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



D4.1 - Key Success Factors and replicability
conditions of good practices
Final

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Abstract

The deliverable provides a list of Success Factors, which application may lead to the successful implementation of cultural tourism management recommendations. The report is based on a theoretical background, which has been discussed with and fed by real-cases' approach to the topic. It concludes in the IMPACTOUR list of 29 Key Success Factors, designed to encourage cultural tourism and heritage managers to select the best approach for their site, prioritize resources and achieve a positive and balanced cultural tourism impact in the territory; and it also analyses their replicability conditions.

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Project Partners



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Executive Summary

Deploying successful cultural tourism strategies and looking forward to their replicability in all types of sites thorough Europe requires understanding the key elements or activities that allow cultural tourism (CT) and heritage managers to succeed on achieving the expected positive impact of those strategies. This deliverable identifies and provides a list of Key Success Factors (hereafter KSFs), which application would lead to the successful implementation of cultural tourism management recommendations, aimed at providing socio-economic benefits to the communities while preserving cultural and natural assets and expressions. With this aim, the work has been developed on the basis of the work done so far in previous IMPACTOUR tasks: the structure is grounded on the IMPACTOUR Framework (WP1) and the Success Factors are fed both by theoretical inputs (WP1) and the feedback from the comparative assessment (WP2) performed with real-case pilots.

Thus, the KSFs are firstly characterized by the same **categories** identified when the recommendations regarding cultural tourism development strategies were delineated (WP1), as follows: Governance & Policies, Local Stakeholders Engagement, Diversification & Marketing, and, Business Models & Investments.

Additionally, a cross-check evaluation is done, based on the pilot's information exchange. Thus, the KSFs are aligned to those **Impact Domains** (Social, Cultural, Economic and Environmental) identified in the project (WP2) considering to what extent they would produce the highest positive impact. As it has been previously mentioned along with the project's reports, the COVID-19 pandemic has underlined the necessity of adapting the cultural tourism management mechanisms to better tackle and foster the need of enabling cultural and natural heritage sites to be resilient to crises. *Resilience* is treated as an Impact Domain with self-significance, which will help heritage sites and their territories adapt to sudden or long-term changes in the tourism positive or negative trends forced by any external unpredictable reason (global crises, pandemic, hazards, etc.).

And finally, their replicability conditions are evaluated arising the particularities that allow those KSFs to have similar positive impacts in different **types of sites** (stated as types of lands: Rural, Urban, Natural or Itineraries) with different cultural tourism characteristics; having therefore different approaches or necessities.

The IMPACTOUR list of KSFs and Replicability conditions is designed to encourage cultural tourism (CT) and heritage managers to select the best approach for their site, prioritize resources and achieve a positive and balanced cultural tourism impact in the territory, aiming at preserving the cultural and natural values.

The following figures (Figures 1 to 7) show the selection of the Final list of KSFs, their associated category and domain, with the aim of highlighting, from a generic perspective, their relevance for the type of land:



Figure 1: Legend of the next figures, which display the Final list of KSF.

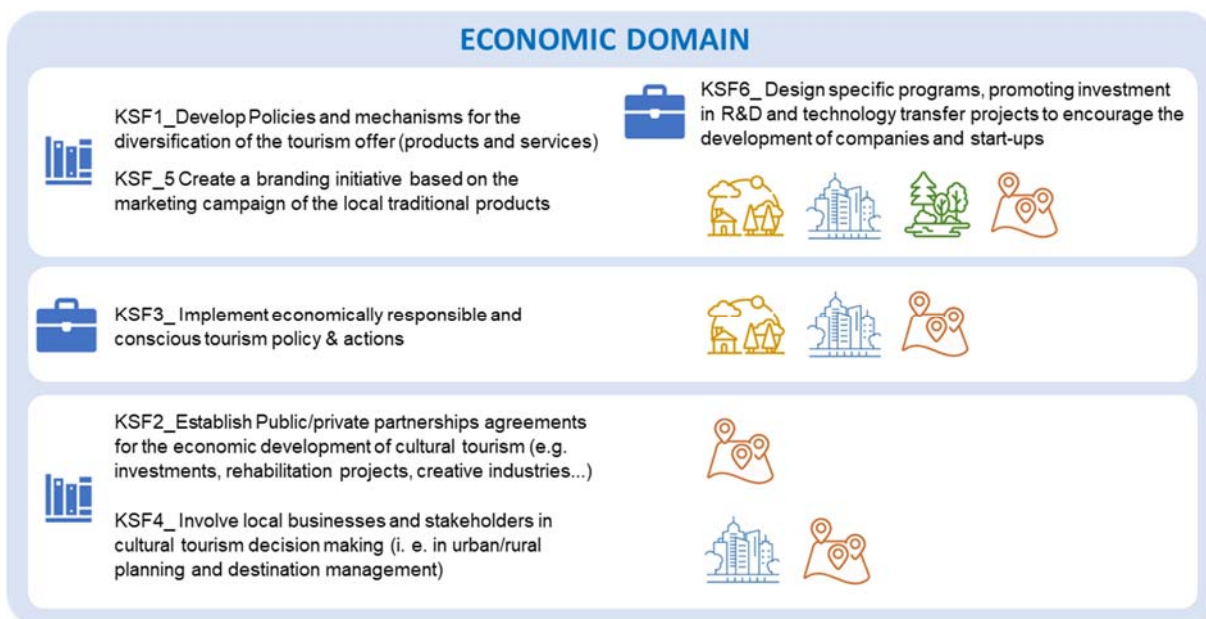


Figure 2: KSFs in the Economic Domain.

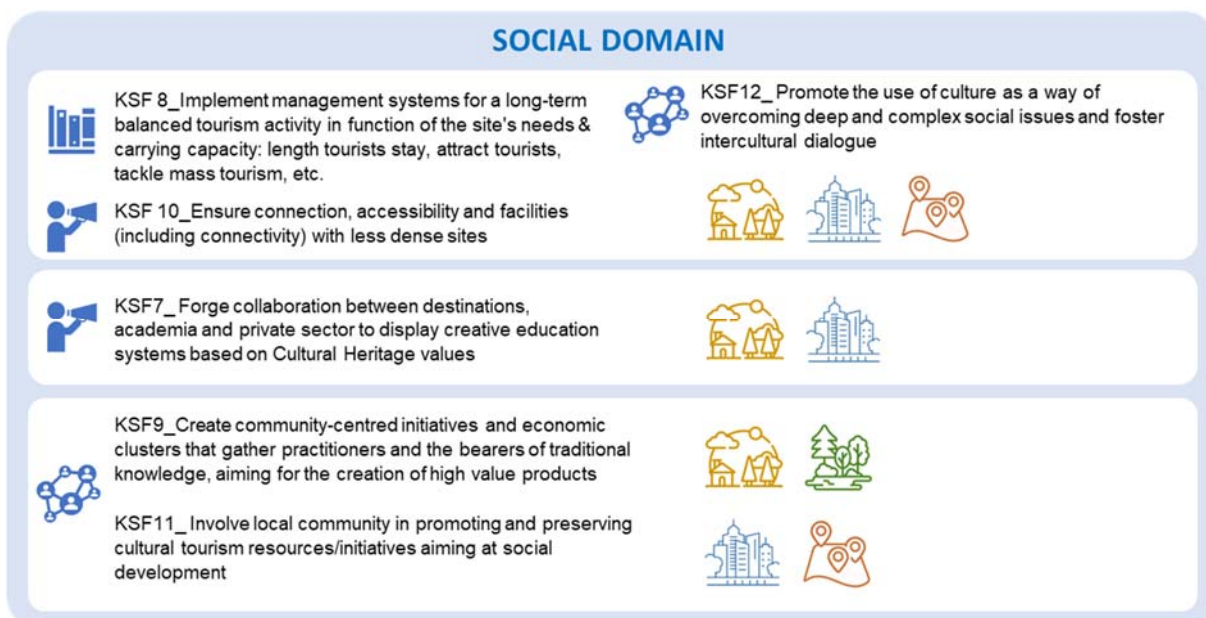


Figure 3: KSFs in the Social Domain.

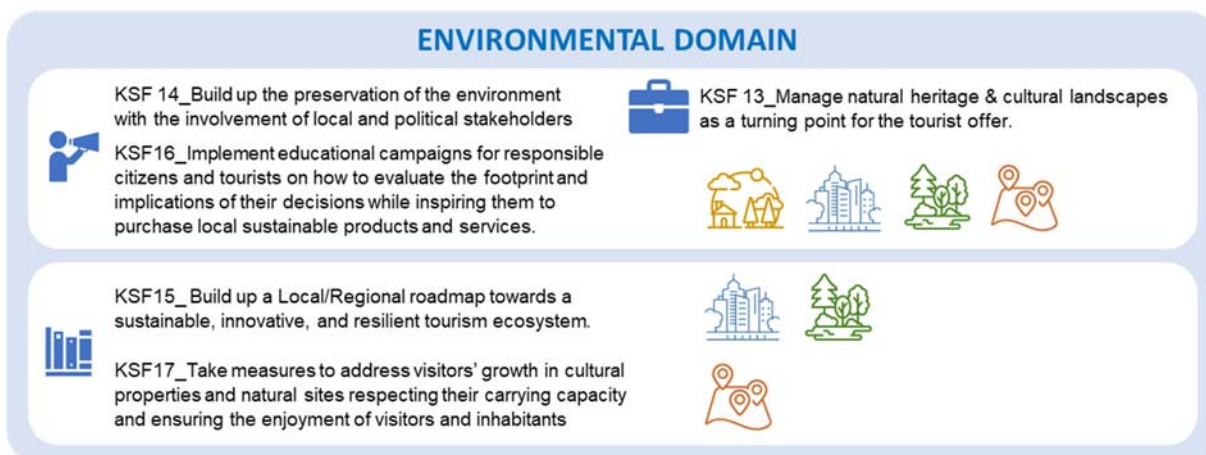


Figure 4: KSFs in the Environmental Domain.

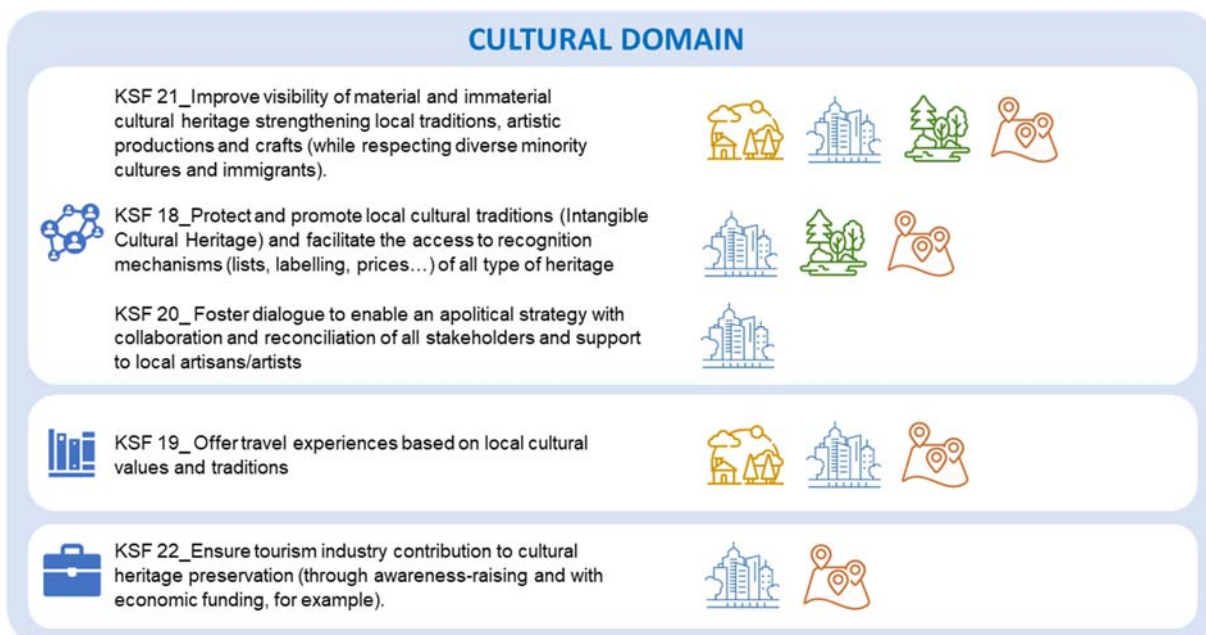


Figure 5: KSFs in the Cultural Domain.

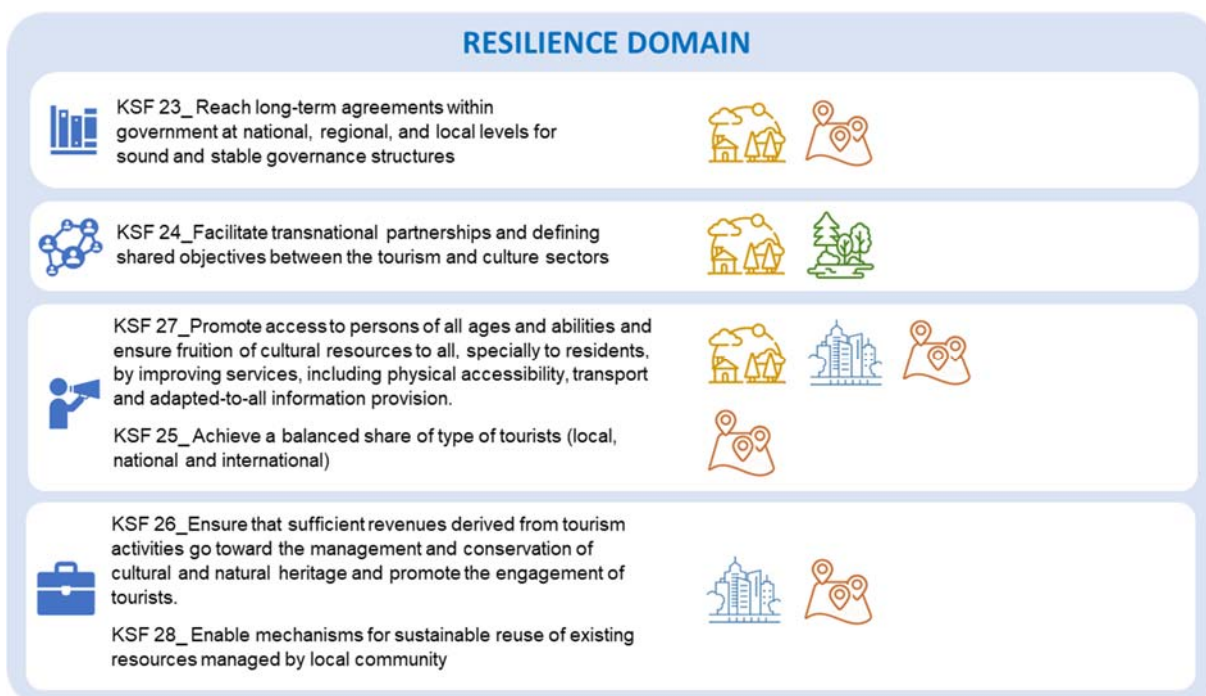


Figure 6: KSFs in the Resilience Domain.

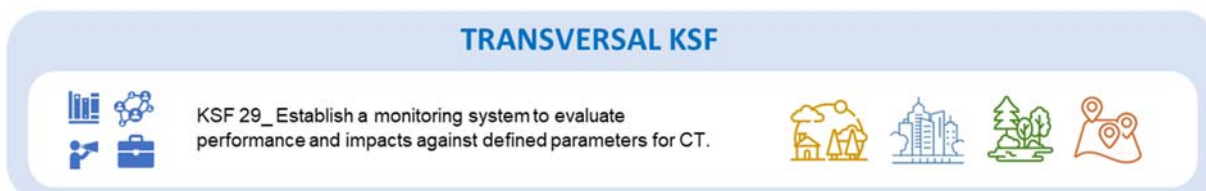


Figure 7: A KSF which is transversal to all the Domains.

Table of Contents

0	Introduction	1
0.1	IMPACTOUR Project Overview	1
0.2	Deliverable Purpose and Scope	1
0.3	Target Audience	3
0.4	Document Structure.....	3
0.5	Document Status	4
1	Research Methodology	5
2	Success Factors Identification Process	11
2.1	Relevance of Recommendations for Pilot Sites.....	11
2.2	The preliminary set of Success Factors.....	18
2.3	Validation & replication of KSFs with Pilot Sites	23
3	Key Success Factors & Replicability Conditions	27
4	Conclusions and Next Steps	52
	Annex A: List of Acronyms/Abbreviations	55
	Annex B: References	56
	Annex C: Questionnaire Template	57
	Annex D: Recommendations and all the Sub-recommendations (from D1.4)	58
	Annex E: Strategies described by Pilot Sites	64
	Annex F: Final Drafting of the KSFs	67
	Annex G: SWOT Analysis on Replicability of KSFs (within Task 2.4.)	72

List of Figures

Figure 1: Legend of the next figures, which display the Final list of KSF.	iv
Figure 2: KSFs in the Economic Domain.	v
Figure 3: KSFs in the Social Domain.	v
Figure 4: KSFs in the Environmental Domain.	v
Figure 5: KSFs in the Cultural Domain.....	vi
Figure 6: KSFs in the Resilience Domain.	vi
Figure 7: A KSF which is transversal to all the Domains.....	vi
Figure 8: IMPACTOUR methodology.....	1
Figure 9: Structure of WP4 divided by tasks and their relationship with other WPs.....	2
Figure 10: Deliverable’s contents and corresponding sections.....	3
Figure 11: Methodological approach of task 4.1.	6
Figure 12: Consultation and validation process with Pilot Sites in Task 4.1.....	7
Figure 13: General overview of the aspects covered by the questionnaire.....	7
Figure 14: Context and objectives expected in the task (extracted from presentation to GWC participants).	8
Figure 15: Explanation provided to the participants of the Success Factors validation dynamic.	9
Figure 16: Level of implementation of recommendations by practices. Green for “Totally”, yellow for “Partially” and red for “Not addressed”. (Source: own elaboration based on the questionnaire results).	13
Figure 17: Level of implementation of the recommendations related to the Governance & Policies category, according to the 19 strategies (Annex E) provided by Pilot Sites.	14
Figure 18: Mostly addressed recommendations (Totally + Partially addressed) related to Governance & Policies.	14
Figure 19: Level of implementation of the recommendations related to the Local Stakeholders engagement category, according to the 19 strategies (Annex E) provided by Pilots Sites.	15
Figure 20: Mostly addressed Recommendations (Totally + Partially addressed) related to Local Stakeholders Engagement.....	15
Figure 21: Level of implementation of the recommendations related to the Diversification & Marketing category, according to the 19 strategies (Annex E) provided by Pilots Sites.	16
Figure 22: Mostly addressed Recommendations (Totally + Partially addressed) related to Diversification & Marketing.	16
Figure 23: Level of implementation of the recommendations related to the Business models & Investments category, according to the 19 strategies (Annex E) provided by Pilots Sites.....	17
Figure 24: Mostly addressed Recommendations (Totally + Partially addressed) related to Business Models & Investments.....	17
Figure 25: General views of the Global World Café and illustrations of results of the dynamic on Success Factors.....	23

List of Tables

Table 1: Rewriting of the Success Factors identified in the RWCs according to theoretical perspective.	18
Table 2: Representation that the most addressed Recommendations (Section 2.1) had amongst the success criteria identified in the RWC.	19
Table 3: Preliminary List of Key Success Factors.	21
Table 4: Validation of Economic Domain Success Factors (Matera GWC).	24
Table 5: Validation of Social Domain Success Factors (Matera GWC).	24
Table 6: Validation of Environmental Domain Success Factors (Matera GWC).	25
Table 7: Validation of Cultural Domain Success Factors (Matera GWC).	25
Table 8: Validation of Resilience Success Factors (Matera GWC).	26

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

IMPACTOUR consortium, aiming to tackle one of the challenges encountered when managing cultural tourism [1], has lengthily discussed and finally agreed on a cultural tourism (CT) definition, which states: CT is defined as "A type of tourism activity in which the visitor's motivation and aim is to learn, discover, experience, participate and benefit from the tangible and intangible cultural offers in a tourism destination. These offers relate to a set of



Figure 8: IMPACTOUR methodology

distinctive material, intellectual, spiritual and emotional features and the relationships with and within a society. It encompasses the places they inhabit, arts and architecture, historical and cultural and natural heritage, landscapes, culinary heritage, literature, music, creative industries and the living cultures with their cultural and social values” [2].

Following this definition, WP4 has been designed aiming “to define **sustainable CT strategies** as guidance for policymakers and practitioners, including innovative business models and financial strategies based on the efficient use of private and public investments and structural funds”. Since the proposed strategies will be based on the achievable environmental, social, economic and cultural impacts and the effectiveness of the related governance, financial, engagement and marketing mechanisms, this **WP4 tackles the definition of the proper conditions for their applicability**. For such a purpose, the following objectives have been proposed:

1. Identify **Key Success Factors (KSFs)** that enabled successful cultural tourism strategies and their replicability potential.
2. **Particularize the Key Performance Indicators (KPI)** that will allow measuring and assessing the impacts of cultural tourism strategies.
3. Define **cultural tourism strategies**, including their possible contribution to sustainable development and implementation mechanisms.
4. Define the **sustainable cultural tourism development methodology** to be implemented through the IMPACTOUR tool
5. **Validate the methodology** in Pilot Sites.

As shown in the image below (Figure 99) all tasks in this WP4, which are aligned to the aforementioned objectives, gather the main outcomes from the previous developments (WP1, 2 and 3).

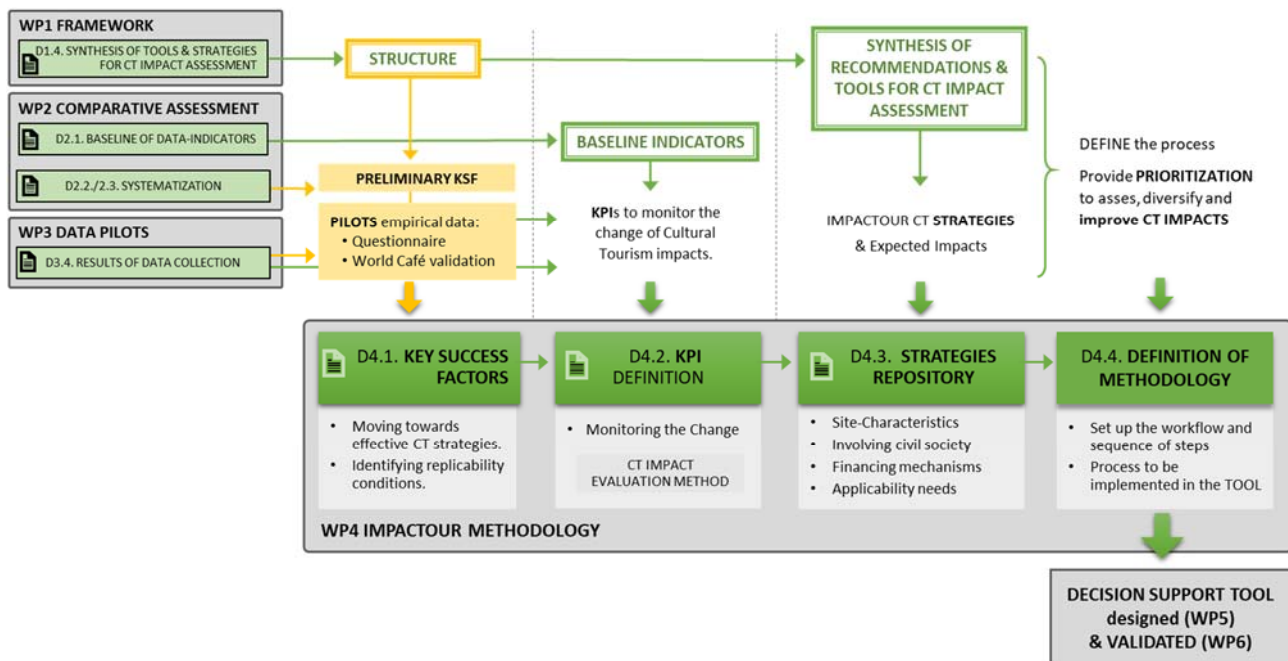


Figure 9: Structure of WP4 divided by tasks and their relationship with other WPs.

Within the project context, Task 4.1 “Identification of Key Success Factors and replicability conditions”, which matches the first stage of the WP4, aims to select the Key Success Factors that led to the success of the practices identified in WP1 and WP2. Understanding and replicating the successful actions will allow cultural and heritage sites’ managers to

achieve a positive and balanced cultural tourism impact in their territory, considering their specific characteristics, objectives, motivation, needs and barriers. Thus, this task's activities have been structured to **identify success criteria and replicability conditions**, according to the context and specific processes that every practice had to follow to be considered as successful and their possible extrapolation to other contexts. The main contents and development process of this first task are described in this report.

0.3 Target Audience

The deliverable is public, and its primary target audiences are local/regional authorities, tourism boards, cultural and natural heritage managers, and other relevant stakeholders who define and lead the implementation of CT strategies. The document is also aimed at project participants, as it provides relevant information to be used in the next steps of IMPACTOUR, such as the development of task 4.4 and the IMPACTOUR tool (WP5).

