

# IMPACTOUR

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



### D3.2 - Stakeholders Engagement Plan Final

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#### Abstract

The stakeholders' engagement plan is focused on governance strategies and actions for a better Cultural Tourism management policies at pilot destinations. This deliverable identifies those stakeholders, analyses their commitment, determines their respective roles, and defines the actions to engage them throughout the course of the IMPACTOUR methodology.

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## Project Partners



For full details of partners go to [www.impactour.eu/partners](http://www.impactour.eu/partners)



## Executive Summary

Cultural Tourism involves a wide range of stakeholders and decision makers in the public and private spheres that provide policies and guidelines having impacts on towns and villages. The main stakeholders that represent each Data Information Pilot have already expressed their interest in the proposal and agreed to share their work and data with the partners (among them municipalities, regional governments, development agencies, tourist offices, cultural organisations, social cooperatives running cultural heritage sites, and volunteer associations). The quality of the data gathering process can only be ensured through the engagement of the partners from the beginning to the end.

The involvement of stakeholders in the gathering information process is essential to access relevant data sources, maximise the quality of gathering information and identify the best practices and roles that the parts play in the development of cultural tourism strategies. The role of a stakeholders' engagement plan is to collect data according to its characteristics, using a participatory approach to carry out the comparative assessment and to investigate the relation between intra-European cultural tourism and Europeanisation and whether it impacts identities and belonging. This plan will be used in T.3.3 to collect data from the IMPACTOUR pilots community. Their participation will assure they support the project, especially the data gathering process.

However, in order to be effective and motivated, their commitment must include a human dimension, more related to the governance of the project. To do this, the stakeholders must understand their interest in IMPACTOUR and bring the project to their level. All organisations that have an impact on cultural tourism in their destination, have lived through experiences, and have a significant knowledge of the field. This is why this deliverable also aims to include more of these actors and their expertise in the issues they face and, consequently, their needs.

The objective of this deliverable is to plan actions that determine who and how organisations impacting cultural tourism will be engaged in IMPACTOUR. To reach this step, a path was followed starting from the Deliverable *D1.4 Recommendations on tools for fostering and forecasting impact of tourism strategies* [1], which allowed to determine first the stakeholders and their impact on cultural tourism.

In order to benefit from the experiences of the project partners in terms of stakeholder engagement, a summary of the steps taken during their previous European projects was used to develop a guideline for IMPACTOUR. In section 2, the State of the Art condenses the results of the survey they were subjected to. The valuable information gathered indicates good practice in dealing with stakeholders.

As a result of this study, the two main steps to be followed by the deliverable when developing the stakeholders' engagement plan were identified:

- the stakeholder mapping
- the action plan

The contribution of the partners also enabled to raise awareness about the difficulties and barriers that can be encountered in the development of this commitment plan. Thus, in their experience sharing, a part was dedicated to good practices and recommendations for IMPACTOUR's.

Thanks to all this information sharing and the various bibliographic references exploited, the consortium was able to initiate the first step of the engagement plan, which is the stakeholder mapping developed in section 4. The purpose of this tool is to visualise the relationship that each stakeholder has with the project by focusing on two indicators:

- their level of interest
- their level of influence

The process was carried out in two stages with a first qualitative analysis, followed by a second quantitative one. The latter enhanced the most relevant gaps for each stakeholder in order to adopt an engagement strategy.

In order to use this agent map, the partners have established a list of stakeholders described in Section 4, with whom the project will continue. In this regard, an excel table was distributed to them in order to retrieve the necessary information for good communication among consortium, pilots and stakeholders. This table summarises the contact information of the people taking part in the consortium and the information of their corresponding organisations and stakeholders. After identifying the main barriers through the previous analyses and numerous exchanges between IMPACTOUR members, two major actions were proposed:

The community of experiences, composed of stakeholders, will be based on the principles of build and share. Around these two concepts, a whole engagement strategy has been developed in section 6. Thus, through the tools already in place such as the IMPACTOUR website and other communication strategies, the consortium has mobilised to create a community of experiences exchange, based on stakeholder consideration and transparency. More than just including their valuable qualitative and quantitative data, a true cooperative relationship will be established between all project stakeholders.

