findings as a starting point but will be enriched and elaborated in view of the most recent policy debates in the cultural tourism fields as well as in urban and regional planning. The **recommendations** will be extensively discussed with stakeholders

through online engagement tools. In particular, the recommendations will be published in draft format for public comment.

By having an **open approach to key exploitable results**, the consortium believes strongly in the benefits of considering data-driven public service and planning of policies. We have earlier explained that for successful co-creation to take place, the key preconditions are motivated stakeholders, innovative leaders, proper communication, availability of data, external funding, and agile development (McBride et al. 2018), and we are committed to addressing those aspects. In our exploitation work we are making the policy problem relatable to the stakeholder (stakeholders are directly involved and highly motivated in finding solutions), we start simple, only develop what is really needed and integrated with the traditional policy processes. We also communicate actively, making sure that everyone has a shared understanding of methodological bases; this decreases the risk of misunderstandings. Finally, we are truly open, developing services in a way where they are easily shareable and accessible. The position of Exploitation and Dissemination Manager is established within the project.

6.2 Management of Intellectual Property Rights (IPR)

Within IMPACTOUR project, management and protection of IPR will have particular relevance. The IMPACTOUR partners have signed a Consortium Agreement at the beginning of the project, which regulates access to and use of background and foreground IP among partners. IPR issues will be fully addressed in D8.4 Managing Knowledge and Intellectual Property Plan, due by M15.

7 Engagement with Data Pilots and Validation Pilot Sites

One of the most crucial aspects of the project outreach is that the IMPACTOUR team shall **establish a dialogue with the target audiences** we wish to influence and inform. Dissemination and outreach shall not be viewed as “one-way” street. IMPACTOUR must engage with numerous and varied actors in the academic and professional communities and, especially, in the identified Data Pilot and Data Validation Sites. There will be from the start 14 Data Pilots and 5 Validation Pilots, located in at least 11 EU Member States.

The initial pilot sites and their respective partners are listed on the project website at:

<https://www.impactour.eu/pages/pilot-sites>

IMPACTOUR will reach out to the European and Global communities that are actively engaged in modelling and seeking to shape the sustainable development of cultural heritage and tourism destinations, all of which should benefit from the project results. To this end, the project has established an online interactive space, linked to the project website and identified as the **IMPACTOUR Community**, where invited members from Data Pilots and related projects and representatives of key organisations and project champions will be able to share ideas, experiences, problems and solutions in open (moderated) discussion groups on an unlimited number of topics spanning the cultural tourism space.

Pilot sites have submitted formal commitment letters to the consortium (included in the project proposal), indicating their willingness to take part in the project. Any additional pilot sites that are engaged during the course of the project will provide a similar commitment letter. Each pilot site is assigned to one of the IMPACTOUR partners, ensuring that a close bond is created between the project team and the respective municipalities or destination managers.

The Data Pilot and Validation Pilot sites are regarded as a key asset for the IMPACTOUR project, not only for their crucial input to data collection and testing of the project outputs but also as **dissemination partners**. Through project engagement with them, IMPACTOUR anticipate that they can:

- Provide original content on the actual needs and experiences of cultural tourism destinations, their challenges, management goals and the impacts of tourism on their communities and cultural assets;
- Act as “multipliers” of the project communications and results by disseminating project messages to their networks and stakeholders;
- Become “model” destinations demonstrating the application of the IMPACTOUR tools and gaining a Europe-wide reputation for their sustainable cultural tourism management practices.

WP3 sets the framework for establishing a positive working relationship with the pilot sites, which is scheduled to begin in M8.

Initial contacts have already been established with the pilots in the first 6 months of the project where they played an important role in WP1 activities. The first Webinar with representatives of the pilots was held on 4th June 2020 in which the project was presented and discussed. The Webinar also included a briefing on the Pilot Sites’ expected involvement in the project and they were introduced to the online IMPACTOUR Community website, where all Pilot representatives are enrolled as members.

Being aware that the enlargement of the pilot community is an important measure, the strategy for “onboarding” and engaging the pilots includes the following actions:

IMPACTOUR Partners will:

- Deliver the IMPACTOUR project introduction (slides) as PDF document;
- Deliver the link to IMPACTOUR YouTube videos and presentations, such as “Introduction”, “Pilots” and “Community” slideshows (from 4th June 2020 Webinar):
 - <https://www.youtube.com/watch?v=CfJifS1GU54> ;
- Deliver the IMPACTOUR leaflet;
- Invite Contact persons from Data Pilots to register at www.impactour.eu Community and participate throughout the project;
- Deliver document describing their role in IMPACTOUR with a time-line for interactions (to be included in D7.2 and continuously updated);
- Conduct surveys, data-exchanges, dissemination events/actions, etc. (to be defined in D7.2);
- Engage the pilots in online and face-to-face meetings, seminars and dissemination events during the course of the project;
- Deliver the IMPACTOUR CT Management Tool to Data Validation Pilots for testing and feedback.