0.4 Document Structure

This deliverable 4.1 titled “Key Success Factors and replicability conditions of good practices” has been structured following the stage sequence proposed and explained in Section 0.2. After the current Introduction section, Section 1 explains the methodology followed to accomplish its objectives. In Section 2, the success criteria exploratory analysis is explained, and the main findings identified in the process are highlighted. It includes the details and conclusions of the consultation process developed with Pilot Sites. This leads to Section 3, which particularizes and details the IMPACTOUR Key Success Factors and their replicability conditions. Finally, Section 4 focuses on providing a concise summary of the main valuable inputs this report offers to the following tasks of WP4 (IMPACTOUR methodology) as well as to WP5 (IMPACTOUR tool) and WP6 (validation).

The following figure (Figure 10) shows the alignment between the methodological approach (see Section 1), its phases and the deliverable's sections.

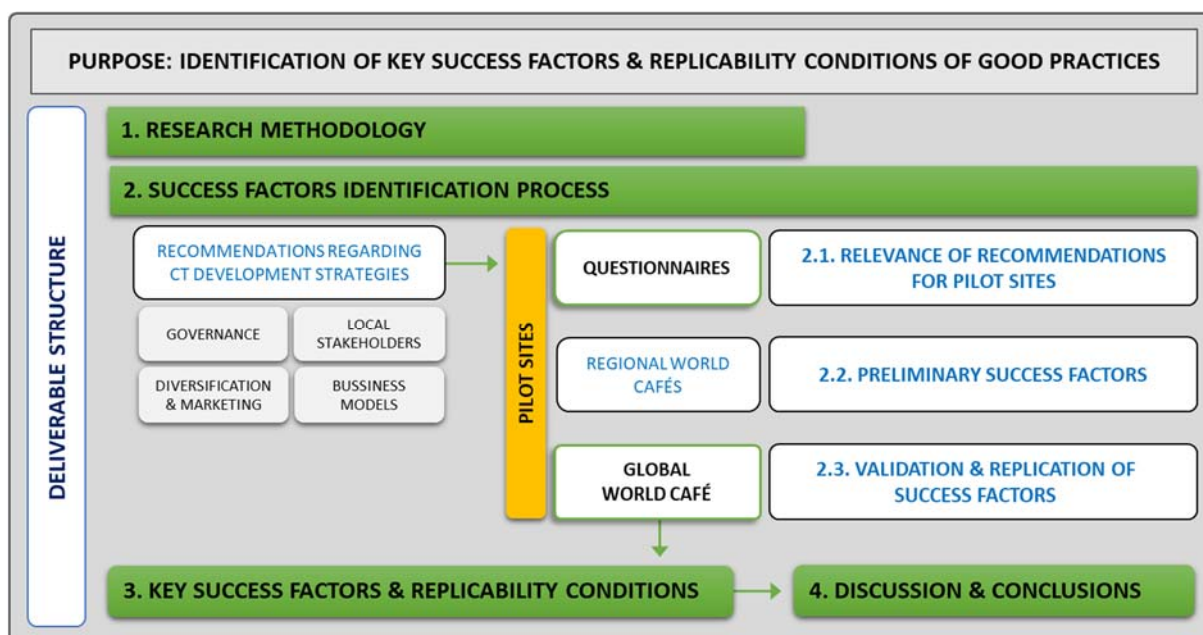


Figure 10: Deliverable's contents and corresponding sections

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 Research Methodology

When talking about **strategies for sustainable cultural tourism**, it is essential for site managers, heritage curators and policymakers to establish and effectively manage a set of actions that will foster positive impacts once the implementation of those strategies take place. **Recognizing those actions or critical factors**, that will ensure CT strategy's implementation to succeed, would allow CT managers or heritage curators to be more effective in their design and their adaptation to their site, in prioritizing resources and in reaching a sustainable impact in the territory.

Key Success Factors (KSFs) can be used in several ways -the concept originated in the field of management information systems- and very different contexts [3]; nevertheless, for IMPACTOUR means, the objective of using them is to break down the key actions that can be taken to be successful in the cultural tourism subsector. Researches have been developed to tackle the critical Success Factors in the tourism sector [4], to identify the success guidelines for the management of cultural and natural heritage sites [5] and, also, certain Success Factors have been identified for very particular cultural touristic activities or paradigms [6]; but there is a gap on the research of Key Success Factors that are designed to face the management of the cultural tourism subsector as a whole.

With these bases and within the context of the project, the **KSFs** in IMPACTOUR are defined as:

“The Success Factors related to the adoption and implementation of a cultural tourism strategy are those actions aimed to generate a positive influence on the social, cultural, environmental and economic dimensions in the region and have a high potential to be replicated on other sites.”

Since this task aims at providing valuable evidence to delineate in the posterior Task 4.3 those CT strategies with the highest rate of success; the research method proposed is structured in two main development areas:

- Moving towards effective CT strategies
- Identifying replicability conditions.

The following timeline (Figure 11) represents the overall research methodology of the task including its stages.

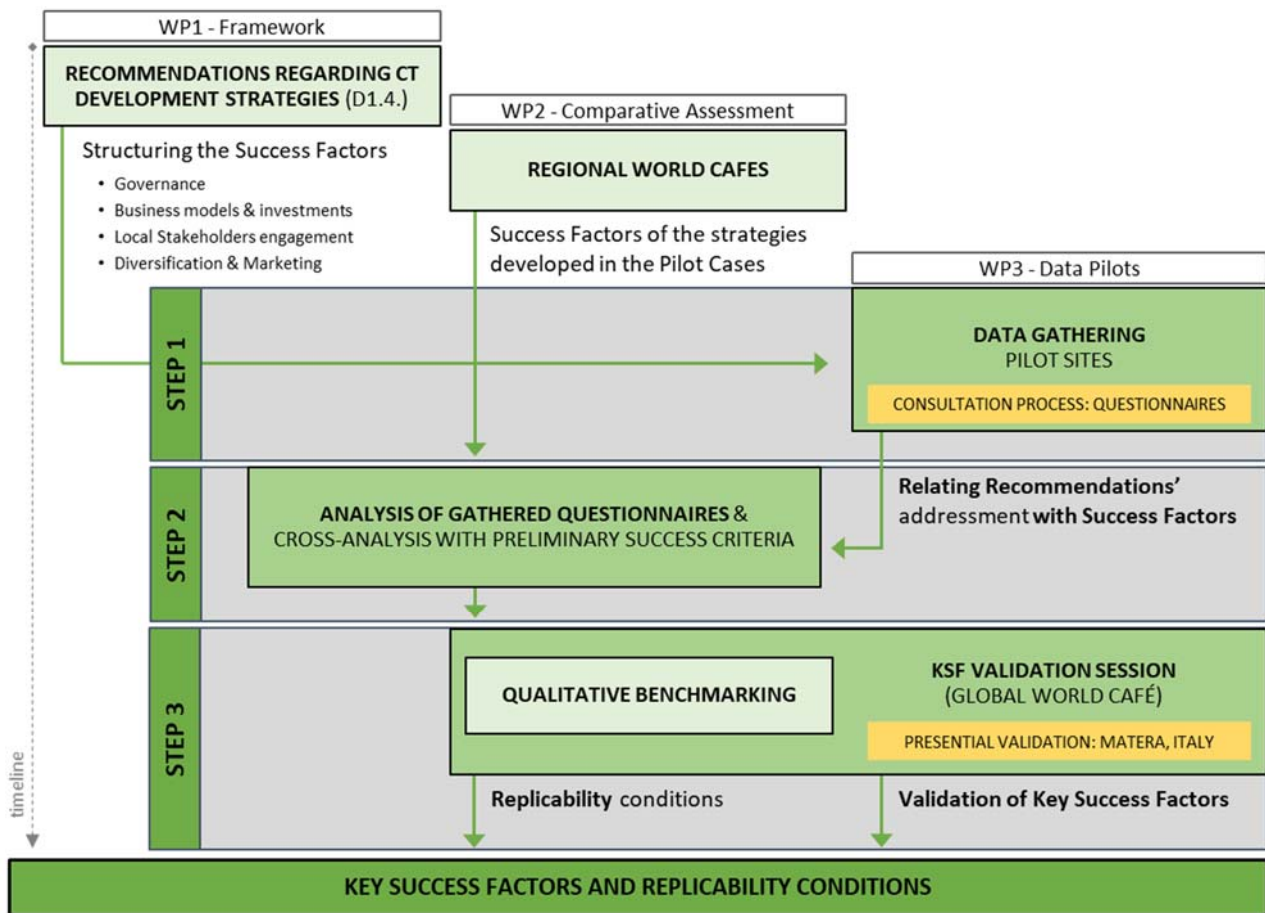


Figure 11: Methodological approach of task 4.1.1¹

Grounded in the sound CT recommendations structure previously identified in the project [7], the task started with a **consultation process that was launched with Pilot Sites** aiming to explore real good practices and how they deal while developing and implementing CT strategies.

The process had, as Figure 12 shows, three main steps, with two moments of interaction with the pilots or Pilots' representatives. First, a data-gathering process was launched, following a **structured questionnaire** which was distributed through email to the Pilot Sites with the support of the Regional Responsible Partner. Secondly, and taking advantage of the information received from participants in the 'Regional World Cafes' (RWC) (shown in D2.2-WP2 [2]) where initial success criteria were discovered, a **Preliminary Success Factors list** was elaborated by crossing those insights with the data from the questionnaires. Finally, **the validation process** of the processed results was carried out with Pilots' representatives at the time the Global World Café (GWC) was held, through a participative discussion session that also provided inputs on the replicability. This GWC was developed in Matera, Italy, in November 2021; in a hybrid format, with 28 persons participating presential and 8 remotely. From the total, 20 were Pilots' representatives.

¹ The y-axis represents the chronological order of the process, while on the x-axis results from previous WPs, methodological steps and their interrelations are represented.

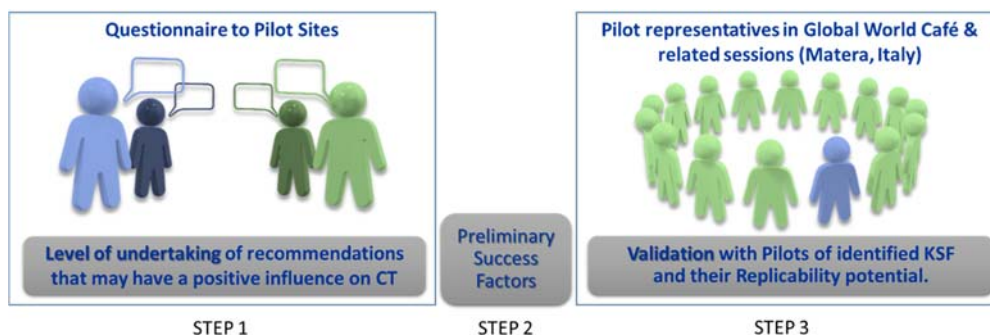


Figure 12: Consultation and validation process with Pilot Sites in Task 4.1.

In the following, a more detailed description of the three main steps of the consultation and Success Factor's identification process is described:

STEP 1: Questionnaire

In the first stage, Pilot Sites filled out the questionnaire in excel format (see Annex C for further detail), covering the aspects depicted in the figure below (Figure 13). The questionnaire was designed on the basis of the recommendations identified in D1.4. and aimed to evaluate:

- The **general characterization** of the strategies implemented by every Pilot Site and their approaches.
- Assessment of the recommendations included in each category of analysis to evaluate their **level of undertaking** (totally addressed, partially addressed, or not addressed).

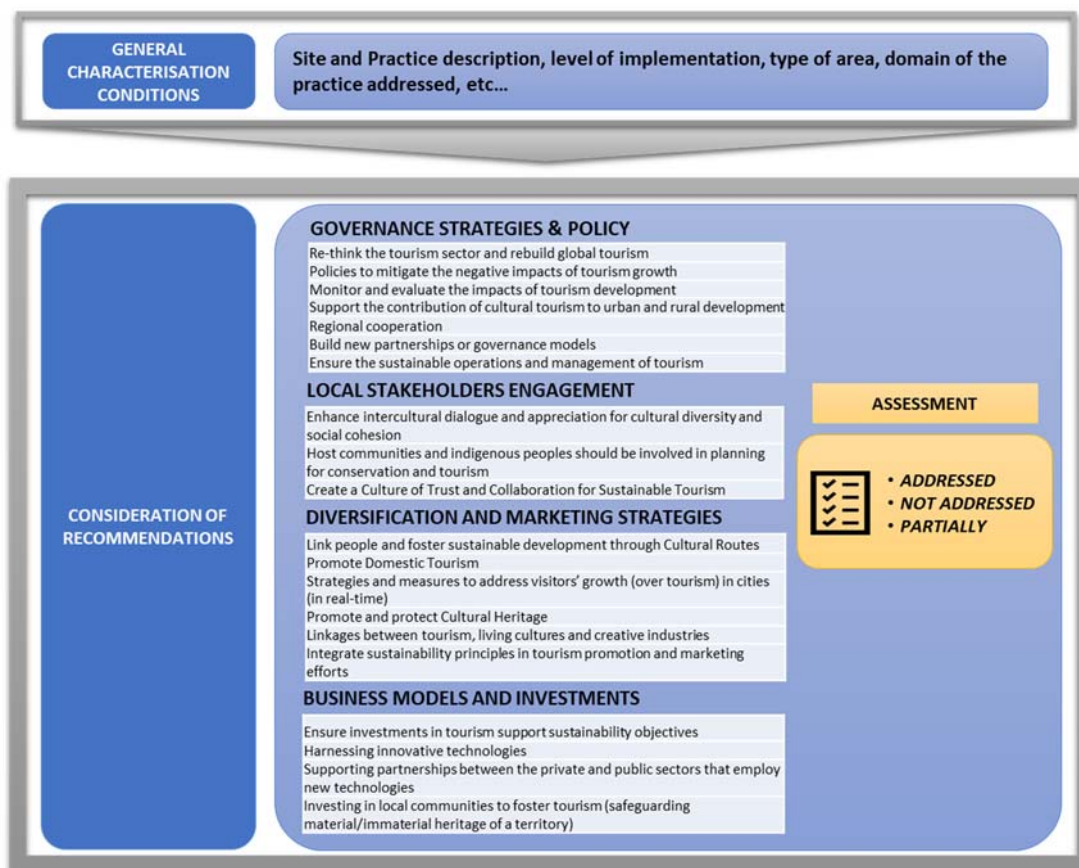


Figure 13: General overview of the aspects covered by the questionnaire

STEP 2: Analysis of gathered data

The research method then focused on assessing the strategic approach of those Pilot Sites and whether the actions they have been developing serve to validate or propose previously unidentified Success Factors.

Firstly, an **overall analysis of the results** was done, filtering the answers provided per site concerning each of the recommendations undertaken under the four categories of analysis. The aim was to bridge the gap between theoretical insights and current practices.

The data analysis allowed discovering the average of sites that have a **more strategic approach** due to the variety and relevance of practices or strategies implemented by Pilot Sites.

Continuing with the data analysis, a **cross-analysis** was deployed comparing two data sources (initial success criteria discovered in the RWC [2] and the theoretical recommendations [7]), which enabled gaining insights into those areas in which the applied recommendations have successfully influenced the performance of CT. To do so, all success criteria were associated with those Impact Domains identified in the project [8], in which their impact is more effective and, therefore, better focus the validation process with Pilot Sites. Additionally to the four main Impact Domains, and following previous research in the project, Resilience Domain has again been considered, which should help heritage sites and their territories adapt to changes in the tourism trends forced by any external unpredictable reason (global crises, pandemic, hazards, etc.).

Following previous inputs, and aiming to receive the validation from Pilot Sites, a preliminary list of Success Factors was elaborated.

STEP 3: Validation process – During Global World Café (GWC)

The preliminary list of Success Factors was presented in the Global World Café in Matera (hybrid format, Matera, Italy, in November 2021). All the abovementioned process was shown to Pilots' representatives and the main objectives of the task (Figure 14), as well as the dynamic proposed were explained.



Figure 14: Context and objectives expected in the task (extracted from presentation to GWC participants).

• **Session on Success Factors validation**

As said, a dynamic exercise was held for the validation of the preliminary KSFs. In this session, Pilots’ representatives were arranged per **type of land** (which is linked to the different CT categories identified for the Serious Games in [2] and also for the comparative assessment developed in the same deliverable: *Ruralia, Urbanalia, Naturalia, Itineraria* and *Industrialia*) with an alteration: the industrial sites were considered beneath urban or rural sites. The reason behind this merging lays in the relationship and connections that industrial areas have with the other two environments, as they are usually located outside or on the edges of urban areas but may also be present in rural areas. Furthermore, industrial heritage helps to better understand the local culture and the history of the societal development, including transformation of rural and urban areas, as well as associated traditions and skills. CT is therefore foreseen as an opportunity to better understand these relations and to foster an overall strategy benefitting traditional cultures comprehension. Taking advantage of the presence of two representatives of the industrial pilot to the GWC, one was designated to the rural group and the other one to the urban group, leading to the inclusion of industrial characteristics in the other two categories. The defined types of lands (discussion groups) were, hence:

- Rural: For sites mostly characterized by its rural location and its agricultural economy, which may include abandoned buildings and industries.
- Urban: For big towns or districts rich in architectural heritage, leading economic position in the country, with traditional ethnic communities and which may be centers surrounded by agricultural lands and/or abandoned industries.
- Itinerary: For routes that crosses a variety of landscapes and a rich gastronomy, with an historic background (millenary path) that gathers international pilgrims.
- Natural: For popular getaway destinations supporting ecotourism, with natural landscapes, national parks, unique lifestyle, biodiversity and natural habitats, geological formations, historical churches and/or episcopal castles.

Once arranged per type of lands, participants were asked to discuss, validate, and rank the preliminary Success Factors (Figure 15). It allowed to understand which of the identified Success Factors are considered by sites relevant and which are not, and, also, identify some additional Success Factors. This validation process also helped identify some replicability inputs depending on the type of land.

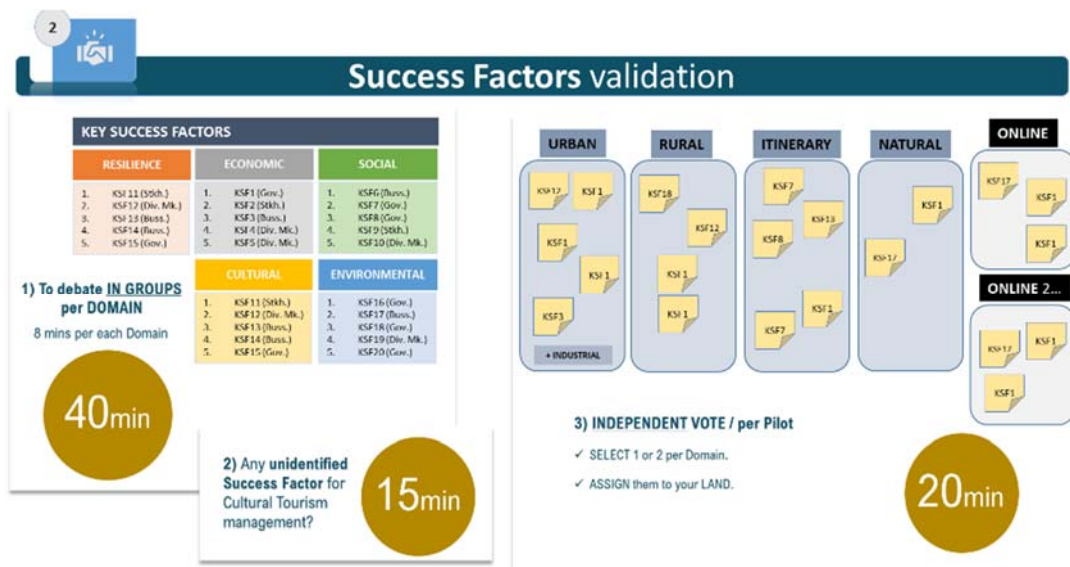


Figure 15: Explanation provided to the participants of the Success Factors validation dynamic.

Particularizing the KSFs and their replicability

The GWC session on validation and parallel discussions with pilots and partners were followed by a desk analysis for clearance and **final characterization of the Key Success Factors**. The final filtering joined theoretical and research efforts with the real-case sites inputs, aiming to develop the final set of KSFs.

In parallel, an in-depth analysis was developed to tackle the **replicability conditions**, built upon the inputs from pilots, considering the importance that the different types of lands asserted to each KSFs during the GWC session, and also fed by the results from the qualitative part of the benchmarking report (IMPACTOUR Task 2.4). The replicability conditions are the key context characteristics that affect the likelihood of a KSF to achieve positive impacts in any region or territory that aspires to set up the most efficient transition towards a more sustainable CT.

2 Success Factors Identification Process

2.1 Relevance of Recommendations for Pilot Sites

This section is based on a theoretical framework that comes from the desk research performed in IMPACTOUR *WP1: Framework for Fostering and Forecasting Impact of Tourism Strategies*, and particularly from the *Deliverable 1.4: Recommendations on tools for fostering and forecasting impact of tourism strategies* [7]; which has been considered as an effective starting point for structuring the Success Factors. In such deliverable, the synthesis of the existing and ongoing international and European charters and declaration (grounded in ICOMOS, UNWTO and UNESCO documents and fed by scientific reports, policies and publications, as well as best practices obtained from real-cases) lead to a set of recommendations for cultural tourism elaborated for each of the four categories of analysis.

Each area includes some recommendations and sub-recommendations (which can be found in Annex D) which in turn involve some actions that may be taken to successfully address what the recommendations affirm. In this sense, those actions have been considered as key factors for the success of the recommendations. The Key Success Factors in this deliverable are, therefore, classified and systematized according to the four categories of analysis and their sub-recommendations, which are:

1. 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.
- Regional cooperation: Build up a genuine cooperation across several policy frameworks and set of actors relevant for tourism.
- Support the contribution of cultural tourism to urban and rural development.
- Ensure the sustainable operations and management of tourism.
- 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.
- Re-think the tourism sector and rebuild global tourism: A paradigm change will take place (is already taking place) on the tourism sector.
- Monitor and evaluate the impacts of tourism development: Monitoring appears as one of the main areas to move forward towards the expected tourism development.

2. Local Stakeholder Engagement

- Enhance intercultural dialogue and appreciation for cultural diversity and social cohesion.
- 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.
- Create a Culture of Trust and Collaboration for Sustainable Tourism.

3. Diversification and Marketing

- Link people and foster sustainable development through Cultural Routes.

- Promote Domestic Tourism: Obtain a balance between International versus Domestic cultural tourism, which provides resilience to the sector.
- Strategies and measures to address visitors' growth (over tourism) in cities (in real-time) and in all kinds of heritage places.
- Promote and protect cultural heritage: Communicating heritage values through tourism experiences to increase awareness of cultural heritage.
- Linkages between tourism, living cultures and creative industries.
- Integrate sustainability principles in tourism promotion and marketing efforts.

4. Business Models and Investments

- Ensure investments in tourism support sustainability objectives.
- Harnessing innovative technologies: To produce measurable impacts among destinations, businesses and local populations, the benefits from tourism are invested back into cultural resources.
- Supporting partnerships between the private and public sectors that employ new technologies: To build capacity, diversify and increase the attractiveness and competitiveness of the cultural tourism offer.
- Investing in local communities to foster tourism (safeguarding material and immaterial heritage of a territory).

The list of recommendations was used in the consultation process with Pilots Sites through a questionnaire launched in October 2021.

Pilot Sites were asked to describe their cultural tourism practices or strategies and to identify whether the listed recommendations have been addressed or not. The template collected all the recommendations identified in D1.4 by category (Governance & Policy, Local Stakeholders' Engagement, Diversification & Marketing, and Business Models & Investments) and each of them had a drop-down list with three options: not addressed, partially addressed and totally addressed. Results are summarized according to the following:

- 24 Pilots Sites completed the questionnaire (which means near 80% of the pilots involved in this phase of the project).
- 27 spreadsheets were collected, describing the different good practices implemented by the pilots. Some pilots provided different approaches descriptions for their site.
- 19 unique strategies are described. In some cases, the same strategy was implemented in more than one pilot and, in other cases, the overall strategy was divided into concrete actions or sub-strategies. In these cases, and for the level of implementation analysis, the strategy was considered as one (Annex E).

The assessment allowed to identify the most and less significant recommendations, in accordance with their level of implementation.

The following graph (Figure 16) shows a global representation of the 27 practices described by the Pilot Sites and their relationship with each recommendation. In an initial overview, some initial similarities, such as the different levels of implementation per type of land, arise; and, also, the lack of implementation of some recommendations (despite the type of land) is appreciable.

	ITINERIALIA								URBANALIA								RURALIA				NATURALIA							
	IT 1	IT 2	IT 3	IT 4	IT 5	IT 6	IT 7	IT 8	URB 1	URB 2	URB 3	URB 4	URB 5	URB 6	URB 7	URB 8	RUR 1	RUR 2	RUR 3	RUR 4	NAT 1	NAT 2	NAT 3	NAT 4	NAT 5	NAT 6	NAT 7	
Build new partnerships or governance models																												
Regional cooperation																												
Support the contribution of cultural tourism to urban and rural development																												
Ensure the sustainable operations and management of tourism																												
Policies to mitigate the negative impacts of tourism growth																												
Re-think the tourism sector and rebuild global tourism																												
Monitor and evaluate the impacts of tourism development																												
Enhance intercultural dialogue and appreciation for cultural diversity and social cohesion																												
Host communities and indigenous peoples should be involved in planning for conservation and tourism																												
Create a Culture of Trust and Collaboration for Sustainable Tourism																												
Link people and foster sustainable development through Cultural Routes																												
Promote Domestic Tourism																												
Strategies and measures to address visitors' growth (over tourism) in cities (in real-time)																												
Promote and protect Cultural Heritage																												
Linkages between tourism, living cultures and creative industries																												
Integrate sustainability principles in tourism promotion and marketing efforts																												
Ensure investments in tourism support sustainability objectives																												
Harnessing innovative technologies																												
Supporting partnerships between the private and public sectors that employ new technologies																												
Investing in local communities to foster tourism (safeguarding material/immaterial heritage of a territory)																												

Figure 16: Level of implementation of recommendations by practices. Green for "Totally", yellow for "Partially" and red for "Not addressed". (Source: own elaboration based on the questionnaire results).