Establishing such a relationship based on mutual cooperation implies exchanges, whether virtual or physical. It is important to lay the foundation for this relationship as early as possible to make stakeholders understand that they already play a role in the IMPACTOUR methodology. For this purpose, a World Café was already planned, in Italy and in person. However, the pandemic situation we are going through makes it difficult to organise such an event. The implementation of a first hybrid Regional World Café in July has been proposed and developed in section 6, to be followed by a second hybrid Global World Café in November 2021.

This document presents which stakeholders have direct or indirect impact on cultural tourism, what type of stakeholders exist, what is their role, and what short- and long-term actions need to be put in place to engage them.

This deliverable will play an important role in the constitution of the *Comparative Assessment Report* and then in *the Benchmarking* of WP2, beyond the fact that it brings a sense of belonging to this European project.

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## 0 Introduction

### 0.1 IMPACTOUR Project Overview

IMPACTOUR – IMproving Sustainable Development Policies and PrActices to assess, diversify and foster Cultural TOURism in European regions and areas – is a project funded by the H2020 Framework Programme of the European Commission under Grant Agreement 870747 and conducted from January 2020 until December 2022. 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](http://www.impactour.eu).

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

CT has been recognized as one of the drivers of growth, jobs and economic development, as

well intercultural understanding and social development in European regions and urban areas. However, there is still a knowledge gap on methods to measure different types of CT impacts and to assess multilevel and cross-border strategies, policies and practices contribution to sustainable development. IMPACTOUR proposes to bring together CT-related stakeholders and researchers to achieve new approaches taking advantage of the large amounts of information that confront policy-makers.

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

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

IMPACTOUR Methodology will be completed and tested with data coming from 15 Data Information Pilots and the IMPACTOUR tool will be validated in 5 Validation Pilots, with distinct characteristics spread around Europe.

### 0.2 Deliverable Purpose and Scope

Following recommendations from WP1 with D1.4 Recommendations on tools for fostering and forecasting impact of tourism strategies and from WP3 with D3.1 IMPACTOUR



Figure 0.1 – IMPACTOUR Strategy

Community, the purpose of this document is to identify and engage stakeholders in order to collect data for D2.2 Comparative Assessment Report and D2.3 Benchmarking Report.

It also aims to create a community of experiences where stakeholders can exchange and share their skills and knowledge to improve the final methodology addressed to them, i.e. IMPACTOUR. By participating in this project, stakeholders benefit not only from visibility but also from the opportunity to join a European network committed to addressing the challenges posed by the impacts of Cultural Tourism.

### **0.3 Target Audience**

This document is primarily for project participants (pilots and their stakeholders) although in addition it provides the European Commission (including appointed independent experts) with an overview of the stakeholder engagement plan strategy.

### **0.4 Document Structure**

This document has the following sections<sup>1</sup>:

- Section 0: Introduction
- Section 1: Methodology
- Section 2: State of the art
- Section 3: Who are the IMPACTOUR stakeholders?
- Section 4: Agents tool for pilots and destinations
- Section 5: How to engage the Stakeholders (1): Community of Experiences
- Section 6: How to engage the Stakeholders (2) : World Café (Regional and Global)
- Section 7: Tables
- Section 8: Citations

### **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.

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<sup>1</sup> Please note that the document structure was made using the word cross reference feature.



# 1 Methodology

## 1.1 Literature review

The literature review contributed in part to the development of the stakeholders' engagement plan. Indeed, in order to start from a base and to complete the knowledge on the creation of such a strategy, it seemed important to make a sort of benchmarking of stakeholders' engagement plans. Therefore, the consortium used material from other European projects in order to enrich our project with good practices for engaging stakeholders in IMPACTOUR as much as possible. Several European projects, notably those financed by the Horizon 2020, had already developed stakeholders' engagement plans, which is why the partners, when developing their own plan, were able to benefit from the experience of projects like *Paris Reinforce* [2].