New Data/Validation Pilots joining the IMPACTOUR project will:

- Provide a signed Letter of Commitment to UNINOVA / IMPACTOUR Project, also indicating the contact person(s) involved;
- Sign-up to the IMPACTOUR Community (and IMPACTOUR Newsletter);
- Participate in the IMPACTOUR Community throughout the project;
- Provide a general description of their destination, CT assets, etc. in their respective IMPACTOUR Community Group;
- Descriptions of the pilot sites will also be replicated on the public-facing pages of impactour.eu from start of WP3 Data Information Pilots (M8);
- Answer surveys and other data-collection instruments, as the project evolves;
- Participate in online meetings, webinars and face-to-face dissemination events, where possible;
- Data Validation Pilots will test and give feedback on the IMPACTOUR CT Management Tool.

Throughout the project, the IMPACTOUR **Dissemination and Exploitation Plan (D7.2)** will include actions for engaging the pilot sites in project dissemination to the key audiences and stakeholders through relevant publications, events, online articles and social media posts.

8 Dissemination Key Performance Indicators (KPIs)

The Outreach Strategy includes a number of targets for project communications and dissemination actions throughout the course of the IMPACTOUR project.

Table 8.1 – IMPACTOUR Impact-related KPIs contribution

| Description | Minimum Target value | Related WP |
|--|----------------------|---------------|
| Participants in IMPACTOUR stakeholders community (engaged with Data Information Pilots) | 45 | WP3 |
| Number of non-partners policy makers involved in IMPACTOUR | 50 | WP1, WP2, WP6 |
| Number of private/public partnerships analysed | 10 | WP1, WP2 |
| Number of assessed Cultural Tourism policies and practices analysed (including Data Information Pilots) | 40 | WP1, WP2 |
| Number of identified appropriate Cultural Tourism strategies | 15 | WP1 |
| Number of Key success factors identified | 30 | WP4 |
| Number of identified KPIs to measure Cultural Tourism impact | 15 | WP4 |
| Number of R&D documents published | 10 | WP1-7 |
| Number of countries reached in dissemination | 40 | WP7 |
| Number of Cultural Tourism Stakeholders' dissemination views (Web & newsletter) | 3000 | WP7 |
| Number of Cultural Tourism Stakeholders participating in training activities (Face-to-Face and Webinars) | 100 | WP7 |

The Dissemination Lead Partner (ENAT) will monitor these KPIs continuously and prepare periodic reports on the KPIs using a variety of analytical tools, including:

- **Google analytics** – <https://analytics.google.com/analytics/web/>
 - for the IMPACTOUR website and web content
- **Twaku** - <https://www.twaku.com/>
 - for Twitter activity about IMPACTOUR on IMPACTOUR Twitter account and Partners' Twitter accounts
- **FaceBook Activity Log**
 - for FaceBook activity including: mentions, shared links, likes, friends, ...
- **FaceBook Insights**
 - Page views, Likes, Reach, Engagement (Clicks, Reactions, Comments, Shares), Reach...

The **First Report on Communications and Visibility actions** (Deliverable 7.4), M7, will contain an overview of all published materials and dissemination actions, the channels that are being utilised and the levels of engagement with stakeholders outside the project consortium.

Annex A: List of Acronyms/Abbreviations

The following list of acronyms and abbreviations applies both to this document and future Deliverables of WP7.

| Acronym/ Abbreviation | Description |
|--------------------------|---|
| AB | Advisory Board |
| CA | Consortium Agreement |
| CH | Cultural Heritage |
| CT | Cultural Tourism |
| DCP | Dissemination Contact Person (appointed by project partner) |
| DEM | Dissemination and Exploitation Manager |
| DEP | Dissemination and Exploitation Plan |
| E | Exploitation Objective |
| EC | European Commission |
| ECTN | European Cultural Tourism Network |
| EDE | European Destinations of Excellence |
| ESFI | European Structural and Investment Funds |
| ETIS | European Tourism Indicators System |
| EU | European Union |
| EYCH | European Year of Cultural Heritage |
| FTO | Freedom To Operate (analysis) |
| GA: | General Assembly |
| GDP | Gross domestic product |
| GDPR | General Data Protection Regulation |
| IACUDIT | International Association of Cultural and Digital Tourism |
| IM | Innovation Manager |
| IMP | Innovation Management Plan |
| IMPACTOUR | IMproving Sustainable Development Policies and PrActices to assess, diversify and foster Cultural TOURism in European regions and areas |
| IP | Intellectual Property |
| IPR | Intellectual Property Rights |
| ISO | International Organization for Standardization |
| KPI | key performance indicator |
| NGO | non-governmental organization |
| OECD | Organisation for Economic Co-operation and Development |
| OS | Outreach Strategy |

| | |
|--------------|---|
| PC | Project Coordinator |
| PCB | Project Coordinator Board |
| PCDM | Pilots Coordinator and Data Manager |
| PEST | political, economic, socio-cultural and technological |
| PM | Project Manager and Scientific Coordinator |
| QRMP | Quality and risk management plan |
| RTD | Research and technological development |
| SC | Steering Committee |
| SDG | Sustainable Development Goals (UN) |
| SE | Socio-Economic Objective |
| SME | Small-medium enterprise |
| SoA | State of the Art |
| SROI | Social Return on Investment |
| UN | United Nations |
| UNWTO | World Tourism Organization |
| WCAG | Web Content Accessibility Guidelines |
| WP | Work package |
| WPL | Work Package Leader |