The following graphs (Figures 17 to 24; own elaboration based on the questionnaire results) show the **level of implementation** of the recommendations by category of analysis (measured by the number of strategies addressing them). The most significant recommendations, highlighted by a red box, are the ones that were totally or partially addressed by more than 70% of the strategies described by Pilot Sites:

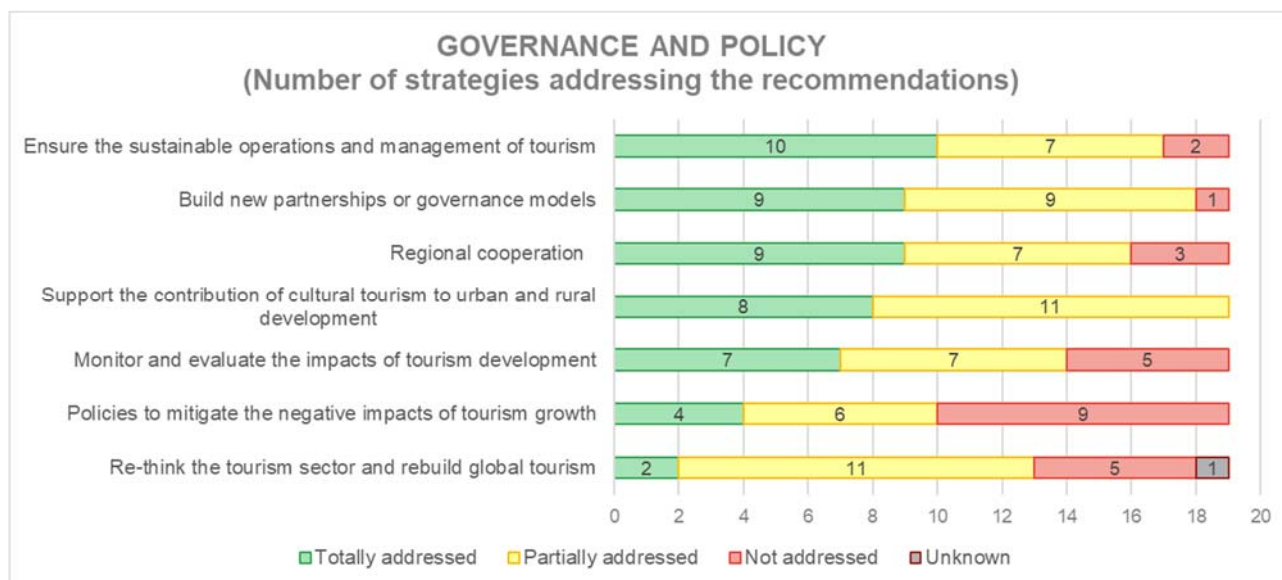


Figure 17: Level of implementation of the recommendations related to the Governance & Policies category, according to the 19 strategies (Annex E) provided by Pilot Sites.²

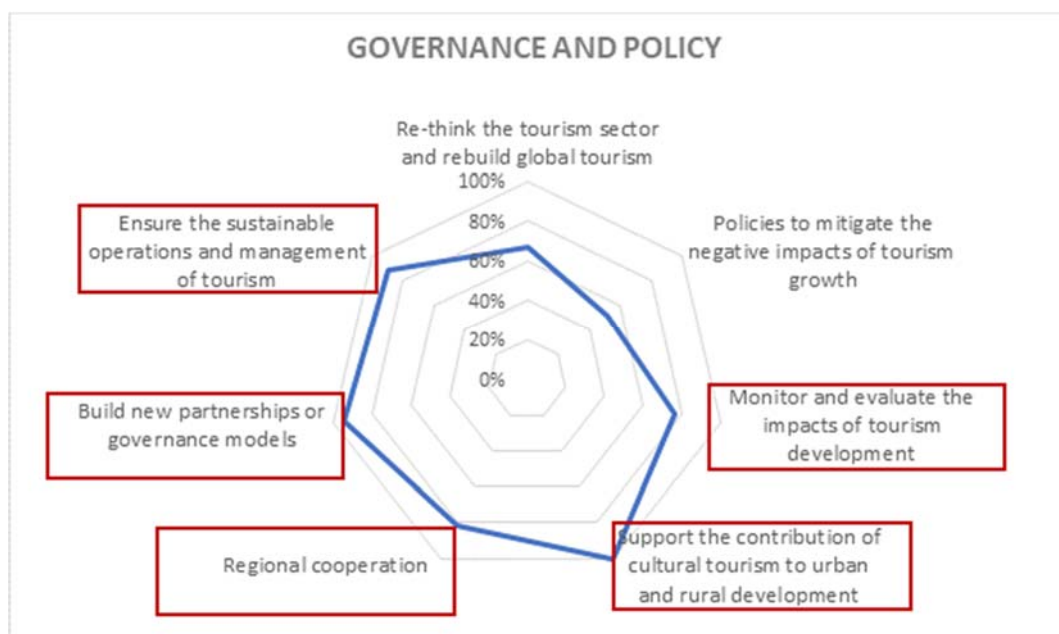


Figure 18: Mostly addressed recommendations (Totally + Partially addressed) related to Governance & Policies.³

² Unknown: If the respondent didn't know the answer.

³ Highlighted by a red box: Those recommendations totally or partially addressed by more than 70% of the strategies.

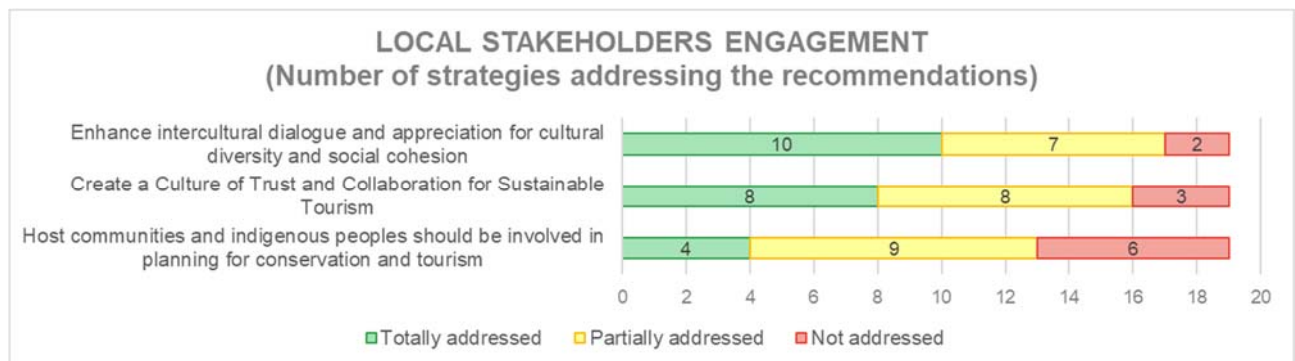


Figure 19: Level of implementation of the recommendations related to the Local Stakeholders engagement category, according to the 19 strategies (Annex E) provided by Pilots Sites.

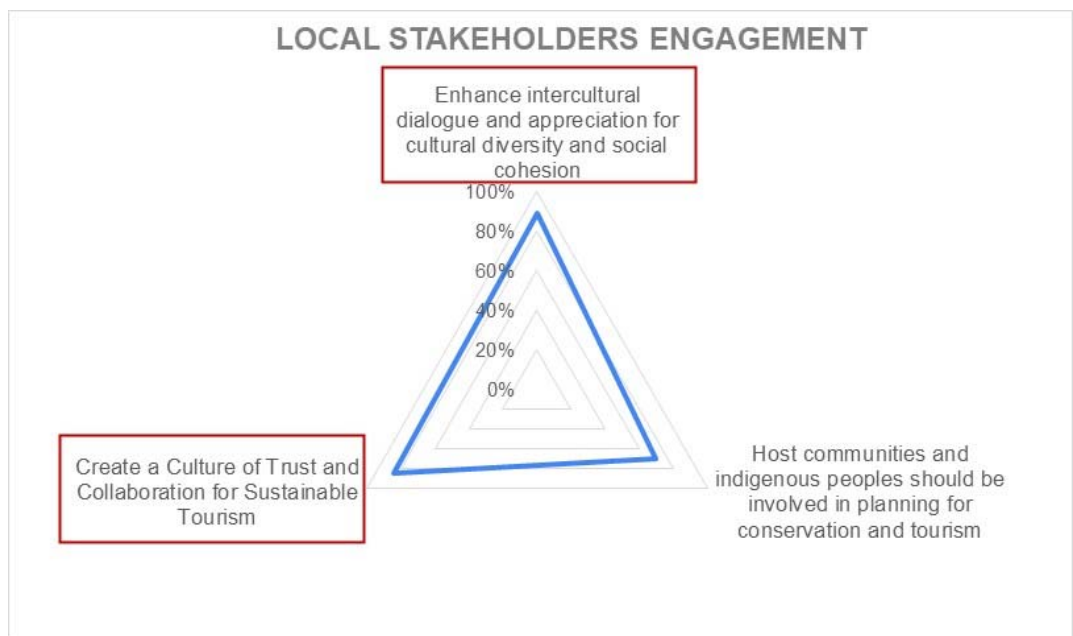


Figure 20: Mostly addressed Recommendations (Totally + Partially addressed) related to Local Stakeholders Engagement.⁴

⁴ Highlighted by a red box: Those recommendations totally or partially addressed by more than 70% of the strategies.

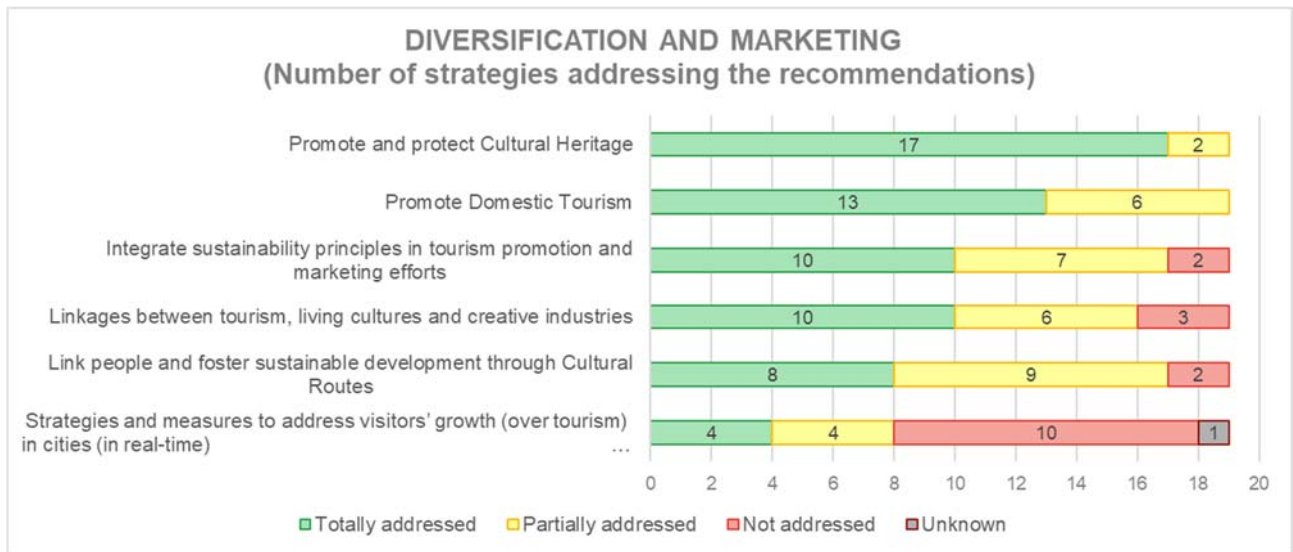


Figure 21: Level of implementation of the recommendations related to the Diversification & Marketing category, according to the 19 strategies (Annex E) provided by Pilots Sites.⁵

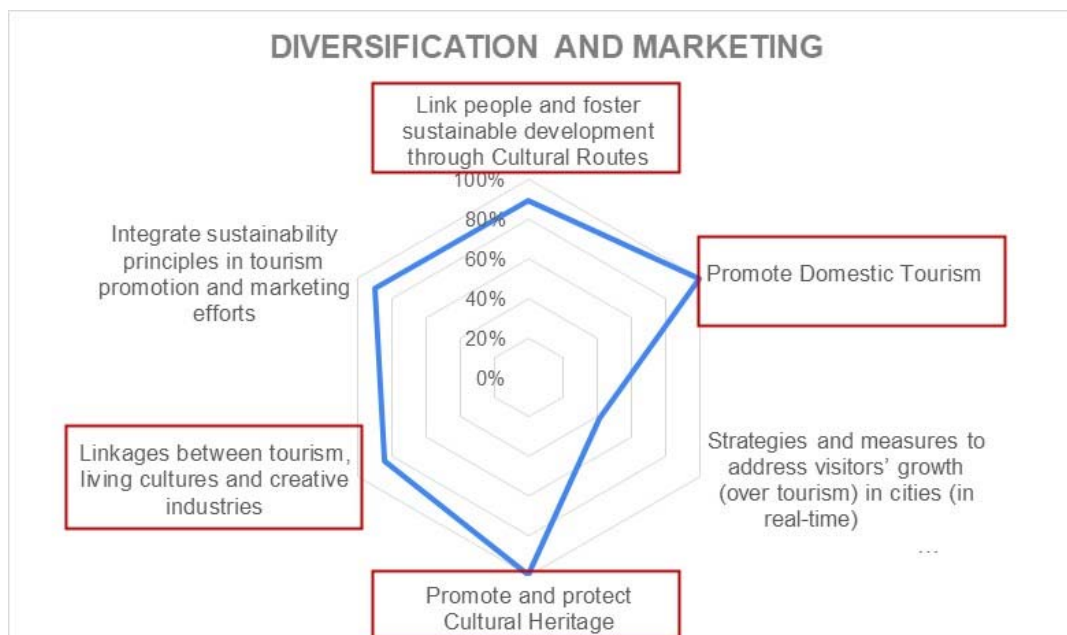


Figure 22: Mostly addressed Recommendations (Totally + Partially addressed) related to Diversification & Marketing.⁶

⁵ Unknown: If the respondent didn't know the answer.

⁶ Highlighted by a red box: Those recommendations totally or partially addressed by more than 70% of the strategies.

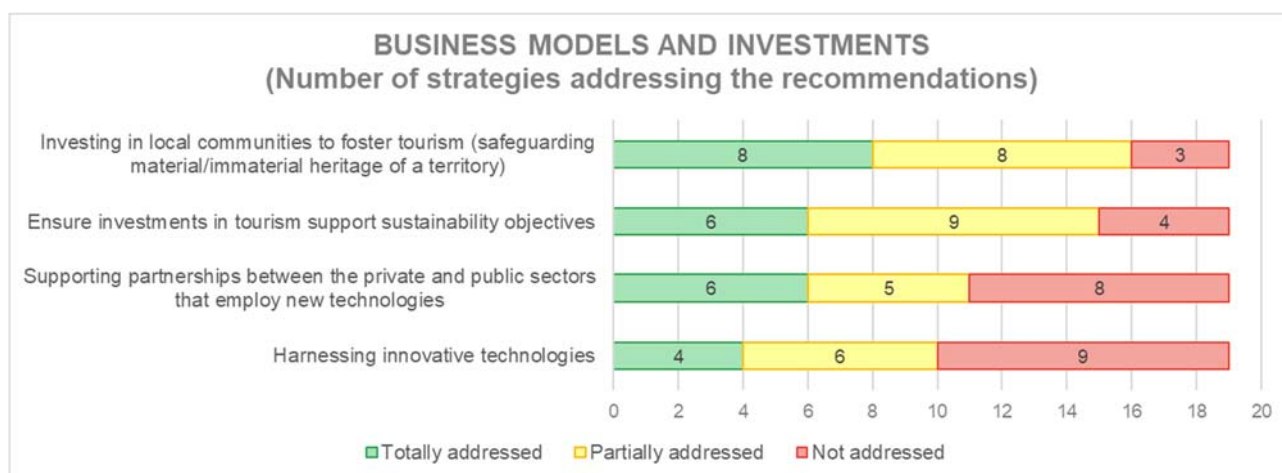


Figure 23: Level of implementation of the recommendations related to the Business models & Investments category, according to the 19 strategies (Annex E) provided by Pilots Sites.

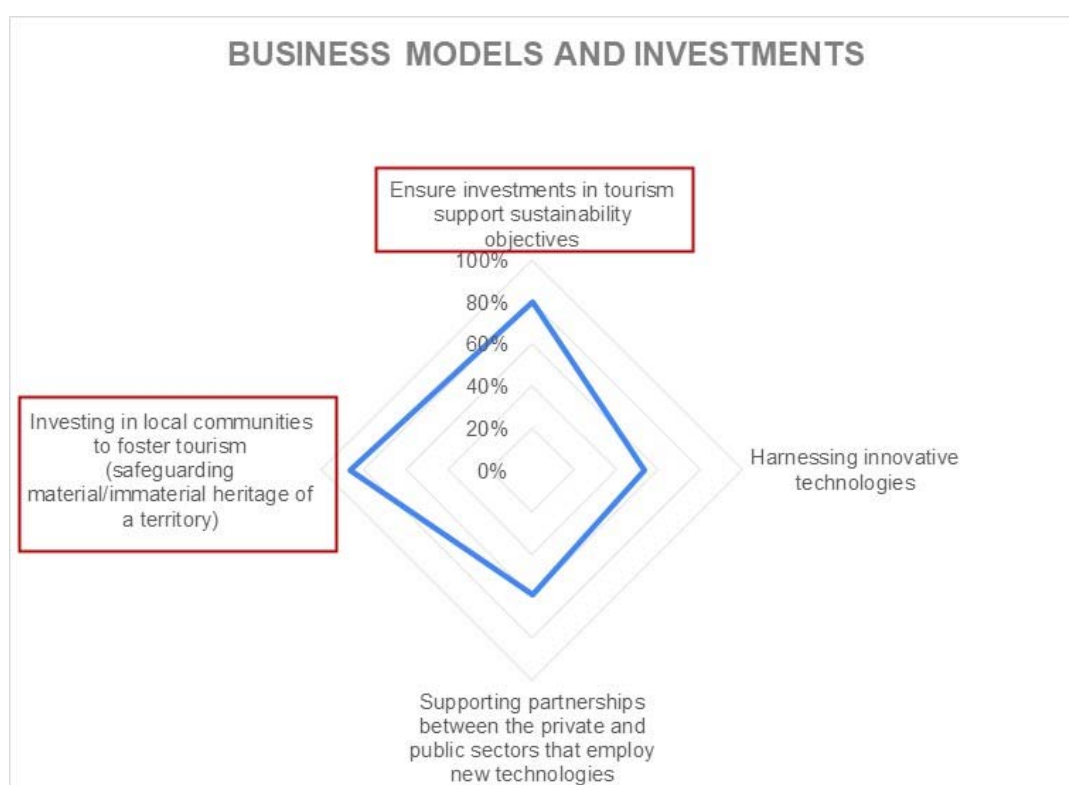


Figure 24: Mostly addressed Recommendations (Totally + Partially addressed) related to Business Models & Investments.⁷

Following the previous analyses, a step forward was focused, firstly, on developing a deeper analysis on those recommendations most highly ranked, evaluating the need of developing new Success Factors that would enable other sites to achieve those recommendations and, secondly, trying to understand the reasons for those recommendations that have not (in overall) been much addressed. The procedure followed to cope with such challenges is further explained (Section 2.2 and Section 2.3).

⁷ Highlighted by a red box: Those recommendations totally or partially addressed by more than 70% of the strategies.

2.2 The preliminary set of Success Factors

This section is fed by the input obtained by the data gathering and comparative assessment analysis made so far in the project [2]. The Regional World Cafes, held on different dates all around summer 2021, were a great opportunity to start discussing and identifying critical factors and those key elements that have made or would make, a CT strategy successful. They served to start gathering the main outputs of the pilots' experiences, considering their differences and particularities and offered qualitative information such as the specific approaches implemented to promote certain impacts in their regions.

One of the topics addressed in such events was focused on: *What are the key factors (economic, cultural, social, environmental) that impact positively cultural tourism?* This allowed having an overview of the main criteria and actions per discussion domain.

The success criteria extracted from the Regional World Cafés were matched with the recommendations and actions proposed in D1.4 to find similarities and parallels (see Table 1) to end proposing an initial list of comprehensive Success Factors.

Table 1: Rewriting of the Success Factors identified in the RWCs according to theoretical perspective.

Elements that have a positive impact on CT (identified in RWCs)	Rewritten Success Factors (following theoretical inputs and terminology)
Economic Domain	
Diversification	Develop Policies and mechanisms for the diversification of the tourism offer (products and services)
Public/Private partnerships	Establishment of Public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...)
More awareness in sustainable tourism	Implement economically responsible and conscious tourism policy & actions
Local Involvement	Involvement of Local businesses and stakeholders in cultural tourism decision making (i.e. in urban/rural planning and destination management)
Public investments (lack of public investments identified as negative)	Ensure permanent public investments on technologies, research & innovation in the CT sector
Social Domain	
Awareness / education level	Forge collaboration between destinations, academia and private sector to display creative education systems based on cultural heritage values
Longer stay	The implementation of management systems for a long-term balanced tourism activity in function of the site's needs: length tourists stays, attract tourists, tackle mass tourism, etc.
Local involvement	The creation of community-centred initiatives that gather practitioners and the bearers of traditional knowledge
Less density, more nature	Ensure connection, accessibility, and facilities with less dense sites
Involvement of local people in CT	The involvement of local community in promoting and preserving cultural tourism resources/initiatives
Cultural Domain	
Local traditions	Protect and promote local cultural traditions (Intangible cultural heritage)
Connections between tourists and local people	Offer travel experiences based on local cultural values and traditions
Environmental Domain	
Nature/landscapes heritage	Management of natural heritage & cultural landscapes as a turning point for the tourist offer

Local and political involvement	Build up the preservation of the environment with the involvement of local and political stakeholders
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This supposed the starting list of Success Factors and, in order to continue with the identification of the criteria that would be needed to develop sound CT strategies, it was thereafter completed by adapting or modifying those, and also proposing new KSFs. For this, both the questionnaire results (Section 2.1.) and the detailed list of CT recommendations and sub-recommendations (Annex D) were used, as follows:

- It was first assured that the Success Factors provided actions that would enable reaching the recommendations that were totally or partially addressed by the majority of pilots (Section 2.1).
- The recommendations which were ranked as *totally or partially addressed* by most of the respondents to the questionnaire, were further analyzed aiming to extract related KSFs. As previously explained, each recommendation is characterized by several actions or key factors needed or suggested for their successful implementation (Annex D). Key factors belonging to the most ranked recommendations were analyzed, systematized and assigned to one of the IMPACTOUR domains (economic, social, environmental cultural and resilience).
- The level of implementation of the recommendations was explored even if they were ranked as *not addressed* by the majority of pilots' strategies. For this, the *less addressed* recommendations (see Figures 18, 20, 22 and 24) were further analysed: Some were considered applicable -at least, of interest for the Global World Café discussion with pilots- taking into consideration the current circumstances derived from the COVID-19 pandemic. Some others were considered of interest for the discussion due to the great relevance that the need of resilient sites has gained lately (particularly on regard of the sustainable tourism). Also, a transversal recommendation arose, which is significant for all the domains: the need of monitoring and evaluating the impacts of tourism developments (which is one of IMPACTOURs main goals). Although these recommendations have not been highly implemented in the past (as the Questionnaires shown) may be considered relevant shortly, to make destinations more resilient.
- A review was made to understand and, where needed, add any key criteria that may not was addressed by the RWCs (Table 2).
- A cross-analysis was made, in which all the actions covered by the recommendations and sub-recommendations (D.1.4. and see also Annex D) were collated with the list of Success Factors already identified.

Table 2: Representation that the most addressed Recommendations (Section 2.1) had amongst the success criteria identified in the RWC.