In addition, the study of documents such as *Methodology for Stakeholder Engagement within the Inter Ventures project* [3], "*The Smart Attitude Toolkit Stakeholder Engagement Plan*" [4] from the Interreg Europe program, or "*Strategy Document for Stakeholder Engagement, Communication, and Transparency*" [5] and "*Stakeholder community for once-only principle: Reducing administrative burden for citizens*" [6], from the Interreg Europe programme, contributed to the adoption of a new approach more focused on the stakeholders needs.

In parallel, the design of a state of the art was carried out in order to diagnose what is already known about this topic by collecting and collating the previous experiences of the project participants.

The World Café creation also required some internet research beforehand and "*The Toolbox of Smart urban innovation participatory methods & tools*" [7], supported by the Interreg Central Europe programme. Its development and understanding of its methodology was essentially based on the official World Café website [8]. The use of advice in terms of the running of the workshop helped to understand its role, its general objectives and its basic structure.

## 1.2 Meeting with partners

### 1.2.1 Stakeholders definition

Several discussions took place between the project members in order to move forward together and in the same direction. First of all, the subject had to be defined: what do we mean by "stakeholder", who are we talking about. To answer this, an online brainstorming took place in December 2020. As established in the "*D3.1-IMPACTOUR Pilot Community*", [9] each member of the consortium is responsible for a pilot that is likewise responsible for the stakeholders playing a role or impacting local cultural tourism. The advantage of this step is that the majority of stakeholder groups had already been identified during the D 3.2 *List of criteria and indicators* [10] and the "*D1.4-Recommendations on tools for fostering and forecasting impact of tourism strategies*" [1].

On this basis, the stakeholder identification methodology could be put in place for the rest of the engagement plan.

## **1.2.2 Workshop on Cultural Tourism definition (Jan. 2021)**

A further workshop was held in January 2021 to redefine cultural tourism and to agree on a framework for the consortium to use in identifying this type of tourism. The multiplicity of the project pilot sites meant that a real discernment had to be made as to whether they belonged to a distinct category of Cultural Tourism (natural parks, villages, urban areas, tourist routes, etc.).

## **1.2.3 Workshop on 5 LANDS Groups (31.03.21)**

This work of classification of the forms of cultural tourism led to the creation of five "lands" that would represent cultural tourism and more particularly the pilot community. The partners then took part in a workshop last March to work on this theme of five lands by refining the issues and recommendations associated with it.

These five territories, which are Ruralia, Urbanalia, Naturalia, Industrialia and Itineralia, will support Deliverable *"D2.2-Comparative Assessment Report"* as well as the World Café developed in the last section.

## **1.3 Partners' active contributions**

### **1.3.1 State of the art**

In order to build an effective stakeholders' engagement plan, the active contribution of partners was an upstream key element of the deliverable.

The first step was to ask project members about their previous experiences in managing projects with stakeholders and, in particular, stakeholder engagement. This study integrates the state of the art and highlights possible ways of improving stakeholder engagement. In order to achieve this, an Excel table [11] to be filled in by the partners was shared. The content was then analysed to determine the steps to build the stakeholders' engagement plan. The objective here is to collect the good or less good practices that the partners have experienced in terms of stakeholders' engagement plan in order to help IMPACTOUR to create its own. The results of this survey, in the form of an excel table to be filled out, were used to build the State of the Art, section 3, of the project and to guide the partners in the development of the engagement plan.

### **1.3.2 Types of stakeholders**

Throughout the IMPACTOUR project, exchanges have taken place between the partner-pilot-stakeholder trio. To facilitate communication between these actors, it was first necessary to identify the pilots, which was the task of D3.1, and then the stakeholders attached to their pilot site. The great variety of actors having an impact on cultural tourism implied the creation of different categories in order to better frame the objectives and the message to be conveyed to each.