Recommendation	Related Success Factors	
	Origin	Success Factor
Governance & Policies		
Build new partnerships or governance models	RWC	Develop Policies and mechanisms for the diversification of the tourism offer (products and services). Establishment of Public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...).
Support the contribution of cultural tourism to urban and rural development	RWC	Involvement of Local businesses and stakeholders in cultural tourism decision making (i.e. in urban/rural planning and destination management)
Re-think the tourism sector and rebuild global tourism	RWC	Offer travel experiences based on local cultural values and traditions

Ensure the sustainable operations and management of tourism	RWC	The implementation of management systems for a long-term balanced tourism activity in function of the site's needs: length tourists stays, attract tourists, tackle mass tourism, etc.
Regional cooperation	-	<i>* It would need to be tackled by a related Success Factor. Being addressed by most of the pilots (>70%).</i>
Policies to mitigate the negative impacts of tourism growth	-	<i>* It would need to be tackled by a related Success Factor. Being one of the elements revealed key from COVID-19 pandemic effects on tourism sector.</i>
Local Stakeholders Engagement		
Host communities and indigenous peoples should be involved in planning for conservation and tourism	RWC	The creation of community-centred initiatives that gather practitioners and the bearers of traditional knowledge
Create a Culture of Trust and Collaboration for Sustainable Tourism	RWC	The involvement of local community in promoting and preserving cultural tourism resources/initiatives
Enhance intercultural dialogue and appreciation for cultural diversity and social cohesion	RWC	Protect and promote local cultural traditions (Intangible Cultural Heritage)
Diversification & Marketing		
Linkages between tourism, living cultures and creative industries	RWC	Forge collaboration between destinations, academia and private sector to display creative education systems based on cultural heritage values
Link people and foster sustainable development through Cultural Routes	RWC	Ensure connection, accessibility and facilities with less dense sites
Promote and protect cultural heritage	RWC	Build up the preservation of the environment with the involvement of local and political stakeholders
Integrate sustainability principles in tourism promotion and marketing efforts	-	<i>* It would need to be tackled by a related Success Factor. Being addressed by most of the pilots (>70%).</i>
Promote Domestic Tourism	-	<i>* It would need to be tackled by a related Success Factor. Being addressed by most of the pilots (>70%).</i>
Business Models & Investments		
Investing in local communities to foster tourism (safeguarding material/immaterial heritage of a territory)	RWC	Implement economically responsible and conscious tourism policy & actions. Management of natural heritage & cultural landscapes as a turning point for the tourist offer.
Supporting partnerships between the private and public sectors that employ new technologies	RWC	Ensure permanent public investments on technologies, research & innovation in the CT sector
Ensure investments in tourism support sustainability objectives	-	<i>* It would need to be tackled by a related Success Factor. Being addressed by most of the pilots (>70%).</i>
Transversal to all		
Monitor and evaluate the impacts of tourism development	-	<i>* It would need to be tackled by a related Success Factor. Being a transversal issue arose from COVID-19 pandemic.</i>

This analysis led to the **Preliminary list of Success Factors** (Table 3). The next step was to validate them during the Global World Café, so, taking into account the needs and familiarity that Pilot Sites have gathered towards the projects advances, it was decided that would be more feasible to validate them if they are organized **per Impact Domain** (which is the classification being used in the project so far, and particularly in the Deliverable 1.4. regarding recommendations for sound CT), instead of organizing them per category. Following this same structure, the Resilience Domain was again considered, aiming to cover all those factors related to the resilience of sites to crises or events such as COVID-19.

The Preliminary Success Factors was presented and discussed in the Global World Café and validated with Pilot Sites (Section 2.3). The Preliminary list resulted in 35 KSFs, which included the transversal KSF applicable to all the Domains, on the need for the establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.

Table 3: Preliminary List of Key Success Factors.

Preliminary List of Key Success Factors	
Economic Domain	
Category	Success Factor
Governance & Policies	Develop Policies and mechanisms for the diversification of the tourism offer (products and services)
Governance & Policies	Establishment of Public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...)
Business models & investments	Implement economically responsible and conscious tourism policy & actions
Governance & Policies	Involvement of Local businesses and stakeholders in cultural tourism decision making (i. e. in urban/rural planning and destination management)
Business models & investments	Ensure permanent public investments on technologies, research & innovation in the CT sector
Governance & Policies	Creation of a branding initiative based on the marketing campaign of the local traditional products
Business models & investments	Design specific programmes to encourage the development of companies and start-ups operating in the field of cultural & creative services.
Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.
Social Domain	
Category	Success Factor
Diversification and Marketing	Forge collaboration between destinations, academia and private sector to display creative education systems based on cultural heritage values
Governance & Policies	The implementation of management systems for a long-term balanced tourism activity in function of the site's needs: lenght tourists stays, attract tourists, tackle mass tourism, etc.
Local Stakeholders	The creation of community-centred initiatives that gather practitioners and the bearers of traditional knowledge
Diversification and Marketing	Ensure connection, accessibility and facilities with less dense sites
Local Stakeholders	The involvement of local community in promoting and preserving cultural tourism resources/initiatives
Local Stakeholders	Promote the use of culture as a way of overcoming deep and complex social issues and foster intercultural dialogue
Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.
Environmental Domain	
Category	Success Factor
Business models & investments	Management of natural heritage & cultural landscapes as a turning point for the tourist offer
Diversification and Marketing	Build up the preservation of the environment with the involvement of local and political stakeholders

Governance & Policies	Build up a Local/Regional roadmap towards a sustainable, innovative, and resilient European tourism ecosystem.
Diversification and Marketing	Implement educational campaigns for consumers on how to evaluate the footprint and implications of their decisions while inspiring them to purchase local sustainable tourism products and services.
Governance & Policies	Strategies and measures to address visitors' growth in cities
Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.
Cultural Domain	
Category	Success Factor
Local Stakeholders	Protect and promote local cultural traditions (Intangible Cultural Heritage)
Governance & Policies	Offer travel experiences based on local cultural values and traditions
Local Stakeholders	Foster an apolitical strategy to enable collaboration and reconciliation of all stakeholders and support to local artisans/artists
Local Stakeholders	Develop policies to respect the needs and wishes of rural inhabitants, immigrants and diverse minority cultures
Local Stakeholders	Improve visibility of material and immaterial cultural heritage, strengthening local traditions and crafts
Business	Ensure tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example).
Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.
Resilience	
Category	Success Factor
Governance & Policies	The existence of long-term agreements within government at national, regional, and local levels for sound and stable governance structures
Local Stakeholders	Facilitate transnational partnerships and defining shared objectives between the tourism and culture sectors
Diversification and Marketing	Achieve a balanced share of type of tourists (local, national and international)
Business models & investments	Ensure that sufficient revenues derived from tourism activities go toward the management and conservation of cultural and natural heritage and promote the engagement of tourists
Diversification and Marketing	Promote access to persons of all ages and abilities and ensure fruition of cultural resources to all, especially for residents, by improving services, including transport, internet connection and online information provision.
Business models & investments	Enable mechanisms for sustainable reuse of existing resources managed by local community
Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.

2.3 Validation & replication of KSFs with Pilot Sites

During the dynamic on Success Factors, the 20 Pilots' representatives participating in the hybrid GWC, first discussed and later validated the Preliminary Key Success Factors through the assignment of prioritization (see Figure 25 for GWC photos and results' illustration). This way, a rating of Success Factors was obtained, as well as, some additional Success Factors identified.



Figure 25: General views of the Global World Café and illustrations of results of the dynamic on Success Factors.

Initially, a discussion was open per type of land (discussion group) about the Preliminary Key Success Factor list. Then, each respondent, assigned a vote to each of the KSF they considered relevant for the type of land.

Based on the results, responses were evaluated by summing all the selected KSFs and assigning an average over the total responses received. The average responses are shown in Tables 4 to 8, in which a color range has been provided: Black colour means that between 85-100% of the respondents in this type of land (group) considered the KSF relevant. Dark grey means that between 65-85% of the respondents considered it relevant. Mild grey means that between 35-65% of the respondents considered it relevant. The lightest grey means that between 10-35% of the respondents considered the KSF relevant. And finally, white colour means no one in the land (group) considered this KSF relevant. Some of the Preliminary Success Factors arose as very significant for certain types of lands, other were identified key for only certain types of lands, and, a small number of them, were discarded by all the groups. Additionally, the last column of the Tables 4 to 8 shows the summatory of all, which helps to better understand the relevance of each KSF.

Table 4: Validation of Economic Domain Success Factors (Matera GWC).

Category	Success Factor	RURAL	URBAN	NATURAL	ITINERARY	Conclusion
Economic Domain						Conclusion
Governance	Develop Policies and mechanisms for the diversification of the tourism offer (products and services)					KEY
Governance	Establishment of Public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...)					PARTIALLY
Business	Implement economically responsible and conscious tourism policy & actions					KEY
Governance	Involvement of Local businesses and stakeholders in cultural tourism decision making (i. e. in urban/rural planning and destination management)					PARTIALLY
Business	Ensure permanent public investments on technologies, research & innovation in the CT sector					NOT KEY
Governance	Creation of a branding initiative based on the marketing campaign of the local traditional products					KEY
Business	Design specific programmes to encourage the development of companies and start-ups operating in the field of cultural & creative services.					KEY
Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.					KEY

Table 5: Validation of Social Domain Success Factors (Matera GWC).

Category	Success Factor	RURAL	URBAN	NATURAL	ITINERARY	Conclusion
Social Domain						Conclusion
Div. & Mktg.	Forge collaboration between destinations, academia and private sector to display creative education systems based on Cultural Heritage values					KEY
Governance	The implementation of management systems for a long-term balanced tourism activity in function of the site's needs: lenght tourists stays, attract tourists, tackle mass tourism, etc.					KEY
Local Stkh.	The creation of community-centred initiatives that gather practitioners and the bearers of traditional knowledge					KEY
Div. & Mktg.	Ensure connection, accessibility and facilities with less dense sites					KEY
Local Stkh.	The involvement of local community in promoting and preserving Cultural Tourism resources/initiatives					KEY
Local Stkh.	Promote the use of culture as a way of overcoming deep and complex social issues and foster intercultural dialogue					KEY
Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.					NOT KEY
NEW	Social development through the promotion of Cultural Tourism activities (...)					PARTIALLY
NEW	Create economic clusters based on social heritage values					PARTIALLY

Table 6: Validation of Environmental Domain Success Factors (Matera GWC).

Category	Success Factor	RURAL	URBAN	NATURAL	ITINERARY	Conclusion
Environmental Domain						Conclusion
Business	Management of natural heritage & cultural landscapes as a turning point for the tourist offer					KEY
Div. & Mktg.	Build up the preservation of the environment with the involvement of local and political stakeholders					KEY
Governance	Build up a Local/Regional roadmap towards a sustainable, innovative, and resilient European tourism ecosystem.					PARTIALLY
Div. & Mktg.	Implement educational campaigns for consumers on how to evaluate the footprint and implications of their decisions while inspiring them to purchase local sustainable tourism products and services.					KEY
Governance	Strategies and measures to address visitors' growth in cities					NOT KEY
Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.					PARTIALLY
NEW	Educated and Responsible Local People					PARTIALLY

Table 7: Validation of Cultural Domain Success Factors (Matera GWC).

Category	Success Factor	RURAL	URBAN	NATURAL	ITINERARY	Conclusion
Cultural Domain						Conclusion
Local Stkh.	Protect and promote local cultural traditions (Intangible Cultural Heritage)					KEY
Governance	Offer travel experiences based on local cultural values and traditions					KEY
Local Stkh.	Foster an apolitical strategy to enable collaboration and reconciliation of all stakeholders and support to local artisans/artists					PARTIALLY
Local Stkh.	Develop policies to respect the needs and wishes of rural inhabitants, immigrants and diverse minority cultures					NOT KEY
Local Stkh.	Improve visibility of material and immaterial cultural heritage, strengthening local traditions and craftsmanship					KEY
Business	Ensure tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example).					PARTIALLY
Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.					KEY
NEW	Involvement of educational system in Cultural values					NOT KEY
NEW	Promote new artistic productions + artistic residences					NOT KEY
NEW	Promote the inclusion or participation in recognition lists, prizes, etc.					PARTIALLY

Table 8: Validation of Resilience Success Factors (Matera GWC).

Category	Success Factor	RURAL	URBAN	NATURAL	ITINERARY	Conclusion
Resilience Domain						
Governance	The existence of long-term agreements within government at national, regional, and local levels for sound and stable governance structures					KEY
Local Stkh.	Facilitate transnational partnerships and defining shared objectives between the tourism and culture sectors					KEY
Div. & Mktg.	Achieve a balanced share of type of tourists (local, national and international)					PARTIALLY
Business	Ensure that sufficient revenues derived from tourism activities go toward the management and conservation of cultural and natural heritage and promote the engagement of tourists					KEY
Div. & Mktg.	Promote access to persons of all ages and abilities and ensure fruition of cultural resources to all, specially to residents, by improving services, including transport, internet connection and online information provision.					KEY
Business	Enable mechanisms for sustainable reuse of existing resources managed by local community					KEY
Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.					PARTIALLY
NEW	Ensure accesibility for everyone					NOT KEY
NEW	Achieve good quality of life & accesibility					NOT KEY
NEW	Good Accesibility (connections)					PARTIALLY
NEW	Visibility					PARTIALLY

The inputs obtained from the Global World Café session and the technical discussions carried out within and after it between the IMPACTOUR partners, derived in the following conclusions and, this way, in the final Key Success Factors list (Annex F):

- Some Success Factors were discarded in all the discussion groups in the GWC (therefore discarded for all the types of lands), so they were considered not Key for IMPACTOUR means.
- Some Success Factors arose as very significant for all types of lands, while others were identified as Key for only certain types of lands. This allowed to better understand the applicability of KSFs per type of land.
- The newly added Success Factors (included by Pilots' representatives during the GWC) were discussed one by one and served for two purposes: first, it permitted to understand that some Preliminary KSFs were not described clearly enough, because most of the new identified KSFs topics were considered within the Preliminary KSF, although not acknowledged this way by pilots. Second, they allowed to better define some KSFs, including modifications on the whole approach of some and, also, a clearer differentiation between KSFs that could appear similar by pilots with a non-scientific background.
- Some Success Factors that aimed at the same objective were merged in one. In this same sense, some were separated in two.
- The KSFs were rewritten to make them focus on *how* the goals identified can be achieved. This means changing the approach of some and, mainly, rewording them as actions to be taken (and not presenting them like *goals* or objectives of interest).

Annex F provides the overall traceability among the recommendations, the Preliminary Success Factors and the Final list of Key Success Factors, showing their significance as reported in the World Cafés and describing the main modification made to each KSF definition.

3 Key Success Factors & Replicability Conditions

The final Key Success Factors list comprises **29 KSFs**, which are fully described in this section.

The work explained so far enabled to design a sound list of KSFs that responds to the aim of the recommendations identified in the theoretical framework and, also, enabled classifying the KSFs within the category presented on that desk research (although most of them can be significant in more than one category, they are classified in a particular category following the work explained so far in this Deliverable). Additionally, each KSF is also classified in function of the main Impact Domain it refers to (again, although it applies so several Impact Domains, the main one is underlined).

The session with the Pilots' representatives and the technical discussions with the partners involved also helped to outline the replicability for each of the KSF. The Global World Café enabled understanding the different relevance they are designated with regards to the sites' typology, and, this way, allowed defining the type of land each KSF is more relevant for.

The scientific work then focused on the replicability conditions per KSF, which is fed by the inputs obtained from the qualitative part of the benchmarking report (within Task 2.4). This first qualitative benchmarking is mainly based on the conclusions and lessons learned from previous tasks, such as the Regional World Café and its analysis and discussions (included in D2.2 - Comparative Assessment Report). Due to the data collection process is still ongoing, this benchmarking study will be verified with the quantitative data results. For the moment, the replicability analysis matches the Success Factors with the comparative criteria identified in Task 2.4 (see Annex G). This work has been developed following the type of land systematization, for which a SWOT analysis has been performed aiming to gather the replicability conditions. The SWOT analysis, based on results from Task 2.3, allowed identifying the sound factors for the application in other sites and some gaps regarding the transferability, which were then used to describe the replicability potential per KSF. Detailed information, explanation and interpretation of all these analysis tables will be further developed in the final version of deliverable D2.3 - Benchmarking Report.

KSF 1 - Develop Policies and mechanisms for the diversification of the tourism offer (products and services).

- **Main Impact Domain:** Economic.
- **Category of the action:** Governance & Policies
- **Type of site it is more relevant for:** Rural, Urban, Natural, Itinerary.
- **Replicability potential for Urban Sites:** Particularly significant for Urban Sites, where the diversification of tourism offer would help a more equal and resilient CT impact.
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT (from sites with overtourism to sites with very particular activities such as storytelling tourism).
 - Kind of heritage: It could have high replicability in those urban sites where there is a high level of awareness and a wide cultural capital, as well as museums and other attractions or cultural initiatives.
 - Organization and planning: Require a great local involvement & investment, and, also, an adequate investment for sound accessibility and mobility infrastructures.

- **Replicability potential for Rural Sites:**
 - Forms of CT: Sites with gastronomic attractions (culinary tourism, wine tourism) and an opportunity for sites with proximity tourism offer and slow mobility focus.
 - Kind of heritage: Highly replicable rural sites with high educational level and level of awareness, where cultural and natural heritage preservation is a significant aspect for the maintenance of the (strong) local identity.
 - Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Including an intergenerational approach into the qualified supporting stakeholders would be relevant, as well as taking profit from ICTs and new communication channels.
- **Replicability potential for Natural Sites:**
 - Forms of CT: Significant for natural sites with authentic experiences offer for tourists (such as scientific tourist routes), also giving a solution to some lacks and necessities (cultural initiatives and the utilization of local assets). Furthermore, it needs to be aware in advance of sites with overtourism, transport or particularly polluting activities.
 - Kind of heritage: It can have high replicability conditions when combining nature and culture and making citizens (locals and tourists) concerned for nature preservation.
 - Organization and planning: Require solving some weaknesses, such as the lack of local communities' investment in CT or the lack of communication in cultural heritage.
- **Replicability potential for Itineraries:** Significant for cultural routes that blend rural and urban sites' characteristics, having their own identity as itineraries.
 - Forms of CT: Additionally to pilgrimage as the main activity around itineraries, we can find another form of CT like gastronomy, events, domestic tourism, hiking and cycling, that renders its replicability.
 - Kind of heritage: The existence of noticeable landscapes, natural heritage, and a sound sense of awareness among the population.
 - Organization and planning: Require a stable public support, at national, regional and local level, combined with sound accessibility to different points of the route. Local involvement and the presence of qualified professionals, and local and regional brands are also important elements to be present when implementing it. Economic crises are situations that can slow down its implementation.

KSF 2 - Establish public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...)

- **Main Impact Domain:** Economic.
- **Category of the action:** Governance & Policies
- **Type of site it is more relevant for:** Itinerary.
- **Replicability potential for Itineraries:** Mostly replicable for itineraries, where the agreements between institutions and local enterprises is key for the sound development of the CT in the territory.
 - Forms of CT: Sites where the existence or need of raise of awareness on the cultural values of the territory are important.

- Kind of heritage: itineraries with strong links between natural and historic heritage are more suitable to promote projects or attract investors.
- Organization and planning: Highly replicable in territories with strong public support and a strong local identity. Strong local identity also leads to getting more local investments. The presence of qualified professionals and a sound economic situation is also a key for its successful development.

KSF 3 - Implement economically responsible and conscious tourism policy & actions

- **Main Impact Domain**: Economic.
- **Category of the action**: Business models & investments.
- **Type of site it is more relevant for**: Rural, Urban & Itinerary.
- **Replicability potential for Rural Sites**:
 - Forms of CT: Significant for sites with proximity tourism offer and slow mobility focus, or sites that want to avoid overtourism.
 - Kind of heritage: It could be replicable in sites where cultural, both tangible and intangible, and natural heritage preservation is a significant aspect for the enhancement of the (strong) local identity.
 - Organization and planning: Require a great local involvement & investment. Good touristic infrastructures, reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant. Economic crisis, sanitary outbursts or the effects of climate change can curb its implementation.
- **Replicability potential for Urban Sites**:
 - Forms of CT: Significant for urban sites that are rich in diverse forms of CT as a good opportunity for development.
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for mobility infrastructures between the city and the surrounding areas, trying to solve the gaps if any. Accessibility of the spaces needs to be considered and enhanced too, as well as energy sustainability. Furthermore, climate change needs to be considered, not affecting local production and landscape.
- **Replicability potential for Itineraries**:
 - Forms of CT: Replicable in sites where the existence or need of raise of awareness on the cultural values of the territory is important.
 - Kind of heritage: Does not rely on the kind of heritage.
 - Organization and planning: Require a territory with strong public support and a strong local identity. This strong local identity also leads to getting more local investments. The site accessibility in terms of price, distance and good signposting are also factors for replicability. The presence of qualified professionals is also a key factor along with a sound economic situation. The existence of sustained domestic tourism would contribute to consolidating the results, and also the presence of regional brands.

KSF 4 - Involve local businesses and stakeholders in cultural tourism decision making (i. e. in urban/rural planning and destination management)

- **Main Impact Domain:** Economic.
- **Category of the action:** Governance & Policies
- **Type of site it is more relevant for:** Urban & Itinerary.
- **Replicability potential for Urban Sites:**
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development.
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for mobility infrastructures between the city and the surrounding areas, trying to solve the gaps if any. Accessibility of the spaces needs to be considered and enhanced too, as well as energy sustainability. Furthermore, climate change needs to be considered, not affecting local production and landscape.
- **Replicability potential for Itineraries:**
 - Forms of CT: Significant for sites where the planning and use of the urban /rural environment for the cultural tourism offer is significant. For example, hiking and cycling enterprises exist along the route.
 - Kind of heritage: It is replicable where there are significant landscapes linked with natural heritage and a strong sense of identity, and, also, where there is a need of raising awareness.
 - Organization and planning: It require a territory with strong public support and a strong local identity. It's also important to count on the local involvement and a high degree of organization. Also, good infrastructures are required along with the commitment of public investment, promoted and managed by qualified professionals settled in the territory.

KSF 5 - Create a branding initiative based on the marketing campaign of the local traditional products

- **Main Impact Domain:** Economic.
- **Category of the action:** Governance & Policies
- **Type of site it is more relevant for:** Rural, Urban, Natural, Itinerary.
- **Replicability potential for Rural Sites:**
 - Forms of CT: Sites with gastronomic attractions (culinary tourism, wine tourism) and an opportunity for sites with proximity tourism offer.
 - Kind of heritage: Highly replicable rural sites with high educational level and level of awareness, where cultural, both tangible and intangible, and natural heritage preservation is a significant aspect for the enhancement of the (strong) local identity. The landscape's beauty may help to its development.
 - Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Good touristic infrastructures, reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant, as well

as taking profit from ICTs and new communication channels. Economic crisis, sanitary outbursts, the effects of climate change and the negative impact of human activity can curb its implementation.

- **Replicability potential for Urban Sites:** Particularly significant for Urban Sites, where the diversification of tourism offer would help a more equal and resilient CT impact.
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development (such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as museums and other cultural attractions or initiatives.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for accessibility of the spaces, trying to solve the gaps (lack of cultural initiatives or local communities' investment in CT).
- **Replicability potential for Natural Sites:** Significant for sites with rich natural resources, such as regional and national parks, geoparks, landscape, big biodiversity areas and other natural places that can be linked with heritage, culture and tourism.
 - Forms of CT: Significant for natural sites with representative gastronomy and authentic experiences offer for tourists (such as scientific tourist routes), also giving a solution to some lacks and necessities (cultural initiatives and the utilization of local assets). Furthermore, it needs to be aware in advance of overtourism, transport and polluting activities.
 - Kind of heritage: It can have high replicability conditions when combining nature and culture, valorizing the landscape in the territory and making citizens (locals and tourists) concerned for nature preservation.
 - Organization and planning: Require solving some weaknesses, such as the lack of investment in infrastructures, the lack of local communities' investment in CT or the lack of communication in cultural heritage. Moreover, it is important to deal with the turbines and the agriculture that impacts in the environment and landscape.
- **Replicability potential for Itineraries:**
 - Forms of CT: The existence of gastronomy experiences linked to local and regional food traditions is essential for this factor to succeed in itineraries.
 - Kind of heritage: A strong sense of identity and existence and raise of awareness is a major contribution. The existence of domestic tourism can help to consolidate it.
 - Organization and planning: A territory with strong public support is a condition that would make it highly replicable. It's also important to count on the local involvement and a high degree of organization. Good infrastructures are required along with the commitment of public investment.

KSF 6 - Design specific programs, promoting investment in R&D and technology transfer projects to encourage the development of companies and start-ups operating in the field of cultural & creative services.

- **Main Impact Domain:** Economic.
- **Category of the action:** Business models & investments.
- **Type of site it is more relevant for:** Rural, Urban, Natural, Itinerary.

- **Replicability potential for Rural Sites:** Particularly significant for cultural heritage sites in rural areas; where the tourism offer is dispersed and the development of a territory that is resilient to CT impacts is required.
 - Forms of CT: Sites with gastronomic attractions (culinary tourism, wine tourism) and an opportunity for sites with proximity tourism offer and slow mobility focus.
 - Kind of heritage: Highly replicable rural sites with high educational level and level of awareness, where cultural, both tangible and intangible, and natural heritage preservation is a significant aspect for the enhancement of the (strong) local identity.
 - Organization and planning: Require a great local involvement & investment, and, also, good touristic infrastructures, reliable public investments and the presence of qualified professionals. Taking profit from ICTs and new communication channels. Economic crisis and sanitary outbursts can curb its implementation.
- **Replicability potential for Urban Sites:** Particularly significant for Urban Sites, where the diversification of tourism offer would help a more equal and resilient CT impact.
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development (such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as other cultural initiatives.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for accessibility of the spaces, trying to solve the gaps if any (lack of investment in infrastructures, lack of cultural initiatives or local communities' investment in CT). Furthermore, climate change needs to be addressed, aiming not affecting local production and landscape.
- **Replicability potential for Natural Sites:** Significant for sites with rich natural resources, such as regional and national parks, geoparks, landscape, big biodiversity areas and other natural places that can be linked with heritage, culture and tourism.
 - Forms of CT: Significant for natural sites with authentic experiences offer for tourists (such as scientific tourist routes), also giving a solution to some lacks and necessities (cultural initiatives and the utilization of local assets). Sites need to be aware of overtourism, transport and polluting activities.
 - Kind of heritage: It can have high replicability conditions when combining nature and culture and making citizens (locals and tourists) concerned for nature preservation.
 - Organization and planning: Require solving some weaknesses, such as the lack of investment in infrastructures, the lack of local communities' investment in CT or the lack of communication in cultural heritage. In addition, it is advisable to take advantage of some actions related to tourism management such as the opening new airlines.
- **Replicability potential for Itineraries:**
 - Forms of CT: Significant for sites with existence of a recognized local gastronomy and cultural events.
 - Kind of heritage: itineraries with strong links between natural and historic heritage are more suitable to promote projects or attract investors. The need of raise of awareness is also an important condition.

- Organization and planning: It requires a territory with strong public support and sound accessibility. It's also important to count on the local involvement and a high degree of organization. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals.

KSF 7 - Forge collaboration between destinations, academia and private sector to display creative education systems based on cultural heritage values.

- **Main Impact Domain:** Social.
- **Category of the action:** Diversification and Marketing.
- **Type of site it is more relevant for:** Rural & Urban.
- **Replicability potential for Rural Sites:**
 - Forms of CT: Sites with gastronomic attractions (culinary tourism, wine tourism) and an opportunity for sites with proximity tourism.
 - Kind of heritage: Highly replicable for rural sites with high educational level and level of awareness, where cultural, both tangible and intangible, and natural heritage preservation is a significant aspect for the enhancement of the (strong) local identity.
 - Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Good reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant, as well as taking profit from ICTs and new communication channels. Economic crisis and sanitary outbursts can curb its implementation.
- **Replicability potential for Urban Sites:**
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development (such as storytelling tourism).
 - Kind of heritage: It can exist a high level of replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as other cultural initiatives.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for accessibility of the spaces, trying to solve the gaps (lack of cultural initiatives or local communities' investment in CT).

KSF 8 - Implement management systems for a long-term balanced tourism activity in function of the site's needs & carrying capacity: length tourists stay, attract tourists, tackle mass tourism, etc.

- **Main Impact Domain:** Social.
- **Category of the action:** Governance & Policies.
- **Type of site it is more relevant for:** Rural, Urban & Itinerary.
- **Replicability potential for Rural Sites:**
 - Forms of CT: Replicable in rural sites with any kind of CT, particularly to those sites that want to avoid overtourism.
 - Kind of heritage: Highly replicable rural sites with high educational level and level of awareness, with a good combination of natural and cultural heritage.

- Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant, as well as taking profit from ICTs and new communication channels. Economic crisis and sudden or global changes in tourism trends may curb its deployment.
- **Replicability potential for Urban Sites:**
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT (from sites with overtourism to sites with very particular activities such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for mobility infrastructures between the city and the surrounding areas, trying to solve the gaps, if any. Accessibility of the spaces needs to be considered and enhanced too, as well as energy sustainability. Furthermore, climate change needs to be included when addressing it, not affecting local production and landscape.
- **Replicability potential for Itineraries:**
 - Forms of CT: The existence of local gastronomy, the celebration of different kinds of cultural events, or alternate hiking and cycling routes can help its replication. The existence of steady domestic tourism contributes to consolidating results and, also, avoiding overtourism.
 - Kind of heritage: Besides cultural heritage, the existence of an integrated landscape and natural heritage added to the existence or raise of awareness is a major factor for the replicability.
 - Organization and planning: Require a territory with strong public support, sound accessibility and good signposting. It's also important to count on the local involvement and a high degree of organization, also supported by the presence of local and regional brands. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis, sanitary outbursts or climate change can curb its deployment.

KSF 9 - Create community-centred initiatives and economic clusters that gather practitioners and the bearers of traditional knowledge, aiming for the creation of high value products

- **Main Impact Domain:** Social.
- **Category of the action:** Local Stakeholders.
- **Type of site it is more relevant for:** Rural & Natural.
- **Replicability potential for Rural Sites:**
 - Forms of CT: Sites with any kind of CT can benefit.
 - Kind of heritage: Highly replicable in rural sites with high educational level and level of awareness, with a good combination of natural and cultural heritage as a significant aspect for the enhancement of the (strong) local identity.
 - Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Good touristic infrastructures, reliable public investments and the presence of qualified professionals are also

relevant factors. Including intergenerational support would be relevant, as well as taking profit from ICTs and new communication channels. Economic crisis and sanitary outbursts can curb its implementation.

- **Replicability potential for Natural Sites:**

- Forms of CT: Significant for natural sites with representative gastronomy and authentic experiences offer for tourists, also giving a solution to some lacks and necessities (cultural initiatives).
- Kind of heritage: It can have high replicability conditions when combining nature and culture, valorizing the landscape in the territory and making citizens (locals and tourists) concerned for nature preservation.
- Organization and planning: Require solving some weaknesses, such as the lack of local communities' investment in CT or the lack of communication in the cultural heritage field.

KSF 10 - Ensure connection, accessibility and facilities (including connectivity) with less dense sites

- **Main Impact Domain:** Social.

- **Category of the action:** Diversification and Marketing.

- **Type of site it is more relevant for:** Rural, Urban & Itinerary.

- **Replicability potential for Rural Sites:**

- Forms of CT: Sites with proximity tourism offer and slow mobility focus.
- Kind of heritage: Sites with any kind of heritage.
- Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Good touristic infrastructures, reliable public investments and the presence of qualified professionals are also relevant factors. Taking profit from ICTs and new communication channels. Economic crisis, sanitary outbursts and the effects of climate change can curb the implementation of the KSF.

- **Replicability potential for Urban Sites:**

- Forms of CT: Significant for urban sites that are rich in diverse forms of CT as a good opportunity for development.
- Kind of heritage: Sites with any kind of heritage.
- Organization and planning: Require a great local involvement & investment, and also an adequate investment for mobility infrastructures between the city and the surrounding areas, trying to solve the gaps if any. Accessibility of the spaces needs to be considered and enhanced too, as well as energy sustainability. Climate change needs to be addressed, aiming not affecting local production and landscape.

- **Replicability potential for Itineraries:**

- Forms of CT: Sites with all forms of CT may benefit from this KSF.
- Kind of heritage: Besides cultural heritage, the existence of an integrated landscape and natural heritage added to the existence or raise of awareness are major factors for the replicability.
- Organization and planning: Require a territory with strong public support and sound accessibility. It's also important to count on the local involvement and a high degree of organization. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis can curb the deployment.

KSF 11 - Involve local community in promoting and preserving cultural tourism resources/initiatives aiming at social development

- **Main Impact Domain:** Social.
- **Category of the action:** Local Stakeholders.
- **Type of site it is more relevant for:** Urban & Itinerary.
- **Replicability potential for Urban Sites:** Particularly significant for Urban Sites, where the diversification of tourism offer would help a more equal and resilient CT impact.
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development (such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as museums and other cultural attractions or initiatives.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for accessibility of the spaces, trying to solve the gaps if any (lack of cultural initiatives or local communities' investment in CT). Climate change needs to be addressed, aiming not affecting local production and landscape.
- **Replicability potential for Itineraries:** Very significant KSF for cultural routes that blend rural and urban sites' characteristics, having their own identity as itineraries.
 - Forms of CT: The existence of local gastronomy and the celebration of different kind of cultural events can help its replication.
 - Kind of heritage: Besides cultural heritage, the existence of an integrated landscape and natural heritage added to the existence or raise of awareness are major factor for its replicability.
 - Organization and planning: Require a territory with strong public support and good signposting. It's also important to count on the local involvement and a high degree of organization. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis can curb its deployment.

KSF 12 - Promote the use of culture as a way of overcoming deep and complex social issues and foster intercultural dialogue

- **Main Impact Domain:** Social.
- **Category of the action:** Diversification and Marketing.
- **Type of site it is more relevant for:** Rural, Urban & Itinerary.
- **Replicability potential for Rural Sites:** Particularly significant for cultural heritage sites in rural areas; where the tourism offer is dispersed and the development of a territory that is resilient to CT impacts is required.
 - Forms of CT: Sites with gastronomic attractions (culinary tourism, wine tourism) and an opportunity for sites with proximity tourism offer and slow mobility focus.
 - Kind of heritage: Highly replicable in rural sites with high educational level and level of awareness, where cultural, both tangible and intangible, and natural heritage preservation is a significant aspect for the enhancement of the

- (strong) local identity(ies). Particularly replicable in sites with complex social conflicts that may harm any of the local identities.
- Organization and planning: Require a great local involvement & investment, and, also, good touristic infrastructures, reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant, as well as taking profit from ICTs and new communication channels. Economic crisis and sanitary outbursts can curb the implementation of the KSF.
 - **Replicability potential for Urban Sites**: Particularly significant for Urban Sites, where the diversification of tourism offer would help a more equal and resilient CT impact.
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development (such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as other cultural initiatives. Particularly replicable in sites with complex social conflicts that may harm any of the local identities.
 - Organization and planning: Require a great local involvement & investment, trying to solve the gaps if any (lack of cultural initiatives).
 - **Replicability potential for Itineraries**:
 - Forms of CT: In addition to those specific the itinerary itself, the celebration of different kind of cultural events can help to the replication of this KSF.
 - Kind of heritage: Besides cultural heritage, the existence or need of raise of awareness is a major factor for its replicability. Particularly replicable in sites with complex social conflicts that may harm any of the local identities.
 - Organization and planning: It require a territory with strong public support. It's also important to count on the local involvement and a high degree of organization, also supported by the presence of local and regional brands. The commitment of public investment and the presence of qualified professionals are also required. Economic crisis can curb its deployment.

KSF 13 - Manage natural heritage & cultural landscapes as a turning point for the tourist offer

- **Main Impact Domain**: Environmental.
- **Category of the action**: Business models & investments.
- **Type of site it is more relevant for**: Rural, Urban, Natural, Itinerary.
- **Replicability potential for Rural Sites**:
 - Forms of CT: Sites with gastronomic attractions (wine tourism) and an opportunity for sites with proximity tourism offer or sites that want to avoid overtourism.
 - Kind of heritage: Highly replicable rural sites with high educational level and level of awareness, where cultural, both tangible and intangible, and natural heritage preservation is a significant aspect for the enhancement of the (strong) local identity. Landscape's beauty can also be an added value.
 - Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant, as well as taking profit from ICTs

and new communication channels. Economic crisis, sanitary outbursts, the negative impact of human activity in the territory can curb its implementation.

- **Replicability potential for Urban Sites:**

- Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT (from sites with overtourism to sites with very particular activities such as storytelling tourism).
- Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as museums and other attractions or different cultural initiatives.
- Organization and planning: Require a great local involvement & investment, and also an adequate investment for accessibility of the spaces, trying to solve the gaps (lack of cultural initiatives or local communities' investment in CT). Furthermore, climate change needs to be addressed, aiming not to affect local production and landscape.

- **Replicability potential for Natural Sites:**

- Forms of CT: Significant for natural sites with representative gastronomy and authentic experiences offer for tourists (such as scientific tourist routes), also giving a solution to some lacks and necessities (cultural initiatives and the utilization of local assets). Furthermore, it needs to be aware in advance of overtourism, transport and polluting activities, as well as uncontrolled hunting.
- Kind of heritage: It can have high replicability conditions when combining nature and culture, valorizing the landscape in the territory and making citizens (locals and tourists) concerned for nature preservation.
- Organization and planning: Require solving some weaknesses, such as the lack of investment in infrastructures, the lack of local communities' investment in CT or the lack of communication in cultural heritage. Moreover, it is important to deal with the negative impact of human activity in the territory and the agriculture, and it is advisable to take advantage of some actions related to tourism management such as the opening new airlines.

- **Replicability potential for Itineraries:**

- Forms of CT: The existence of local gastronomy, the celebration of different kinds of cultural events, or alternate hiking and cycling routes can help to the replication of this KSF.
- Kind of heritage: Besides cultural heritage, the existence of an integrated landscape and natural heritage are major factors for its replicability.
- Organization and planning: Require a territory with strong public support and good signposting. It's also important to count on the local involvement and a high degree of organization, also supported by the presence of local and regional brands. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis, climate change or the impacts of human activity in the landscape can curb its deployment.

KSF 14 - Build up the preservation of the environment with the involvement of local and political stakeholders

- **Main Impact Domain:** Environmental.
- **Category of the action:** Diversification and Marketing.

- **Type of site it is more relevant for:** Rural, Urban, Natural, Itinerary.
- **Replicability potential for Rural Sites:**
 - Forms of CT: Sites with gastronomic attractions (wine tourism) and an opportunity for sites with proximity tourism offer.
 - Kind of heritage: Highly replicable in rural sites with high educational level and level of awareness, where cultural, both tangible and intangible, and natural heritage preservation is a significant aspect for the enhancement of the (strong) local identity. Landscape beauty can also help its deployment.
 - Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Good touristic infrastructures, reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant, as well as taking profit from ICTs and new communication channels. Economic crisis, sanitary outbursts, the effects of climate change or the negative impact of human activity can curb its deployment.
- **Replicability potential for Urban Sites:** Particularly significant for Urban Sites, where the diversification of tourism offer would help a more equal and resilient CT impact.
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development.
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as other cultural initiatives.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for mobility infrastructures between the city and the surrounding areas, trying to solve the gaps, if any. Accessibility of the spaces needs to be considered and enhanced too, as well as energy sustainability. Furthermore, climate change needs to be addressed, not affecting local production and landscape.
- **Replicability potential for Natural Sites:**
 - Forms of CT: Significant for natural sites with authentic experiences offer for tourists (such as scientific tourist routes), also giving a solution to some lacks and necessities (cultural initiatives and the utilization of local assets). Furthermore, it needs to be aware in advance of overtourism, transport and polluting activities, as well as uncontrolled hunting.
 - Kind of heritage: It can have high replicability conditions when combining nature and culture, valorizing the landscape in the territory and making citizens (locals and tourists) concerned for nature preservation.
 - Organization and planning: Require reinforcing the unpolluted regions and solving some weaknesses, such as the lack of local communities' investment in CT or the lack of communication in cultural heritage. Moreover, it is important to deal with the impacts of human activity in agriculture or landscape, and it is advisable to take advantage of some actions related to tourism management such as the opening new airlines.
- **Replicability potential for Itineraries:**
 - Forms of CT: The existence of local gastronomy, celebration of different kind of cultural events, or alternate hiking and cycling routes can help to the replication of this KSF. The existence of steady domestic tourism contributes to consolidating results.

- Kind of heritage: Besides cultural heritage, the existence of an integrated landscape and natural heritage added to the existence or raise of awareness is a major factor for the replicability.
- Organization and planning: It requires a territory with strong public support and good signposting. It's also important to count on the local involvement and a high degree of organization. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis, climate change or the impacts of human activity in the landscape can curb its deployment.

KSF 15 - Build up a Local/Regional roadmap towards a sustainable, innovative, and resilient tourism ecosystem.

- **Main Impact Domain**: Environmental.
- **Category of the action**: Governance & Policies.
- **Type of site it is more relevant for**: Urban & Natural.
- **Replicability potential for Urban Sites**:
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT (from sites with overtourism to sites with very particular activities such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as museums and other cultural attractions or initiatives.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for mobility infrastructures between the city and the surrounding areas, trying to solve the gaps, if any. Accessibility of the spaces needs to be considered and enhanced too, as well as energy sustainability. Furthermore, climate change needs to be addressed, not affecting local production and landscape.
- **Replicability potential for Natural Sites**:
 - Forms of CT: Significant for natural sites with representative gastronomy and authentic experiences offer for tourists (such as scientific tourist routes), also giving a solution to some lacks and necessities (cultural initiatives and the utilization of local assets). Furthermore, it needs to be aware in advance of overtourism, transport and polluting activities.
 - Kind of heritage: It can have high replicability conditions when combining nature and culture, valorizing the landscape in the territory and making citizens (locals and tourists) concerned for nature preservation.
 - Organization and planning: Require solving some weaknesses, such as the lack of investment in infrastructures or the lack of communication in cultural heritage. In addition, it is advisable to take advantage of some actions related to tourism management such as the opening new airlines.

KSF 16 - Implement educational campaigns for responsible citizens and tourists on how to evaluate the footprint and implications of their decisions while inspiring them to purchase local sustainable products and services.

- **Main Impact Domain:** Environmental.
- **Category of the action:** Diversification and Marketing.
- **Type of site it is more relevant for:** Rural, Urban, Natural, Itinerary.
- **Replicability potential for Rural Sites:** Particularly significant for cultural heritage sites in rural areas; where the tourism offer is dispersed and the development of a territory that is resilient to CT impacts is required.
 - Forms of CT: Sites with gastronomic attractions (culinary tourism, wine tourism) and an opportunity for sites with proximity tourism offer.
 - Kind of heritage: Rural sites with high educational level and level of awareness, where cultural, both tangible and intangible, and natural heritage preservation is a significant aspect for the replicability.
 - Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Good touristic infrastructures, reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant, as well as taking profit from ICTs and new communication channels. Economic crisis, sanitary outbursts, the effects of climate change and the negative impact of human activity can curb its implementation.
- **Replicability potential for Urban Sites:** Particularly significant for Urban Sites, where the diversification of tourism offer would help a more equal and resilient CT impact.
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development (such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as other cultural initiatives.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for energy sustainability, trying to solve the gaps (lack of cultural initiatives or local communities' investment in CT). Furthermore, climate change needs to be addressed, not affecting local production and landscape.
- **Replicability potential for Natural Sites:** Significant for sites with rich natural resources, such as regional and national parks, geoparks, landscape, big biodiversity areas and other natural places that can be linked with heritage, culture and tourism.
 - Forms of CT: Significant for natural sites with representative gastronomy and authentic experiences offer for tourists (such as scientific tourist routes), also giving a solution to some lacks and necessities (cultural initiatives and the utilization of local assets). Furthermore, it needs to be aware in advance of overtourism, transport and polluting activities, as well as the uncontrolled hunting.
 - Kind of heritage: It can have high replicability conditions when combining nature and culture, valorizing the landscape in the territory and making citizens (locals and tourists) concerned for nature preservation.
 - Organization and planning: Require reinforcing the unpolluted regions and solving some weaknesses, such as the lack of local communities' investment in CT or the lack of communication in cultural heritage. Moreover, it is important to deal with the impacts of human activity in agriculture and landscape.
- **Replicability potential for Itineraries:**

- Forms of CT: The existence of local gastronomy can help to its replication. The existence of steady domestic tourism contributes to consolidating results.
- Kind of heritage: Besides cultural heritage, the existence or need to raise of awareness are major factors for replicability.
- Organization and planning: Require a territory with strong public support. It's also important to count on the local involvement and a high degree of organization. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis, climate change or the impacts of human activity in the landscape can curb its deployment.

KSF 17 - Take measures to address visitors' growth in cultural properties and natural sites respecting their carrying capacity and ensuring the enjoyment of visitors and inhabitants

- **Main Impact Domain**: Environmental.
- **Category of the action**: Governance & Policies.
- **Type of site it is more relevant for**: Itinerary.
- **Replicability potential for Itineraries**: Mostly applicable for itineraries with several sites dispersed in a territory with unequal impacts of tourism, that may have both urban and/or rural sites.
 - Forms of CT: Significant for itineraries that deal with overtourism and are looking for a more balanced tourism and/or more domestic tourism.
 - Kind of heritage: Besides cultural heritage (tangible and intangible), the existence or the need of raising awareness is a major factor for replicability.
 - Organization and planning: Require a strong public and local involvement, with public support. It also requires a sound touristic infrastructure to enable diversifying tourism to other locations when some sites exceed their carrying capacity. Economic crisis and sudden or global changes in tourism trends may curb its deployment.

KSF 18 - Protect and promote local cultural traditions (intangible cultural heritage) and facilitate the access to recognition mechanisms (lists, labelling, prices...) of all type of heritage

- **Main Impact Domain**: Cultural
- **Category of the action**: Local Stakeholders.
- **Type of site it is more relevant for**: Urban, Natural & Itinerary.
- **Replicability potential for Urban Sites**:
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT (from sites with overtourism to sites with very particular activities such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as museums and other attractions or different cultural initiatives.

- Organization and planning: Require a great local involvement & investment, and also an adequate investment for accessibility of the spaces, trying to solve the gaps (lack of cultural initiatives or local communities' investment in CT). Furthermore, climate change needs to be addressed, not affecting local production and landscape.
- **Replicability potential for Natural Sites**: Significant for sites with rich natural resources, such as regional and national parks, geoparks, landscape, big biodiversity areas and other natural places that can be linked with heritage, culture and tourism.
 - Forms of CT: Significant for natural sites with representative gastronomy and authentic experiences offer for tourists (such as scientific tourist routes), also giving a solution to some lacks and necessities (cultural initiatives and the utilization of local assets). Furthermore, it needs to be aware in advance of overtourism, transport and polluting activities, as well as uncontrolled hunting.
 - Kind of heritage: It can have high replicability conditions when combining nature and culture, valorizing the landscape in the territory and making citizens (locals and tourists) concerned for nature preservation.
 - Organization and planning: Require solving some weaknesses, such as the lack of local communities' investment in CT or the lack of communication in cultural heritage. Moreover, it is important to deal with the impacts of human activity in agriculture and landscape.
- **Replicability potential for Itineraries**:
 - Forms of CT: The existence of local gastronomy, the celebration of different kinds of cultural events, or alternate hiking and cycling routes can help to the replication of this KSF. The existence of steady domestic tourism contributes to consolidating results.
 - Kind of heritage: Besides cultural heritage, the existence or raise of awareness is a major factor for replicability.
 - Organization and planning: Require a territory with strong public support and good signposting. It's also important to count on the local involvement and a high degree of organization, also supported by the presence of local and regional brands. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis, sanitary outbursts, climate change or the impact of human activity in the landscape can curb its development.

KSF 19 - Offer travel experiences based on local cultural values and traditions

- **Main Impact Domain**: Cultural
- **Category of the action**: Governance & Policies.
- **Type of site it is more relevant for**: Rural, Urban & Itinerary.
- **Replicability potential for Rural Sites**:
 - Forms of CT: Sites with gastronomic attractions (culinary tourism, wine tourism) and an opportunity for sites with proximity tourism offer and slow mobility focus.
 - Kind of heritage: Highly replicable in rural sites with high educational level and level of awareness, where cultural, both tangible and intangible, and natural heritage preservation is a significant aspect for the enhancement of the (strong) local identity. A good combination of cultural and natural heritage along with landscape beauty is also required.

- Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Good touristic infrastructures, reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant, as well as taking profit from ICTs and new communication channels. Economic crisis and sanitary outbursts can curb its implementation.
- **Replicability potential for Urban Sites:**
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development (such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as museums and other attractions or different cultural initiatives.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for mobility infrastructures between the city and the surrounding areas, trying to solve the gaps, if any. Accessibility of the spaces needs to be considered and enhanced too. Furthermore, climate change needs to be addressed, not affecting local production and landscape.
- **Replicability potential for Itineraries:** Particularly significant for cultural routes that blend rural and urban sites' characteristics, having their own identity as itineraries.
 - Forms of CT: The existence of local gastronomy, the celebration of different kinds of cultural events, can help its replication. The existence of steady domestic tourism contributes to consolidating results.
 - Kind of heritage: Besides cultural heritage, the existence of an integrated landscape and natural heritage added to the existence or raise of awareness is a major factor for the replicability.
 - Organization and planning: Require a territory with strong public support and good signposting. It's also important to count on the local involvement and a high degree of organization, also supported by the presence of local and regional brands. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis can curb its deployment.

KSF 20 - Foster dialogue to enable an apolitical strategy with collaboration and reconciliation of all stakeholders and support to local artisans/artists

- **Main Impact Domain:** Cultural
- **Category of the action:** Local Stakeholders.
- **Type of site it is more relevant for:** Urban.
- **Replicability potential for Urban:** Particularly significant for Urban Sites, where the diversification of tourism offer would help a more equal and resilient CT impact.
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development (such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as other cultural initiatives.

- Organization and planning: Require a great local involvement and also an adequate investment for accessibility of the spaces, trying to solve the gaps if any (lack of cultural initiatives or local communities' investment in CT). Furthermore, climate change needs to be addressed, not affecting local production and landscape.

KSF 21 - Improve visibility of material and immaterial cultural heritage, strengthening local traditions, artistic productions and crafts (while respecting diverse minority cultures and immigrants)

- **Main Impact Domain:** Cultural
- **Category of the action:** Local Stakeholders.
- **Type of site it is more relevant for:** Rural, Urban, Natural & Itinerary.
- **Replicability potential for Rural Sites:**
 - Forms of CT: Significant for rural sites that are rich in tangible or intangible heritage, and particularly to sites with slow tourism activities (related to gastronomy, crafts or others).
 - Kind of heritage: It could have high replicability in those rural sites where there is a strong local identity and sound educational and awareness levels.
 - Organization and planning: Require a great local involvement and investment, including an adequate investment for accessibility.
- **Replicability potential for Urban Sites:**
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development (such as strong local traditions and/or minority cultures' influence).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as museums and other attractions or different cultural initiatives.
 - Organization and planning: Require a great local involvement & investment, trying to solve the gaps, if any (lack of cultural initiatives or local communities' investment in CT).
- **Replicability potential for Natural Sites:**
 - Forms of CT: Significant for natural sites that are rich in tangible or intangible heritage, and particularly to sites aiming diversification of the tourism offer
 - Kind of heritage: It can have high replicability conditions when combining nature and culture, valorizing the landscape in the territory, and making locals and tourists concerned for nature preservation.
 - Organization and planning: Require public investment and local communities' involvement in CT, as well as good communication regarding cultural heritage conservation.
- **Replicability potential for Itineraries:**
 - Forms of CT: Significant for itineraries that are rich in tangible or intangible heritage, and particularly to sites aiming to foster domestic tourism.
 - Kind of heritage: Sites with all kinds of cultural heritage may deploy it, particularly those sites looking forward to raising awareness of locals and tourists.
 - Organization and planning: public investment and local communities' involvement in CT, as well as good communication regarding cultural heritage

conservation. May also be supported by the promotion of local and regional brands. Economic crisis and sudden or global changes in tourism trends may curb its deployment.

KSF 22 - Ensure tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example).

- **Main Impact Domain:** Cultural
 - **Category of the action:** Business Models & Investments
 - **Type of site it is more relevant for:** Urban & Itinerary.
 - **Replicability potential for Urban Sites:**
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT (from sites with overtourism to sites with very particular activities such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as other cultural initiatives.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for accessibility of the spaces, trying to solve the gaps if any (lack of investment in infrastructures, lack of cultural initiatives or local communities' investment in CT). Furthermore, climate change needs to be addressed, not affecting local production and landscape.
 - **Replicability potential for Itineraries:**
 - Forms of CT: The existence of local gastronomy, the celebration of different kinds of cultural events, or alternate hiking and cycling routes can help to the replication of this KSF. The existence of steady domestic tourism contributes to consolidating results.
 - Kind of heritage: Besides cultural heritage, the existence or need to raise of awareness are major factors for its replicability.
 - Organization and planning: Require a territory with strong public support and sound accessibility. It's also important to count on the local involvement and a high degree of organization, also supported by the presence of local and regional brands. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis and sanitary outbursts can curb its deployment.
-

KSF 23 - Reach long-term agreements within government at national, regional, and local levels for sound and stable governance structures

- **Main Impact Domain:** Resilience
- **Category of the action:** Governance & Policies.
- **Type of site it is more relevant for:** Rural & Itinerary.
- **Replicability potential for Rural Sites:**
 - Forms of CT: Sites with any kind of CT can benefit.
 - Kind of heritage: Highly replicable in rural sites with high educational level and level of awareness and a good combination of cultural and natural heritage.

- Organization and planning: Require a great local involvement & investment, reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant, as well as taking profit from ICTs and new communication channels. Economic crisis, sanitary outbursts, the effects of climate change and the negative impact of human activity can curb its deployment.
- **Replicability potential for Itineraries**: Very significant for cultural routes that blend rural and urban sites' characteristics, having their own identity as itineraries.
 - Forms of CT: The existence of local gastronomy, a celebration of different kinds of cultural events, or alternate hiking and cycling routes can help to the replication of this KSF.
 - Kind of heritage: Itineraries with all kinds of heritage can benefit.
 - Organization and planning: Require a territory with strong public support. It's also important to count on the local involvement and a high degree of organization. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis can curb its deployment.

KSF 24 - Facilitate transnational partnerships and defining shared objectives between the tourism and culture sectors

- **Main Impact Domain**: Resilience
- **Category of the action**: Local Stakeholders.
- **Type of site it is more relevant for**: Rural & Natural.
- **Replicability potential for Rural Sites**:
 - Forms of CT: Sites with proximity tourism offerings and that want to avoid overtourism.
 - Kind of heritage: Highly replicable rural sites with high educational level and level of awareness, with a good combination of cultural and natural heritage supported by a strong local identity.
 - Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Good touristic infrastructures, reliable public investments and the presence of qualified professionals are also relevant factors. Including intergenerational support would be relevant, as well as taking profit from ICTs and new communication channels. Economic crisis and sanitary outbursts can curb its deployment.
- **Replicability potential for Natural Sites**:
 - Forms of CT: Significant for natural sites if giving a solution to some lacks and necessities (cultural initiatives and the utilization of local assets). Furthermore, it needs to be aware in advance of overtourism, transport and polluting activities, as well as uncontrolled hunting.
 - Kind of heritage: It can have high replicability conditions when combining nature and culture and making citizens (locals and tourists) concerned for nature preservation.
 - Organization and planning: Require solving some weaknesses, such as the lack of communication in cultural heritage. In addition, it is advisable to take advantage of some actions related to tourism management such as the opening of new airlines. Moreover, it is important to deal with the impacts of human activity in agriculture and landscape.

KSF 25 - Achieve a balanced share of type of tourists (local, national and international)

- **Main Impact Domain:** Resilience
- **Category of the action:** Diversification and Marketing.
- **Type of site it is more relevant for:** Itinerary.
- **Replicability potential for Itineraries:**
 - Forms of CT: The existence of local gastronomy, the celebration of different kinds of cultural events can help to the replication of this KSF. The existence of steady domestic tourism contributes to consolidating results. Itineraries that want to tackle overtourism can also benefit.
 - Kind of heritage: Besides cultural heritage, the existence of an integrated landscape and natural heritage added to the existence or need of raise of awareness are major factors for its replicability.
 - Organization and planning: Require a territory with strong public support, sound accessibility and good signposting. It's also important to count on the local involvement and a high degree of organization, also supported by the presence of local and regional brands. Good infrastructures are required along with the commitment of public investment and the presence of qualified professionals. Economic crisis and sanitary outbursts can curb its deployment.

KSF 26 - Ensure that sufficient revenues derived from tourism activities go toward the management and conservation of cultural and natural heritage and promote the engagement of tourists

- **Main Impact Domain:** Resilience
- **Category of the action:** Business models & investments.
- **Type of site it is more relevant for:** Urban & Itinerary.
- **Replicability potential for Urban Sites:**
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development.
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as museums and other attractions or different cultural initiatives.
 - Organization and planning: Requires a great local involvement & investment, and also an adequate investment for accessibility of the spaces, trying to solve the gaps, if any (lack of investment in infrastructures, lack of cultural initiatives or local communities investment in CT). Furthermore, climate change needs to be addressed, not affecting local production and landscape.
- **Replicability potential for Itineraries:** Significant for cultural routes that blend rural and urban sites' characteristics, having their own identity as itineraries.
 - Forms of CT: The existence of local gastronomy, the celebration of different kinds of cultural events can help to the replication of this KSF. The existence of steady domestic tourism contributes to consolidating results.
 - Kind of heritage: Besides cultural heritage, the existence or raise of awareness is a major factor for replicability.

- Organization and planning: Require a territory with strong public support. It's also important to count on the local involvement and a high degree of organization, also supported by the presence of local and regional brands. The commitment of public investment and the presence of qualified professionals are also required. Economic crisis and sanitary outbursts can curb its deployment.

KSF 27 - Promote access to persons of all ages and abilities and ensure fruition of cultural resources to all, especially for residents, by improving services, including physical accessibility, transport and adapted-to-all information provision.

- **Main Impact Domain:** Resilience
- **Category of the action:** Diversification & Marketing.
- **Type of site it is more relevant for:** Rural, Urban & Itinerary.
- **Replicability potential for Rural Sites:** Particularly significant for cultural heritage sites in rural areas; where the tourism offer is dispersed and the development of a territory that is resilient to CT impacts is required.
 - Forms of CT: Sites with proximity tourism offer and slow mobility focus.
 - Kind of heritage: Any kind of heritage.
 - Organization and planning: Require a great local involvement & investment, and, also, sound accessibility to sites. Good touristic infrastructures, reliable public investments and the presence of qualified professionals are also relevant factors. Taking profit from ICTs and new communication channels would be relevant. Economic crisis and sanitary outbursts can curb its implementation.
- **Replicability potential for Urban Sites:** Particularly significant for Urban Sites, where the diversification of tourism offer would help a more equal and resilient CT impact.
 - Forms of CT: Significant for urban sites that are rich in diverse forms of CT as a good opportunity for development.
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education.
 - Organization and planning: It require a great local involvement & investment, and also an adequate investment for mobility infrastructures between the city and the surrounding areas, trying to solve the gaps if any. Accessibility of the spaces needs to be considered and enhanced too, as well as energy sustainability.
- **Replicability potential for Itineraries:** Significant for cultural routes that blend rural and urban sites' characteristics, having their own identity as itineraries.
 - Forms of CT: Sites with any form of CT may apply it, particularly those looking to foster domestic tourism.
 - Kind of heritage: Any kind of heritage.
 - Organization and planning: Require strong public support, as well as local involvement. Replicable in sites looking to develop an accessible destination, including urban regeneration activities, infrastructures, as well as signposting.

KSF 28 - Enable mechanisms for sustainable reuse of existing resources managed by local community

- **Main Impact Domain:** Resilience
- **Category of the action:** Business models & investments.
- **Type of site it is more relevant for:** Urban & Itinerary.
- **Replicability potential for Urban Sites:**
 - Forms of CT: Significant for urban sites that are rich in tangible or intangible heritage, with diverse forms of CT as a good opportunity for development (such as storytelling tourism).
 - Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, and a wide cultural capital, as well as other cultural initiatives.
 - Organization and planning: Require a great local involvement & investment, and also an adequate investment for accessibility of the spaces, trying to solve the gaps if any (lack of investment in infrastructures, lack of cultural initiatives or local communities' investment in CT). Furthermore, climate change needs to be addressed, not affecting local production and landscape.
- **Replicability potential for Itineraries:** Significant for cultural routes that blend rural and urban sites' characteristics, having their own identity as itineraries.
 - Forms of CT: Sites with any form of CT may apply it.
 - Kind of heritage: Besides cultural heritage, the existence of an integrated landscape and natural heritage added to the existence or need of raising awareness may help deploy it.
 - Organization and planning: Require a territory with strong public support. It's also important to count on the local involvement and a high degree of organization. The commitment of public investment and the presence of qualified professionals are also required. Economic crisis can curb its deployment.

KSF 29 – Establish a monitoring system to evaluate performance and impacts against defined parameters for CT.

- **Main Impact Domain:** Resilience (and all).
- **Category of the action:** Transversal to all.
- **Type of site it is more relevant for:** Rural, Urban, Natural, Itinerary.
- **Replicability potential for Rural:** Particularly significant for cultural heritage sites in rural areas; where the tourism offer is dispersed and the development of a territory that is resilient to CT impacts is required.
 - Forms of CT: Applicable in sites with all forms of CT particularly to those dealing with overtourism, suffering changes in tourism trends, or looking for slow tourism.
 - Kind of heritage: It is replicable in all rural sites that combine cultural (tangible and intangible) and natural preservation needs.
 - Organization and planning: Replicable in sites that aim to address accessibility and enjoyability of their cultural properties and touristic sites. Require a sound public investment. It also requires good infrastructure and territorial planning.
- **Replicability potential for Urban Sites:** Particularly significant for Urban Sites, where the diversification of tourism offer would help a more equal and resilient CT impact.

- Forms of CT: Applicable in sites with all forms of CT particularly to those dealing with overtourism, suffering changes in tourism trends, or looking for slow tourism.
- Kind of heritage: It can have high replicability in those urban sites where there is a good level of awareness in society due to education, while there is a combination between cultural (tangible and intangible) and natural preservation needs.
- Organization and planning: Replicable in sites that aim to address accessibility and enjoyability of their cultural properties and touristic sites. Require an adequate investment for mobility infrastructures between the city and the surrounding areas, trying to solve the gaps if any lack of it.
- **Replicability potential for Natural Sites**: Significant for sites with rich natural resources, such as regional and national parks, geoparks, landscape, big biodiversity areas and other natural places that can be linked with heritage, culture and tourism.
 - Forms of CT: Applicable in sites with all forms of CT particularly to those dealing with overtourism, suffering changes in tourism trends, or looking for slow tourism.
 - Kind of heritage: It is replicable in all rural sites that combine cultural (tangible and intangible) and natural preservation needs when citizens are concerned.
 - Organization and planning: Replicable in sites that aim to address accessibility and enjoyability of their natural properties and touristic sites. Require good communication and infrastructure.
- **Replicability potential for Itineraries**: Significant for cultural routes that blend rural and urban sites' characteristics, having their own identity as itineraries.
 - Forms of CT: Applicable in sites with all forms of CT particularly to those dealing with overtourism, suffering changes in tourism trends, or looking for slow tourism.
 - Kind of heritage: Itineraries with strong links between natural and cultural heritage are more suitable to deploy it.
 - Organization and planning: Replicable in sites that aim to address accessibility and enjoyability of their natural properties and touristic sites. Require good communication and infrastructure. Also, strong public support and investments. The presence of qualified professionals is also a key factor for its deployment. A sound economic situation should help its deployment.

4 Conclusions and Next Steps

In the IMPACTOUR project, Key Success Factors (KSFs) are considered as those factors designed to help CT and heritage managers select the best approach for their site, prioritize resources and generate a positive and balanced cultural tourism impact in the territory, considering its social, economic, cultural and environmental dimensions. The different context characteristics of a site define the replicability conditions that affect the likelihood of a KSF to achieve the positive impacts towards a more sustainable CT.

Aligned with the widespread pilots and stakeholders engagement process established by WP3, within this task a round of questionnaires was arranged with Pilot Sites, a focused workshop was facilitated with the Pilots' representatives, and desk research was deployed to enable a constructive dialogue with pilots.

The KSFs listed in this document are built upon the recommendations identified in WP1 - which were already recognized as internationally successful- and the experience and contribution provided by the IMPACTOUR Pilots Sites in WP2. After selecting a preliminary list of KSFs, it was discussed and validated in the workshop with Pilots' representatives.

Overall, **the methodological approach provided Pilot Sites with a common understanding of the KSFs, their role in the context of sustainable CT strategies** as well as their most remarkable Impact Domains. Cultural tourism and heritage managers often focus priority on implementing short term actions whose expected impact is not achieved and in which unexpected side effects could arise.

The methodological pathway followed in this report allowed for a comprehensive evaluation and a co-design process with IMPACTOUR pilots and stakeholders, to delineate a complete set of success criteria considering social, cultural, economic and environmental Impact Domains, that are key to defining and further implementing successful CT strategies.

Classifying the KSFs within the action categories, as well as for each domain, **provides a way to facilitate representatives of the pilots those KSFs valuable in their respective territories** and brings to light key generic conclusions concerning the characterization of the sites.

Likewise, the replicability conditions discussed in Section 3 are based on the context characteristics identified and analysed together with the Pilot Sites. This allows discovering the best conditions in which the highlighted KSF's are likely to yield positive results, but this doesn't mean the KSF's are not applicable in other contexts, or that other factors don't matter for successful replication of certain sustainable CT strategies.

In this respect, some KSFs were assessed as relevant by most lands; however, some remarkable conclusions are worth mentioning with regards to the replicability potential of those KSFs getting low levels of relevancy by the participants (i.e. one or two types of lands voted them). They will serve as the basis for further reflection when the CT strategies will be defined (Task 4.3), and are explained as follows:

- From the economic perspective, only **Itineraries** highlighted the relevance of *“the establishment of public/private partnerships agreements for the economic development of cultural tourism_KSF2”*. Due to the higher replicability potential of this KSF has been linked to those territories with strong public support and a strong local identity, it constitutes a major challenge towards the definition of IMPACTOUR strategies aimed to achieve widespread implementation of new governance and policies actions in the other three types of lands, and deserves closer attention. In this regard, when pursuing long-lasting partnerships between the public and private

stakeholders, *“the involvement of local businesses and stakeholders in cultural tourism decision making_KSF4”* should be fostered to sustain collaborations in Rural and Natural lands, where significant landscapes are linked with cultural and natural heritage and when the need of raising awareness constitutes a prerequisite for its replication.

- Social acceptance over a local identity would be very country-specific, as it is already in place in many countries but less evident in others. Although just Urban and Rural sites have attributed relevancy to *“forging collaboration between destinations, academia and private sector to display creative education systems based on cultural heritage values_KSF7”*, it is worthy to explore its role on those lands where cultural heritage (both tangible and intangible) and natural heritage preservation is a significant aspect for the enhancement of the local identity such as in the case of Itineraries. While the criteria *“creating community-centred initiatives and economic clusters that gather practitioners and the bearers of traditional knowledge, aiming for the creation of high value products_KSF9”*, with social influence and weighted as relevant only by Rural and Natural lands, would be easily widespread towards Urban lands and Itineraries if some roadblocks would be overcome, such as the lack of local communities’ investment in CT or the lack of communication in the cultural heritage field. Similarly, *“involving local community in promoting and preserving cultural tourism resources/initiatives aiming at social development_KSF11”*, rated relevant to Urban and Itinerary lands, would require also additional consideration for Rural and Natural lands where cultural routes that blend rural/natural and urban sites’ characteristics (having their own identity as itineraries) might be promoted.
- A KSF making the environmental impact more challenging relates to *“taking measures to address visitors’ growth in cultural properties and natural sites respecting their carrying capacity and ensuring the enjoyment of visitors and inhabitants_KSF17”*, which has been weighted only by Itineraries. This would either have a significant role on Rural, Urban or Natural lands where visitors’ growth could jeopardize environmental sustainability. Its deployment may be accompanied by the *“building up of a local/regional roadmap towards a sustainable, innovative and resilient tourism ecosystem_KSF15”*, which will ensure a more sustainable cultural tourism in the mid-long term. In this case, only Urban and Natural lands identified it as key, although Rural sites, and most likely Itineraries, would also improve the environmental impact of cultural tourism by its implementation.
- Impacting over the cultural sphere, the KSF *“fostering dialogue to enable an apolitical strategy with collaboration and reconciliation of all stakeholders and support to local artisans/artists_KSF19”* has been ranked relevant only by Urban sites. However, after ensuring a great local involvement, lands such as Rural or Itineraries implementing this action would achieve a more sustainable cultural impact. *“Ensuring tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example)_KSF22”* pursues also to demonstrate that appreciating inhabitants and attending their economic needs may also have positive impact on cultural tourism management. Although Urban sites and Itineraries only highlighted its relevance, all types of lands may benefit from having cultural heritage conservation and safeguarding directly supported by the tourism industry.
- As far as the resilience is concerned, overall a low number of types of lands weighted relevance of the KSFs identified in this domain. This may be related to the transverse approach of these KSFs, and it somehow responds to the objective of identifying

innovative solutions for cultural tourism management: although they have been overall less prioritized by pilots, they may be considered more widely aiming fostering a cultural tourism activity that is able to face future threats. The most significant example in this case is the “*achievement of a balanced share of type of tourists (local, national and international)_KSF25*”, which was only relevant to **Itineraries**. Aiming to develop a resilient cultural tourism activity, and a more even economy when tackling the enjoyment and management of cultural heritage, this should most likely be replicated in any **Rural**, **Urban** or **Natural** scenario.

Grounded on the reflections from this report, as well as on the outcomes from the task devoted to defining the list of Key Performance Indicators for IMPACTOUR (Task 4.2.), the upcoming task in the project (Task 4.3.) will investigate how to define the IMPACTOUR Strategies. Considering the preliminary replicability conditions identified for the KSFs, applicability and implementation conditions will be further evaluated and associated with the proposed strategies. That task precedes the last task of WP4 (Task 4.4.), devoted to creating and delineating the IMPACTOUR Methodology, which will feed the IMPACTOUR Tool (WP5).

Annex A: List of Acronyms/Abbreviations

Acronym/ Abbreviation	Description
CT	Cultural Tourism
EC	European Commission
GWC	Global World Café
ICOMOS	International Council on Monuments and Sites
KSF(s)	Key Success Factor(s)
KPI(s)	Key Performance Indicator(s)
IMPACTOUR	IMproving Sustainable Development Policies and PrActices to assess, diversify and foster Cultural TOURism in European regions and areas
RWC	Regional World Cafés
SWOT	Analysis framework used to evaluate strengths, weaknesses, opportunities, and threats.
UNESCO	The United Nations Educational, Scientific and Cultural Organization
UNWTO	World Tourism Organization
WP	Work Package

Annex B: References

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Annex C: Questionnaire Template

The questionnaire developed to collect the data aiming to feed the selection of Success Factors has been divided into two subsections.

- The questionnaire starts gathering **initial conditions** about the site concerning the following aspects: Approach description, Level of implementation, Type of area, Main expected result or achieved result, and, Main domain of the practice (if recognizable). This first section aimed to gather the general information of a site and particularly the definition of the practices developed by it aiming to foster CT in the site.

Analysing the cultural tourism development strategies carried out by the Data Information Pilots		IMPACTOUR
SITE	NAME OF DATA INFORMATION PILOT	Free text HERE
	Strategy or Approach description	Free text HERE (up to 50 words aprox)
	Level of implementation	Only if "other or several" (free text HERE)
	Type of area	Only if "other or several" (free text HERE)
	Main expected result or achieved result	Only if "other" (free text HERE)
	Main domain of the practice (if recognizable)	Only if "several" (free text HERE)

- Then, it includes a questionnaire about the **level of implementation** that the practices had or have on the sound recommendations for CT development that were identified in the IMPACTOUR Deliverable 1.4. For each of those recommendations, each describe practice was asked to answer if it did Totally, Partially or didn't address them.

Please identify which of the following aspects your strategy addressed/considered:		
Governance strategies & policy	Build new partnerships or governance models	<input type="checkbox"/> Not addressed <input type="checkbox"/> Partially addressed <input type="checkbox"/> Totally addressed
	Regional cooperation	
Local stakeholders engagement	Support the contribution of cultural tourism to urban and rural development	
	Ensure the sustainable operations and management of tourism	
	Policies to mitigate the negative impacts of tourism growth	
Diversification and marketing strategies	Re-think the tourism sector and rebuild global tourism	
	Monitor and evaluate the impacts of tourism development	
	Enhance intercultural dialogue and appreciation for cultural diversity and social cohesion	
	Host communities and indigenous peoples should be involved in planning for conservation and tourism	
Business models and investments	Create a Culture of Trust and Collaboration for Sustainable Tourism	
	Link people and foster sustainable development through Cultural Routes	
	Promote Domestic Tourism	
	Strategies and measures to address visitors' growth (over tourism) in cities (in real-time)	
	Promote and protect Cultural Heritage	
Business models and investments	Linkages between tourism, living cultures and creative industries	
	Integrate sustainability principles in tourism promotion and marketing efforts	
	Ensure investments in tourism support sustainability objectives	
	Harnessing innovative technologies	
Business models and investments	Supporting partnerships between the private and public sectors that employ new technologies	
	Investing in local communities to foster tourism (safeguarding material/immateral heritage of a territory)	

Annex D: Recommendations and all the Sub-recommendations (from D1.4)

Governance & Policies Recommendations	
A-Build new partnerships or governance models	
GOV_A-1	Facilitate effective and integrated governance structures within government at national, regional, and local levels
GOV_A-2	Facilitate effective partnerships between government, private and community organizations
GOV_A-3	Implement innovative policy reflected in cutting-edge cultural tourism projects
GOV_A-4	Allow the diversification of tourism products and services in regions facing common challenges in a defined geographical area
GOV_A-5	Allow to implement integrated territorial development plans
GOV_A-6	Involve all relevant actors for joint ownership of decisions
GOV_A-7	Involve entities able to mobilize and blend different sources of finance
GOV_A-8	Monitor and evaluate performance and impacts against defined parameters for CT.
B-Regional cooperation	
GOV_B-1	Horizontally, between local, regional, and national authorities and with the European Commission
GOV_B-2	Vertically, between customs officials, transport providers, accommodation providers and all other actors in the ecosystem, to operationalize, put the guidelines in practice and implement them
GOV_B-3	Contacts shared and amplified
GOV_B-4	Creation of a branding initiative based on the marketing campaign of the local traditional products
C-Support the contribution of cultural tourism to urban and rural development	
GOV_C-1	Encourage local cultural traditions, museums, and contemporary creative industries to become part of the programmes for urban and rural development and/or regeneration
GOV_C-2	Encourage the regeneration of degraded or redundant industrial areas of historic cities including the integration of cultural
GOV_C-3	Encourage cultural programmes and creative industry initiatives aimed at regenerating urban/rural areas to include participation by tourists as well as local people
GOV_C-4	Involve the whole destination in urban/rural planning and destination management through the participation of local communities and the private/public sectors
GOV_C-5	Ensure urban/rural tourism policies are aligned with a city or region's global agenda, the UN New Urban Agenda and the 17 Sustainable Development Goals (SDGs), namely Goal 11 on "Make cities and human settlements inclusive, safe, resilient and
GOV_C-6	Ensure physical planning and design is inclusive of persons with disabilities and others with specific access requirements (SDG Goal 10 Reduced inequalities).
GOV_C-7	Undertake in-depth work during the project design stage and often 'co-designing' cultural activities with local people
GOV_C-8	Rehabilitation of infrastructures and services
GOV_C-9	Achieve political and social support and commitment.
D-Ensure the sustainable operations and management of tourism	
GOV_D-1	Respecting the legislated and/or planned objectives related to tourism development and management, (conditions related to the environment, economy, and socio-cultural concerns)
GOV_D-2	Encouraging the use and adoption of internationally recognized standards for sustainable tourism (see also Chapter 3)
GOV_D-3	Establishing management systems that combine up-to-date knowledge, digital solutions, and inclusive approaches to enhance the visitor experience as well as respect for communities
GOV_D-4	Set a strategic long-term plan for sustainable tourism including the definition of the carrying capacity for the city and for specific areas and attractions
GOV_D-5	Determine the acceptable levels of impact of tourism through a participatory process involving all relevant stakeholders
GOV_D-6	Plan through methodologies such as strategic foresight and scenario planning. The dynamic, volatile, uncertain, and complex global developments of today require an approach that does not (only) take the past but also identifies the driving forces of change and key uncertainties, to create plausible scenarios.

E-Policies to mitigate the negative impacts of tourism growth	
GOV_E-1	Addressing research gaps on how tourism growth, increasing urbanization, and its mitigation, are impacting the transmission of
GOV_E-2	Cultural Tourism should be managed in a sustainable way for present and future generations
GOV_E-3	Tackling short-term tourist accommodations (e.g. Airbnb). A dynamic tourist economy depends on the availability and variety of tourism services
GOV_E-4	Addressing structural problems of tourism sector avoiding the return to issues of tourism management (e.g. overtourism)
GOV_E-5	Promoting the time-based dispersal of visitors within a city and beyond
GOV_E-6	Identifying heritage resources, foster a better understanding of the tangible and intangible values of natural and cultural heritage and create a recognized value as a driver for local development
F-Re-think the tourism sector and rebuild global tourism	
GOV_F-1	Reinforcing ethical principles in the tourism sector
GOV_F-2	Considering tourists as temporary residents: ensure tourism policy promotes the engagement of visitors and residents and build a
GOV_F-3	Building up a roadmap for 2050 towards a sustainable, innovative, and resilient European tourism ecosystem ('European Agenda for Tourism 2050'). As soon as health circumstances allow, a European tourism convention will be organised by the European Commission to reflect – together with EU institutions, the industry, regions and cities and stakeholders
GOV_F-4	Valorisation of existing cultural hard assets and the provision of better access to them, according to cultural properties and heritage places carrying capacity
GOV_F-5	Building a sense of belonging, individual and community self-confidence and increased autonomy for promotion, safeguarding, management and well-being
GOV_F-6	Improving networking and association capacity by the creation of cross-disciplinary teams / improving artists networking and supporting creative entrepreneurship
GOV_F-7	Developing professional expertise and competences in the cultural field.
G-Monitor and evaluate the impacts of tourism development	
GOV_G-1	Understand the complex relationships between the trade, production and consumption of cultural tourism services, the share of domestic and foreign value added in tourism exports, the benefits that tourism creates for national economies, and the forward and backward linkages between tourism and other industries
GOV_G-2	Monitor and evaluate performance over time against agreed goals and objectives, using multiple indicators. Publish results to ensure transparency and to foster open methods of benchmarking CT management.
GOV_G-3	Establishing baseline and measurable targets, reviewing progress, and reporting towards the achievement of sustainable tourism
GOV_G-4	Measuring promotion and marketing success - focused on the number of 'arrivals', the economic and social benefits that stay in the destination, and the limitation of the negative environmental and social impacts
GOV_G-5	Building measurement systems that create and enabling environment for cultural investments to thrive while tracking the added value of culture, visitor flows and the distribution of benefits
GOV_G-6	Standardise Data Collected Businesses to Improve Destination-Level Monitoring:
GOV_G-7	Use a consistent data format to simplify destination-level sustainability assessment;
GOV_G-8	Create an online format to ease data entry and analysis
GOV_G-9	Make the most of official Statistics and Administrative records to have continuous information at a minimum cost:
GOV_G-10	Pay special attention to the information generated by official bodies and do not forget that administrative records can be a very interesting source of information for a destination
GOV_G-11	Propose a system of indicators that can be maintained over time, paying special attention to the cost-benefit of data collection
GOV_G-12	Use Indicators as a Diagnostic and Management Tool to inform decision-making:
GOV_G-13	Use a sustainability indicator system as a benchmark for data collection
GOV_G-14	Be selective with the products that to be promoted, based on the identity you want to create
GOV_G-15	Use data to justify the investment in new offerings that can promote a sense of belonging amongst residents while also having a distinctive tourism offering
GOV_G-16	Develop an Index to Effectively Plan and manage the land use deriving from Tourism:
GOV_G-17	Compile and produce geographic information on human artificial structures
GOV_G-18	Define maximum levels of admitted human development according to the environmental sensitivity of your area
GOV_G-19	Use indicators as part of a national certification programme: Develop a benchmarking tool:
GOV_G-20	It is important that destinations can compare among themselves. In this way, indicators can be interpreted, and concrete actions can be taken by looking at strategies in place in best practice destinations
GOV_G-21	Have regular meeting between destinations in your region to discuss about similar problems and share solutions
GOV_G-22	Apply IT technologies for natural and cultural heritage promotion and safeguarding.

Local Stakeholders involvement	
A-Enhance intercultural dialogue and appreciation for cultural diversity and social cohesion	
LSE_A-1	Facilitating transnational partnerships and defining shared objectives between the tourism and culture sectors
LSE_A-2	Build international or regional networks across culture and tourism government agencies
LSE_A-3	Celebrating cultural diversity and intercultural dialogue, through festivals, education, awareness raising and cultural or spiritual centres
LSE_A-4	Forge effective synergies using a range of appropriate technologies and social media platforms whereby all stakeholders exchange more information, experience, and best practice
LSE_A-5	Improve the international profile of cities through culture by joining a European initiative
LSE_A-6	Cooperation with different institutions combining research and travels
LSE_A-7	Apolitical strategy to enable collaboration and reconciliation of all stakeholders and support to local artisans/artists
LSE_A-8	Use culture as a way of overcoming deep and complex social issues
LSE_A-9	Reuse of buildings with strong history and national identity, even if related to dramatic events, as a place for critical but constructive discussions, a place for art, tourism, and education
LSE_A-10	Share of local cultural values based on travel experience
B-Host communities and indigenous peoples should be involved in planning for conservation and tourism	
LSE_B-1	The needs and wishes of some communities or indigenous peoples should be respected
LSE_B-2	Creating community-centred initiatives that gather practitioners and the bearers of traditional knowledge
LSE_B-3	Involving the whole destination in urban planning and destination management through the participation of local communities
LSE_B-4	Disseminating informative and educational materials aiming respect to local cultural values and properties
LSE_B-5	Foster communication and collaboration mechanisms among all relevant stakeholders
LSE_B-6	Enhance the integration of local communities in the tourism value chain promoting their engagement in the sector and ensuring that tourism translates into wealth creation and decent jobs
LSE_B-7	Use of innovative technology which helps find out the reactions and appreciations of the visitors
LSE_B-8	Effective cooperation with the local community to achieve better participation within the main stakeholders in both public and private sector (NGO's, tourism and craftsmanship, public institutions...) with the aim to ensure better recognition of the cultural heritage
LSE_B-9	Provision of training in traditional skills and trading/commercial space for local community
LSE_B-10	Raising awareness of the importance of cultural heritage in the context of the development of the local community along with the raised number of innovative projects to ensure better visibility of cultural heritage and to motivate local craftsmanship
LSE_B-11	Dynamic communication with the wider tourism sector highlighting the importance of the local heritage for the sustainable tourism growth of the destination.
C-Create a Culture of Trust and Collaboration for Sustainable Tourism:	
LSE_C-1	Sensitizing stakeholders to the added value of culture and heritage in enhancing product diversification, socio-economic development, and sustainable growth
LSE_C-2	Identify methods to engage with local stakeholders (comfortable to them)
LSE_C-3	Use Sustainability Indicators to create Dialogue amongst Stakeholders.
LSE_C-4	Collaborate with local Universities to kickstart the implementation of Indicators.
LSE_C-5	Build Trust and Momentum amongst Local Stakeholders.
LSE_C-6	Regularly monitor the perception of local communities towards tourism and promote the value of the sector among residents
LSE_C-7	Reuse of traditional buildings to enhance local traditions and practice and inclusion of renewable energies in the renovation project.

Diversification & Marketing	
A-Link people and foster sustainable development through Cultural Routes	
MK_A-1	Facilitate international and national initiatives that draw together historically or thematically linked heritage places, into tourism routes, corridors, or circuits
MK_A-2	Investing in human capacities and the sustainable development of less visited areas, by providing training on cultural and thematic routes and contributing to intercultural dialogue, international cooperation, and peace
MK_A-3	Resilience incorporates more systemic thinking around preparedness, to avoid disaster and the ability to rebound after crisis
MK_A-4	Promote access to persons of all ages and abilities and ensure fruition of cultural resources to all by improving services, including transport, internet connection and online information provision
MK_A-5	Build a network on an already well represented and recognised topic
MK_A-6	Shared brand to lower costs of promotional material.
B-Promote Domestic Tourism	
MK_B-1	Fostering travel bubbles, according to guidance based on data from national and regional state agencies (between countries and regions and cross-border, where possible)
MK_B-2	Providing responsible and well managed opportunities for members of the host community and visitors to experience and understand that community's heritage and culture at first hand
MK_B-3	Structured strategy connected under a common planning framework
MK_B-4	Community social investment and creation of social enterprises
C-Strategies and measures to address visitors' growth (over tourism) in cities (in real-time)and in all kinds of heritage places:	
MK_C-1	Promote time-based dispersal of visitors within the city and beyond
MK_C-2	Stimulate new visitor itineraries and attractions
MK_C-3	Review and adapt regulation
MK_C-4	Enhance visitors' segmentation
MK_C-5	Create city experiences that benefit both residents and visitors
MK_C-6	Communicate with and engage visitors
MK_C-7	Promote monitoring and evidence-based decisions and planning of key issues such as carrying capacity, mobility, management of natural and cultural resources and residents' attitudes towards tourism.
D-Promote and protect Cultural Heritage	
MK_D-1	Strengthening measures to safeguard tangible and intangible cultural heritage, and promote and protect the diversity of cultural expressions and intrinsic values therein
MK_D-2	Ensure that the visitor experience will be worthwhile, satisfying, and enjoyable
MK_D-3	Rebuilding destinations and the tourism sector: accessibility, connectivity and transport should be high on the agenda just as accommodations, restaurants, resorts, events, travel association, travel tech companies, tour operators, and tourism associations; consider also cultural properties and heritage places carrying capacity
MK_D-4	Structured strategy connected under a common planning framework
MK_D-5	Community social investment and creation of social enterprises
MK_D-6	Create synergies and foster a collaborative approach with other organizations, programmes or local activities (i.e. festivals, arts, food, etc.) and attractors of the territory to increase impact of the actions
MK_D-7	Create 'tourist pack and experiences' based on the different clusters (culture, food & wine, nature, religion, etc.) and sell combined packages, including transport
MK_D-8	Membership fees at more economic price compared to individually sites fees
MK_D-9	Provide customers-oriented service/approach
MK_D-10	Well perceived sites as attractors for less known sites.

E-Linkages between tourism, living cultures and creative industries	
MK_E-1	Forging collaboration between tourism destinations, academia, and the private sector to improve education, training and research on creative industries and heritage, thus creating new jobs and forming culturally informed professionals
MK_E-2	Utilizing cultural facilities such as museums to further engage both visitors and residents in local cultures and traditions
MK_E-3	Take advantage from traditional events and make the typical characteristics of the area (food and wine, handcraft, traditions) a tourist attraction
MK_E-4	Display innovative and creative education systems for the valorisation of existing and the creation of new cultural soft assets
MK_E-5	Active cooperation with the education sector with the aim of motivating school groups and other group visits to generate interest in the cultural heritage
MK_E-6	Cooperation and partnership with the community for knowledge documentation and upgrading contents of museum through open database.
F-Integrate sustainability principles in tourism promotion and marketing efforts	
MK_F-1	Promoting the use of local goods and services in the tourism sector, which minimizes economic leakages
MK_F-2	Educating consumers how to evaluate the environmental, socio-cultural footprint and economic implications of their decisions while inspiring them to purchase local sustainable tourism products and services, including products such as crafts, food, etc.
MK_F-3	Tourism promotion programmes should protect and enhance Natural and Cultural Heritage characteristics.
MK_F-4	Applying destination management systems that promote the seasonal, regional, and time-based dispersal of visitors in response to "overtourism"
MK_F-5	Controlling mass tourism or seasonal tourism makes the site more resilient to and less vulnerable to travel restrictions
MK_F-6	Measure what matters to the destination type and the specific location
MK_F-7	Promote innovative products and experiences that allow the city to diversify demand in time and space and attract the adequate visitor segments according to its long-term vision and strategy
MK_F-8	City marketing approach and visual identity
MK_F-9	Industry obtain benefit via upgrading the value of their symbol while recovers craftsmanship
MK_F-10	Branding and clustering: strengthening the territorial brand and ensure financial stability by involving local business in the project.

Business Models & Investments	
A-Ensure investments in tourism support sustainability objectives	
BUS_A-1	Successful business models demand innovativeness, creative and productive use of technology and potentially clustering between different activities
BUS_A-2	Ensuring that sufficient revenues derived from tourism activities go toward the management and conservation of cultural and natural heritage and promote the engagement of tourists
BUS_A-3	Ensure tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example).
BUS_A-4	Estimating the expected benefits of tourism development based on the 'Total Economic Value' that includes ecosystem services and social accounting benefits in investments decision making. Emphasis should be given to the inclusion of impacts in societies and local communities
BUS_A-5	Invest in technology, innovation, and partnerships to promote smart cities – making the best of technology to address sustainability, accessibility and innovation
BUS_A-6	Innovative revenue models for CNH facilities, to maximise income and minimise costs, including efficient use of technology for income generation
BUS_A-7	Take advantage of the potential of existing cultural infrastructure through for instance, new added value uses
BUS_A-8	Local company as sponsor for the restoration and maintenance of heritage
BUS_A-9	Involve private investors/ stakeholders to ensure a medium-term financial strategy
BUS_A-10	Encouraging the development of companies and start-ups operating in the field of cultural services.
B- Harnessing innovative technologies	
BUS_B-1	Establishing management systems that combine up-to-date knowledge, digital solutions, and inclusive approaches to enhance the visitor experience as well as respect for communities' needs, adequate interpretation and fair trade
BUS_B-2	Invest in measuring cultural tourism, to address health requirements and visitors' expectations in the first phase of recovery and in the long term
BUS_B-3	Create the Pre-Conditions to develop a Destination Management Organisation (DMO):
BUS_B-4	Develop a Cost-effective Sustainable Indicator Set:
BUS_B-5	Design motivating Sustainability Policies to Involve the Private Sector:
C- Supporting partnerships between the private and public sectors that employ new technologies	
BUS_C-1	Invest in technology, innovation, and partnerships to promote smart cities – making the best of technology to address sustainability, accessibility and innovation
BUS_C-2	Set up a data model based on indicators measuring the impacts of major events.
D- Investing in local communities to foster tourism (safeguarding material/immaterial heritage of a territory)	
BUS_D-1	Investing in human capacities
BUS_D-2	Tourism and conservation activities should benefit the host community
BUS_D-3	Strategies and measures to address visitors' growth in cities
BUS_D-4	Ensure local communities' benefit from tourism
BUS_D-5	Improve city infrastructure and facilities applying Sustainability and Universal Design principles
BUS_D-6	Communicate with and engage local stakeholders
BUS_D-7	Set monitoring and response measures
BUS_D-8	Sustainable reuse of existing resources managed by local community
BUS_D-9	Recovery and management of natural heritage as a turning point for the tourist offer for the entire region.

Annex E: Strategies described by Pilot Sites

The following Annex summarizes the strategies described by Pilot Sites in the data gathering process and collected through questionnaire. When filling in the information, pilots were asked to think about their good practices, being strategies or concrete actions inside an overall and wider strategy. The analysis of the collected information identified 19 unique strategies: in some cases the same strategy have been implemented in different pilots, while in others, the same strategy has been broken down into actions or sub-strategies as these actions were applied and implemented in more than one pilot. For anonymization purposes, any reference to the Pilot Sites' names has been removed.

STRATEGY 1
Urban or industrial sites deploying actions to support a more accessible and sustainable tourism: ensuring that tourists with special needs requirements are met; developing awareness actions with relevant tourism agents; launching a territorial approach to enhance the existing resources while creating new sustainable activities and improving infrastructures and services.
STRATEGY 2
Transforming a mountain refuge for tourists (bikers, skiers, foodies) to a new hybrid cultural centre with events (theatre, museum, restaurant, conferences, library, guesthouse) as well as reusing of the surrounding habitats (food garden, communal oven, paths, cycling trails, walking, and climbing sites), aiming to resist the massive tourism model, whilst being profitable and maintaining its operational capacity.
STRATEGY 3
Different stakeholders acting in different ways and timing to foster an integrated itinerary: initial Government Lead, later supported by national and international promotions with the aim of looking for labelling and declarations, and finally the involvement of regional institutions for legislation and protection mechanisms aiming at the development of cultural heritage safeguarding plans.
STRATEGY 4
Deploy a Free Pass to a particular cultural property or site in the city to all tourists, as a counterpart for the municipal tourist tax.
STRATEGY 5
Launch a regional strategy in an urban site to foster and enhance cultural heritage (tangible and intangible) to attract cultural tourists.
STRATEGY 6
Develop a Digital Tourist Information Service to improve the knowledge of attractions events and visiting routes in the city, with data analysis and monitoring tools, that provide information to operators aiming to create new offer in terms of itineraries, attractions or visiting hours.
STRATEGY 7

Local stakeholder in collaboration with the Municipality, to make known to both foreign visitors and non-resident citizens and university students, those hidden aspects of the city - especially in the outskirts of the city - as regards the culture, art, environment, history, tradition.
STRATEGY 8
Local stakeholders in collaboration with municipalities offer their services for the tourist that want to enjoy the natural beauty of the coastal site or enjoy crucial cultural sites and events. The strategy aims to develop the information through social media to increase interest of tourists and partners-investors. The tourist program in the middle-long time is reviewed periodically
STRATEGY 9
Increase connectivity to natural dispersed site , with a special focus on implementing a special tariff measure, with a reduced price of airfares to increase the number of tourists traveling.
STRATEGY 10
Rehabilitation of cultural tourism infrastructures, especially focused on traditional constructions and reinforcement of accessibilities of natural dispersed site .
STRATEGY 11
Municipality cooperates with all stakeholders to develop different tourism forms in a coastal city , in addition to the dominant “sun and beach”, while respecting the natural and socio-cultural resources of the site as well as the economic aspects of tourism development, and, developing and indicator based monitoring for a long-term sustainable and competitive tourism.
STRATEGY 12
Enhance the notoriety of an itinerary in its touristic and cultural dimensions, using a distinctive image of quality for its differentiation. The aim is to attract visitors to the region and increase the length of stay for tourists, while protecting the regional identity and helping to enrich the cultural and artistic panorama of the region while increasing the cultural level of the region's population. Also aims to develop sound research conditions to stimulate the creation and dissemination of knowledge about the region's history, culture and heritage
STRATEGY 13
Develop a long-term National Strategy (10 years) in a natural site for the Development of Rural Communities while attracting sustainable cultural tourism.
STRATEGY 14
Masterplan on tourism management, which deploys a “living” strategic framework for the strengthening and implementation of the tourism industry in a region as well as for the positioning of the destinations in the tourism market lead projects. It is an economic policy instrument that touches on further policy areas and requires interdisciplinary coordination to reach the five main goals: profiling, added value, ecology, social issues and effectiveness.

STRATEGY 15
Synchronized Culture and Tourism Development Strategies between a city , the county and the national approach, tackling a number of different sectoral strategies but all looking in a long-term sustainability of the touristic activity.
STRATEGY 16
Protecting unique cultural spaces and historic centres as containers of local culture, while promoting entrepreneurship in the cultural tourism sector linked to the local identity.
STRATEGY 17
Develop a General Action Plan that aims to promote the cultural property / site as a sustainable destination with good identity and image. It aims to enable full accessibility (physical and digital) and also collaborate with national and international institutions and networks to improve the quality of the services it provides, while monitoring and evaluating the outcomes.
STRATEGY 18
Launch a Welcome Charter on the itinerary aiming to guarantee good accommodation conditions for pilgrims/walkers (proximity of the path, overnight stay, adapted services), while improving visibility and strengthening the links between private and public stakeholders. And developing in parallel promotion activities of the route, including urban design and furniture, installation of signage along the route and edition of a welcome guide.
STRATEGY 19
Launch a public policy by the administration, aiming to promote the development of cultural tourism activities within the territory, while raise local inhabitants and tourist's awareness about the local heritage. It aims increasing the reputation and attractiveness of the itinerary and region , through the creation of permanent jobs, promoting the preservation of the quality of life of the inhabitants, developing a heritage passport or free/discounted access to sites, specific cultural offers to families, and overall structuring the offer available (services, museums, restaurants, cultural/outdoor creative activities).

Annex F: Final Drafting of the KSFs

The following Tables show the relation between recommendations and KSFs and describe the changes that led from the initial list of KSFs to the final ones, providing motivations on the text adaptations. The RWC green cells represent the KSFs that were identified during the Regional World Cafés, while the GWC column represents the level of relevancy of the KSF as a result of the Matera validation exercise (green: key; yellow: partially relevant; red: not key)

RECOMMENDATION	CATEGORY	INITIAL SUCCESS FACTOR	RWC	GWC	MODIFICATION PROVIDED	KFS NO.	FINAL SUCCESS FACTOR
Economic Domain							
Build new partnerships or governance models	Governance	Develop Policies and mechanisms for the diversification of the tourism offer (products and services)			No modification provided	1	Develop Policies and mechanisms for the diversification of the tourism offer (products and services)
Build new partnerships or governance models	Governance	Establishment of Public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...)			Minor structure form adaptation	2	Establish Public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...)
Investing in local communities to foster tourism (safeguarding material/immaterial heritage of a territory)	Business	Implement economically responsible and conscious tourism policy & actions			No modification provided	3	Implement economically responsible and conscious tourism policy & actions
Support the contribution of cultural tourism to urban and rural development	Governance	Involvement of Local businesses and stakeholders in cultural tourism decision making (i. e. in urban/rural planning and destination management)			Minor structure form adaptation	4	Involve local businesses and stakeholders in cultural tourism decision making (i. e. in urban/rural planning and destination management)
Supporting partnerships between the private and public sectors that employ new technologies	Business	Ensure permanent public investments on technologies, research & innovation in the CT sector			Merged with KSF6		
Regional cooperation	Governance	Creation of a branding initiative based on the marketing campaign of the local traditional products			Minor structure form adaptation	5	Create a branding initiative based on the marketing campaign of the local traditional products
Ensure investments in tourism support sustainability objectives	Business	Design specific programmes to encourage the development of companies and start-ups operating in the field of cultural & creative services.			Text adapted	6	Design specific programs, promoting investment in R&D and technology transfer projects to encourage the development of companies and start-ups operating in the field of cultural & creative services
Harnessing innovative technologies	Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.			Included as transversal KSF29		

RECOMMENDATION	CATEGORY	INITIAL SUCCESS FACTOR	RWC	GWC	MODIFICATION PROVIDED	KFS NO.	FINAL SUCCESS FACTOR
Social Domain							
Linkages between tourism, living cultures and creative industries	Div. & Mktg.	Forge collaboration between destinations, academia and private sector to display creative education systems based on cultural heritage values			No modification provided	7	Forge collaboration between destinations, academia and private sector to display creative education systems based on cultural heritage values
Ensure the sustainable operations and management of tourism	Governance	The implementation of management systems for a long-term balanced tourism activity in function of the site's needs: length tourists stays, attract tourists, tackle mass tourism, etc.			Minor structure form adaptation	8	Implement management systems for a long-term balanced tourism activity in function of the site's needs & carrying capacity: length tourists stay, attract tourists, tackle mass tourism, etc.
Host communities and indigenous peoples should be involved in planning for conservation and tourism	Local Stkh.	The creation of community-centred initiatives that gather practitioners and the bearers of traditional knowledge			Text adapted according to new KSF provided in the GWC	9	Create community-centred initiatives and economic clusters that gather practitioners and the bearers of traditional knowledge, aiming for the creation of high value products
Link people and foster sustainable development through Cultural Routes	Div. & Mktg.	Ensure connection, accessibility and facilities with less dense sites			Text adapted according to new KSF provided in the GWC	10	Ensure connection, accessibility and facilities (including connectivity) with less dense sites
Create a Culture of Trust and Collaboration for Sustainable Tourism	Local Stkh.	The involvement of local community in promoting and preserving Cultural Tourism resources/initiatives			Minor structure form adaptation	11	Involve local community in promoting and preserving Cultural Tourism resources/initiatives aiming at social development
Enhance intercultural dialogue and appreciation for cultural diversity and social cohesion	Local Stkh.	Promote the use of culture as a way of overcoming deep and complex social issues and foster intercultural dialogue			No modification provided	12	Promote the use of culture as a way of overcoming deep and complex social issues and foster intercultural dialogue
Monitor and evaluate the impacts of tourism development	Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.			Included as transversal KSF29		
	NEW	Social development through the promotion of Cultural Tourism activities, based on the dissemination of traditions, aiming for the creation of high value products			Included in KSF9		
	NEW	Create economic clusters based on social heritage values			Included in KSF9		

RECOMMENDATION	CATEGORY	INITIAL SUCCESS FACTOR	RWC	GWC	MODIFICATION PROVIDED	KFS NO.	FINAL SUCCESS FACTOR
Environmental Domain							
Investing in local communities to foster tourism (safeguarding material/immaterial heritage of a territory)	Business	Management of natural heritage & cultural landscapes as a turning point for the tourist offer			Minor structure form adaptation	13	Manage natural heritage & cultural landscapes as a turning point for the tourist offer
Promote and protect cultural heritage	Div. & Mktg.	Build up the preservation of the environment with the involvement of local and political stakeholders			No modification provided	14	Build up the preservation of the environment with the involvement of local and political stakeholders
Re-think the tourism sector and rebuild global tourism	Governance	Build up a Local/Regional roadmap towards a sustainable, innovative, and resilient European tourism ecosystem.			Minor text adaptation	15	Build up a Local/Regional roadmap towards a sustainable, innovative, and resilient tourism ecosystem.
Integrate sustainability principles in tourism promotion and marketing efforts	Div. & Mktg.	Implement educational campaigns for consumers on how to evaluate the footprint and implications of their decisions while inspiring them to purchase local sustainable tourism products and services.			Text adapted according to new KSF provided in the GWC	16	Implement educational campaigns for responsible citizens and tourists on how to evaluate the footprint and implications of their decisions while inspiring them to purchase local sustainable products and services.
Policies to mitigate the negative impacts of tourism growth	Governance	Strategies and measures to address visitors' growth in cities			Text adapted and KSF maintained to deal with the new pandemic situation	17	Take measures to address visitors' growth in cultural properties and natural sites respecting their carrying capacity and ensuring the enjoyment of visitors and inhabitants
Strategies and measures to address visitors' growth (over tourism) in cities (in real-time) and in all kinds of heritage places	Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.			Included as transversal KSF29		
	NEW	Educated and Responsible Local People			Included in KSF16		

RECOMMENDATION	CATEGORY	INITIAL SUCCESS FACTOR	RWC	GWC	MODIFICATION PROVIDED	KFS NO.	FINAL SUCCESS FACTOR
Cultural Domain							
Create a Culture of Trust and Collaboration for Sustainable Tourism	Local Stkh.	Protect and promote local cultural traditions (Intangible Cultural Heritage)			Text adapted according to new KSF provided in the GWC	18	Protect and promote local cultural traditions (intangible cultural heritage) and facilitate the access to recognition mechanisms (lists, labelling, prices...) of all type of heritage
Re-think the tourism sector and rebuild global tourism	Governance	Offer travel experiences based on local cultural values and traditions			No modification provided	19	Offer travel experiences based on local cultural values and traditions
Enhance intercultural dialogue and appreciation for cultural diversity and social cohesion	Local Stkh.	Foster an apolitical strategy to enable collaboration and reconciliation of all stakeholders and support to local artisans/artists			Minor text adaptation	20	Foster dialogue to enable an apolitical strategy with collaboration and reconciliation of all stakeholders and support to local artisans/artists
Host communities and indigenous peoples should be involved in planning for conservation and tourism	Local Stkh.	Develop policies to respect the needs and wishes of rural inhabitants, immigrants and diverse minority cultures			Included in KSF21		
Host communities and indigenous peoples should be involved in planning for conservation and tourism	Local Stkh.	Improve visibility of material and immaterial cultural heritage, strengthening local traditions and crafts			Text adapted according to new KSF provided in the GWC	21	Improve visibility of material and immaterial cultural heritage strengthening local traditions, artistic productions and crafts (while respecting diverse minority cultures and immigrants)
Ensure investments in tourism support sustainability objectives	Business	Ensure tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example).			No modification provided	22	Ensure tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example).
Monitor and evaluate the impacts of tourism development	Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.			Included as transversal KSF29		
	NEW	Involvement of educational system in Cultural values			Included in KSF7		
	NEW	Promote new artistic productions + artistic residences			Included in KSF21		
	NEW	Promote the inclusion or participation in recognition lists, prices, etc.			Included in KSF18		

RECOMMENDATION	CATEGORY	INITIAL SUCCESS FACTOR	RWC	GWC	MODIFICATION PROVIDED	KFS NO.	FINAL SUCCESS FACTOR
Resilience Domain							
Build new partnerships or governance models	Governance	The existence of long-term agreements within government at national, regional, and local levels for sound and stable governance structures			Minor structure form adaptation	23	Reach long-term agreements within government at national, regional, and local levels for sound and stable governance structures
Enhance intercultural dialogue and appreciation for cultural diversity and social cohesion	Local Stkh.	Facilitate transnational partnerships and defining shared objectives between the tourism and culture sectors			No modification provided	24	Facilitate transnational partnerships and defining shared objectives between the tourism and culture sectors
Promote Domestic Tourism	Div. & Mktg.	Achieve a balanced share of type of tourists (local, national and international)			No modification provided	25	Achieve a balanced share of type of tourists (local, national and international)
Ensure investments in tourism support sustainability objectives	Business	Ensure that sufficient revenues derived from tourism activities go toward the management and conservation of cultural and natural heritage and promote the engagement of tourists			No modification provided	26	Ensure that sufficient revenues derived from tourism activities go toward the management and conservation of cultural and natural heritage and promote the engagement of tourists
Link people and foster sustainable development through Cultural Routes	Div. & Mktg.	Promote access to persons of all ages and abilities and ensure fruition of cultural resources to all, especially for residents, by improving services, including transport, internet connection and online information provision.			Text adapted according to new KSF provided in the GWC	27	Promote access to persons of all ages and abilities and ensure fruition of cultural resources to all, especially for residents, by improving services, including physical accessibility, transport and adapted-to-all information provision.
Investing in local communities to foster tourism (safeguarding material/immaterial heritage of a territory)	Business	Enable mechanisms for sustainable reuse of existing resources managed by local community			No modification provided	28	Enable mechanisms for sustainable reuse of existing resources managed by local community
	Transversal	The establishment of a monitoring system to evaluate performance and impacts against defined parameters for CT.			Minor structure form adaptation	29	Establish a monitoring system to evaluate performance and impacts against defined parameters for CT.
	NEW	Ensure accessibility for everyone			Included in KSF27		
	NEW	Achieve good quality of life & accessibility			Included in KSF27		
	NEW	Good Accessibility (connections)			Included in KSF10		
	NEW	Visibility			Included in KSF21		

Annex G: SWOT Analysis on Replicability of KSFs (within Task 2.4.)

The tables show the inputs obtained from the qualitative part of the benchmarking report. It matches KSF with the comparative criteria identified, namely: kind of local heritage available (tangible and intangible), the different forms of CT in the site, and the area's degree of organization and planning. Other comparative such as the size of the site will be addressed when developing the quantitative benchmark. Further detail to be provided in Deliverable 2.3.

RURALIA	Degree of organization	Forms of CT	Forms of CT	Kind of Heritage	Kind of Heritage	Degree of organization	Kind of Heritage	Kind of Heritage	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Forms of CT	Kind of Heritage	Degree of organization	Forms of CT	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	
	STRENGTH						WEAKNESS			OPPORTUNITIES					THREATS								
	Local involvement (SO)	Culinary tourism (CU)	Enotourism (CU)	Strong local identity (SO) (CU)	Tangible and intangible heritage preservation (CU)	Accessibility (SO)	Landscape's beauty (EN)	Cultural and nature combination (EN) (CU)	Lack of touristic infrastructures (EC)	Lack of public investment (EC)	Lack of qualified professional (EC)	New airlines opening (EC)	New communication channels (SO)	Proximity tourism (SO)	Education level/Raise of awareness (SO)	Intergenerational support (SO)	Slow mobility (EC)(EN)	Economic crisis (EC)	Covid-19 (EC)	Climate change (fires) (EN)	Human activity (deforestation) (EN)	Renewable energy (wind turbine) (EN)	
Develop Policies and mechanisms for the diversification of the tourism offer (products and services).																							
Establish public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...)																							
Reach long-term agreements within government at national, regional, and local levels for sound and stable governance structures																							
Create a branding initiative based on the marketing campaign of the local traditional products																							
Involve local businesses and stakeholders in cultural tourism decision making (i. e. in urban/rural planning and destination management)																							
Implement management systems for a long-term balanced tourism activity in function of the site's needs & carrying capacity: length tourists stays, attract tourists, tackle mass tourism, etc.																							
Take measures to address visitors' growth in cultural properties and natural sites respecting their carrying capacity and ensuring the enjoyment of visitors and inhabitants																							

RURALIA	Degree of organization	Forms of CT	Forms of CT	Kind of Heritage	Kind of Heritage	Degree of organization	Kind of Heritage	Kind of Heritage	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization				
	STRENGTH									WEAKNESS			OPPORTUNITIES				THREATS						
	Local involvement (SO)	Culinary tourism (CU)	Enotourism (CU)	Strong local identity (SO) (CU)	Tangible and intangible heritage preservation (CU)	Accessibility (SO)	Landscape's beauty (EN)	Cultural and nature combination (EN) (CU)	Lack of touristic infrastructures (EC)	Lack of public investment (EC)	Lack of qualified professional (EC)	New airlines opening (EC)	New communication channels (SO)	Proximity tourism (SO)	Education level/Raise of awareness (SO)	Intergenerational support (SO)	Slow mobility (EC)(EN)	Economic crisis (EC)	Covid-19 (EC)	Climate change (fires) (EN)	Human activity (deforestation) (EN)	Renewable energy (wind turbine) (EN)	
Offer travel experiences based on local cultural values and traditions																							
Build up a Local/Regional roadmap towards a sustainable, innovative, and resilient tourism ecosystem.																							
Promote the use of culture as a way of overcoming deep and complex social issues and foster intercultural dialogue																							
Facilitate transnational partnerships and defining shared objectives between the tourism and culture sectors																							
Protect and promote local cultural traditions (Intangible Cultural Heritage) and facilitate the access to recognition mechanisms (lists, labelling, prizes...) of all type of heritage																							
Foster dialogue to enable an apolitical strategy with collaboration and reconciliation of all stakeholders and support to local artisans/artists																							
Create community-centred initiatives and economic clusters that gather practitioners and the bearers of traditional knowledge, aiming for the creation of high value products																							
Improve visibility of material and immaterial cultural heritage strengthening local traditions, artistic productions and crafts (while respecting diverse minority cultures and immigrants)																							
Involve local community in promoting and preserving Cultural Tourism resources/initiatives aiming at social development																							
Ensure connection, accessibility and facilities (including connectivity) with less dense sites																							
Promote access to persons of all ages and abilities and ensure fruition of cultural resources to all, specially to residents, by improving services, including physical accesibility, transport and adapted-to-all information provision																							

	STRENGTH						WEAKNESS			OPPORTUNITIES				THREATS								
	Local involvement (SO)	Culinary tourism (CU)	Enotourism (CU)	Strong local identity (SO) (CU)	Tangible and intangible heritage preservation (CU)	Accessibility (SO)	Landscape's beauty (EN)	Cultural and nature combination (EN) (CU)	Lack of touristic infrastructures (EC)	Lack of public investment (EC)	Lack of qualified professional (EC)	New airlines opening (EC)	New communication channels (SO)	Proximity tourism (SO)	Education level/Raise of awareness (SO)	Intergenerational support (SO)	Slow mobility (EC)(EN)	Economic crisis (EC)	Covid-19 (EC)	Climate change (fires) (EN)	Human activity (deforestation) (EN)	Renewable energy (wind turbine) (EN)
Achieve a balanced share of type of tourists (local, national and international)																						
Build up the preservation of the environment with the involvement of local and political stakeholders																						
Forge collaboration between destinations, academia and private sector to display creative education systems based on Cultural Heritage values.																						
Implement educational campaigns for responsible citizens and tourists on how to evaluate the footprint and implications of their decisions while inspiring them to purchase local sustainable products and services.																						
Ensure that sufficient revenues derived from tourism activities go toward the management and conservation of cultural and natural heritage and promote the engagement of tourists																						
Design specific programmes, promoting investment in R&D and technology transfer projects to encourage the development of companies and start-ups operating in the field of cultural & creative services.																						
Ensure tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example).																						
Establish a monitoring system to evaluate performance and impacts against defined parameters for CT.																						
Manage natural heritage & cultural landscapes as a turning point for the tourist offer																						
Implement economically responsible and conscious tourism policy & actions																						
Enable mechanisms for sustainable reuse of existing resources managed by local community																						

	Degree of organization	Kind of Heritage	Forms of CT	Kind of Heritage	Kind of Heritage	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization
	Kind of Heritage	Forms of CT	Kind of Heritage	Kind of Heritage	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization
	STRENGTH							WEAKNESS			ORTUNI		THREATS	
URBANALIA	Local involvement (SO)	Good education level: Raise of awareness (SO)	Rich tangible/intangible tourism (CU)	Museums (CU)	Cultural capital (CU)	Mobility infrastructure between city and the surrounding areas (EC)	Energy sustainability (EN)	Accessibility of the spaces (signage, space planning) (EC)	Lack of investments in infrastructure (EC)	Lack of cultural initiatives (CU)	Lack of local communities' investment in CT (SO)	Diversification (EC)	Storytelling tourism (EC)	Climate change can affect local production (CT based on) and landscapes (EN)
Develop Policies and mechanisms for the diversification of the tourism offer (products and services).														
Establish public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...)														
Reach long-term agreements within government at national, regional, and local levels for sound and stable governance structures														
Create a branding initiative based on the marketing campaign of the local traditional products														
Involve local businesses and stakeholders in cultural tourism decision making (i. e. in urban/rural planning and destination management)														
Implement management systems for a long-term balanced tourism activity in function of the site's needs & carrying capacity: lenght tourists stays, attract tourists, tackle mass tourism, etc.														
Take measures to address visitors' growth in cultural properties and natural sites respecting their carrying capacity and ensuring the enjoyment of visitors and inhabitants														
Offer travel experiences based on local cultural values and traditions														
Build up a Local/Regional roadmap towards a sustainable, innovative, and resilient tourism ecosystem.														
Promote the use of culture as a way of overcoming deep and complex social issues and foster intercultural dialogue														
Facilitate transnational partnerships and defining shared objectives between the tourism and culture sectors														

	Degree of organization	Kind of Heritage	Forms of CT	Kind of Heritage	Kind of Heritage	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization
	STRENGTH						WEAKNESS			ORTUNI		THREATS		
<h1>URBANALIA</h1>	Local involvement (SO)	Good education level: Raise of awareness (SO)	Rich tangible/intangible tourism (CU)	Museums (CU)	Cultural capital (CU)	Mobility infrastructure between city and the surrounding areas (EC)	Energy sustainability (EN)	Accessibility of the spaces (signage, space planning) (EC)	Lack of investments in infrastructure (EC)	Lack of cultural initiatives (CU)	Lack of local communities' investment in CT (SO)	Diversification (EC)	Storytelling tourism (EC)	Climate change can affect local production (CT based on) and landscapes (EN)
Protect and promote local cultural traditions (Intangible Cultural Heritage) and facilitate the access to recognition mechanisms (lists, labelling, prices...) of all type of heritage														
Foster dialogue to enable an apolitical strategy with collaboration and reconciliation of all stakeholders and support to local artisans/artists														
Create community-centred initiatives and economic clusters that gather practitioners and the bearers of traditional knowledge, aiming for the creation of high value products														
Improve visibility of material and immaterial cultural heritage strengthening local traditions, artistic productions and crafts (while respecting diverse minority cultures and immigrants)														
Involve local community in promoting and preserving Cultural Tourism resources/initiatives aiming at social development														
Ensure connection, accessibility and facilities (including connectivity) with less dense sites														
Promote access to persons of all ages and abilities and ensure fruition of cultural resources to all, specially to residents, by improving services, including physical accessibility, transport and adapted-to-all information provision														
Achieve a balanced share of type of tourists (local, national and international)														
Build up the preservation of the environment with the involvement of local and political stakeholders														

	Degree of organization	Kind of Heritage	Forms of CT	Kind of Heritage	Kind of Heritage	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Forms of CT	Forms of CT	Degree of organization
	STRENGTH								WEAKNESS			ORTUNI		THREATS		
<h1>URBANALIA</h1>	Local involvement (SO)	Good education level: Raise of awareness (SO)	Rich tangible/intangible tourism (CU)	Museums (CU)	Cultural capital (CU)	Mobility infrastructure between city and the surrounding areas (EC)	Energy sustainability (EN)	Accessibility of the spaces (signage, space planning) (EC)	Lack of investments in infrastructure (EC)	Lack of cultural initiatives (CU)	Lack of local communities' investment in CT (SO)			Diversification (EC)	Storytelling tourism (EC)	Climate change can affect local production (CT based on) and landscapes (EN)
Forge collaboration between destinations, academia and private sector to display creative education systems based on Cultural Heritage values.																
Implement educational campaigns for responsible citizens and tourists on how to evaluate the footprint and implications of their decisions while inspiring them to purchase local sustainable products and services.																
Ensure that sufficient revenues derived from tourism activities go toward the management and conservation of cultural and natural heritage and promote the engagement of tourists																
Design specific programmes, promoting investment in R&D and technology transfer																
Ensure tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example).																
Establish a monitoring system to evaluate performance and impacts against defined parameters for CT.																
Manage natural heritage & cultural landscapes as a turning point for the tourist offer																
Implement economically responsible and conscious tourism policy & actions																
Enable mechanisms for sustainable reuse of existing resources managed by local community																

ITINERIALIA	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Forms of CT	Forms of CT	Kind of Heritage	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Degree of organization		
	STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS																
	Public support (SO)	Local identities (SO) (CU)	Accessible destination (in terms of price, distance) (EN)	Local involvement (SO)	Gastronomy (CU) (EC)	Event (CU) (EC)	Landscape, natural heritage (EN)	Good Signposting (SO)	Lack of touristic infrastructures (EC)	Lack of public investment (EC)	Lack of qualified professional (EC)	Domestic tourism (EC) (SO)	Raise of awareness (SO)	Regional brands (EC)	Hiking, cycling (CU)	Economic crisis (EC) (SO)	Covid-19 (EC)	climate change (EN)	Wind turbine (EN)	
Develop Policies and mechanisms for the diversification of the tourism offer (products and services).																				
Establish public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...)																				
Reach long-term agreements within government at national, regional, and local levels for sound and stable governance structures																				
Create a branding initiative based on the marketing campaign of the local traditional products																				
Involve local businesses and stakeholders in cultural tourism decision making (i. e. in urban/rural planning and destination management)																				
Implement management systems for a long-term balanced tourism activity in function of the site's needs & carrying capacity: lenght tourists stays, attract tourists, tackle mass tourism, etc.																				
Take measures to address visitors' growth in cultural properties and natural sites respecting their carrying capacity and ensuring the enjoyment of visitors and inhabitants																				
Offer travel experiences based on local cultural values and traditions																				
Build up a Local/Regional roadmap towards a sustainable, innovative, and resilient tourism ecosystem.																				
Promote the use of culture as a way of overcoming deep and complex social issues and foster intercultural dialogue																				

ITINERIALIA	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Forms of CT	Forms of CT	Kind of Heritage	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Forms of CT	Kind of Heritage	Degree of organization	Forms of CT	Degree of organization	Degree of organization	Degree of organization	Degree of organization	
	STRENGTH								WEAKNESS				OPPORTUNITIES				THREATS			
	Public support (SO)	Local identities (SO) (CU)	Accessible destination (in terms of price, distance) (EN)	Local involvement (SO)	Gastronomy (CU) (EC)	Event (CU) (EC)	Landscape, natural heritage (EN)	Good Signposting (SO)	Lack of touristic infrastructures (EC)	Lack of public investment (EC)	Lack of qualified professional (EC)	Domestic tourism (EC) (SO)	Raise of awareness (SO)	Regional brands (EC)	Hiking, cycling (CU)	Economic crisis (EC) (SO)	Covid-19 (EC)	climate change (EN)	Wind turbine (EN)	
Facilitate transnational partnerships and defining shared objectives between the tourism and culture sectors																				
Protect and promote local cultural traditions (Intangible Cultural Heritage) and facilitate the access to recognition mechanisms (lists, labelling, prices...) of all type of heritage																				
Foster dialogue to enable an apolitical strategy with collaboration and reconciliation of all stakeholders and support to local artisans/artists																				
Create community-centred initiatives and economic clusters that gather practitioners and the bearers of traditional knowledge, aiming for the creation of high value products																				
Improve visibility of material and immaterial cultural heritage strengthening local traditions, artistic productions and crafts (while respecting diverse minority cultures and immigrants)																				
Involve local community in promoting and preserving Cultural Tourism resources/initiatives aiming at social development																				
Ensure connection, accessibility and facilities (including connectivity) with less dense sites																				
Promote access to persons of all ages and abilities and ensure fruition of cultural resources to all, specially to residents, by improving services, including physical accesibility, transport and adapted-to-all information provision																				
Achieve a balanced share of type of tourists (local, national and international)																				
Build up the preservation of the environment with the involvement of local and political stakeholders																				

ITINERIALIA	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Forms of CT	Forms of CT	Kind of Heritage	Degree of organization	Degree of organization	Degree of organization	Degree of organization	Forms of CT	Kind of Heritage	Degree of organization	Forms of CT	Degree of organization	Degree of organization	Degree of organization	
	STRENGTH								WEAKNESS				OPPORTUNITIES			THREATS			
	Public support (SO)	Local identities (SO) (CU)	Accessible destination (in terms of price, distance) (EN)	Local involvement (SO)	Gastronomy (CU) (EC)	Event (CU) (EC)	Landscape, natural heritage (EN)	Good Signposting (SO)	Lack of touristic infrastructures (EC)	Lack of public investment (EC)	Lack of qualified professional (EC)	Domestic tourism (EC) (SO)	Raise of awareness (SO)	Regional brands (EC)	Hiking, cycling (CU)	Economic crisis (EC) (SO)	Covid-19 (EC)	climate change (EN)	Wind turbine (EN)
Forge collaboration between destinations, academia and private sector to display creative education systems based on Cultural Heritage values.																			
Implement educational campaigns for responsible citizens and tourists on how to evaluate the footprint and implications of their decisions while inspiring them to purchase local sustainable products and services.																			
Ensure that sufficient revenues derived from tourism activities go toward the management and conservation of cultural and natural heritage and promote the engagement of tourists																			
Design specific programmes, promoting investment in R&D and technology transfer projects to encourage the development of companies and start-ups operating in the field of cultural & creative services.																			
Ensure tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example).																			
Establish a monitoring system to evaluate performance and impacts against defined parameters for CT.																			
Manage natural heritage & cultural landscapes as a turning point for the tourist offer																			
Implement economically responsible and conscious tourism policy & actions																			
Enable mechanisms for sustainable reuse of existing resources managed by local community																			

	Kind of Heritage					Degree of organization					Degree of organization			Degree of organization			Degree of organization		
	Forms of CT		Kind of Heritage		Degree of organization	Kind of Heritage		Degree of organization		Forms of CT		Degree of organization		Forms of CT		Degree of organization		Forms of CT	
	STRENGTH					WEAKNESS					OPPORTUNITIES			THREATS					
	Combine nature and culture (EN)	Gastronomy (CU) (EC)	Landscape (EN)	Unpolluted region (EN)	Concern from citizens for nature preservation (SO)	Lack of investments in infrastructure	Lack of cultural initiatives	Lack of local communities' investment in CT	Lack of communication in cultural heritage	Lack of utilization of Local assets	Opening of new airlines (EC)	Tourists seeks authentic experiences (CU)	Scenic tourist routes (EC) (CU)	Opening of new airlines (EC)	Agricultural choices that impact the environment and the landscape (Water and sound pollution) (EN)	Uncontrolled hunting (EN)	Wind turbines (EN)	Concentration of tourists, transport or polluting activities (quad, scooter, among others) (EN)	
Develop Policies and mechanisms for the diversification of the tourism offer (products and services).																			
Establish public/private partnerships agreements for the economic development of cultural tourism (e.g. investments, rehabilitation projects, creative industries...)			?																
Reach long-term agreements within government at national, regional, and local levels for sound and stable governance structures																			
Create a branding initiative based on the marketing campaign of the local traditional products																			
Involve local businesses and stakeholders in cultural tourism decision making (i. e. in urban/rural planning and destination management)																			
Implement management systems for a long-term balanced tourism activity in function of the site's needs & carrying capacity: lenght tourists stays, attract tourists, tackle mass tourism, etc.																			
Take measures to address visitors' growth in cultural properties and natural sites respecting their carrying capacity and ensuring the enjoyment of visitors and inhabitants																			
Offer travel experiences based on local cultural values and traditions																			
Build up a Local/Regional roadmap towards a sustainable, innovative, and resilient tourism ecosystem.																			
Promote the use of culture as a way of overcoming deep and complex social issues and foster intercultural dialogue																			

NATURALIA

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Facilitate transnational partnerships and defining shared objectives between the tourism and culture sectors																		
Protect and promote local cultural traditions (Intangible Cultural Heritage) and facilitate the access to recognition mechanisms (lists, labelling, prices...) of all type of heritage																		
Foster dialogue to enable an apolitical strategy with collaboration and reconciliation of all stakeholders and support to local artisans/artists																		
Create community-centred initiatives and economic clusters that gather practitioners and the bearers of traditional knowledge, aiming for the creation of high value products																		
Improve visibility of material and immaterial cultural heritage strengthening local traditions, artistic productions and crafts (while respecting diverse minority cultures and immigrants)																		
Involve local community in promoting and preserving Cultural Tourism resources/initiatives aiming at social development																		
Ensure connection, accessibility and facilities (including connectivity) with less dense sites																		
Promote access to persons of all ages and abilities and ensure fruition of cultural resources to all, specially to residents, by improving services, including physical accesibility, transport and adapted-to-all information provision																		
Achieve a balanced share of type of tourists (local, national and international)																		
Build up the preservation of the environment with the involvement of local and political stakeholders																		

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Forge collaboration between destinations, academia and private sector to display creative education systems based on Cultural Heritage values.																		
Implement educational campaigns for responsible citizens and tourists on how to evaluate the footprint and implications of their decisions while inspiring them to purchase local sustainable products and services.																		
Ensure that sufficient revenues derived from tourism activities go toward the management and conservation of cultural and natural heritage and promote the engagement of tourists																		
Design specific programmes, promoting investment in R&D and technology transfer projects to encourage the development of companies and start-ups operating in the field of cultural & creative services.																		
Ensure tourism industry contribution to cultural heritage preservation (through awareness-raising and with economic funding, for example).																		
Establish a monitoring system to evaluate performance and impacts against defined parameters for CT.																		
Manage natural heritage & cultural landscapes as a turning point for the tourist offer																		
Implement economically responsible and conscious tourism policy & actions																		
Enable mechanisms for sustainable reuse of existing resources managed by local community																		