As a result of previous research and joint work, it was necessary to list the stakeholders according to the categories identified:

- Public
- Private
- Academia
- Society

Based on these four categories, which are themselves composed of sub-categories, an Excel document was created to reference the stakeholders. Each partner sent this Excel table to the pilots summarising their stakeholder information. The aim here was to summarise the contact details of the people who will be corresponding with their pilots as well as their organisations information.

### **1.3.3 Agents' Map**

To engage stakeholders it is necessary to have a good understanding of their interests in and for the project, what they can contribute, and their level of involvement and influence. Indeed, depending on these factors, the message and action to be taken will vary.

To achieve this, an Excel document has been created. It includes all the types of stakeholders, identified during the above, crossing the following categories:

- Direct or Indirect
- Influence
- Interests
- Data provider

Thus, a scoring system with a scale of 0 to 4 evaluates the levels of interest and influence and a closed question characterises its status as a data provider. The final objective of the study conducted with the project partners was to produce a stakeholder map to better visualise the influence of the above mentioned factors. This map allowed us to create 3 types of stakeholder groups with which the engagement strategy will vary. It also allows us to highlight the gaps that may exist in the involvement of certain stakeholders.

## **1.4 Collaborative meetings**

### **1.4.1 In parallel with MateraHub: Weekly Meetings**

To enable the weekly progress of the project, meetings between MateraHub, UNINOVA and Cultur were held every Monday during the months of March and April 2021. The objective was to share the progress of each one on the different tasks that represented the elaboration of the table of contents of *"D2.2-Comparative Assessment Report"*, the methodology of data collection of D3.3 and also to analyse the progress of the answers of the pilots, the identification of the stakeholders and their mapping.

### **1.4.2 Community of Experiences and World Café definitions**

All along May 2021, the sharing of ideas within the consortium has enabled all parts to build together the different steps of the stakeholders' engagement plan. The global Covid-19 pandemic did not allow for physical meetings, but it did not prevent meetings from taking place online. The involvement of everyone created a synergy between the partners, which led to the improvement of ideas as the project progressed.

Several concepts emerged from the online meetings, for example, members realised that the role of stakeholders was not only to provide data for the Comparative Assessment Report but also to create a network of professionals from different sectors, a community of experiences. From the meetings held in May between MATERA, ENAT, UNINOVA and Cultur emerged the idea of a whole new vision of stakeholder engagement, focusing more on their needs in terms of cultural tourism and their different experiences. At the same time, their engagement will also involve the data sharing necessary for the comparative study and the benchmarking of WP2.



This new stakeholder approach will be reflected in the setting up of a World Café. It has also been developed through regular exchanges between partners. Prior research work enabled the general structure of a World Café to be identified and proposals to be made which were subsequently modified during meetings with the consortium. The Covid-19 pandemic was the subject of much reflection and planning for a partly physical and partly online meeting. This cooperation on the part of everyone made it possible to construct from scratch this new definition of a Community of Experiences and the organisation of the World Café which will take place in July 2021 (*for more information, see “section 5”*).



Figure 1.1 – IMPACTOUR Stakeholders' Engagement Plan Methodology

## 2 State of the Art

### 2.1 Mapping partners' knowledge

One of the strengths of the IMPACTOUR project is its willingness to integrate all actors with a direct or indirect link to cultural tourism. Indeed, the contribution of the pilots and stakeholders in the design of the methodology, thanks in particular to the contribution of their qualitative and quantitative data, contributes to the common objective of better understanding the functioning of their destination. However, this strength of cooperation at the European level can turn into a weakness if it is not managed effectively. Thus, in a project with so many stakeholders as IMPACTOUR, it is necessary to identify and engage them to mobilise their experiences and data information.

In order to carry out the IMPACTOUR methodology, and more precisely the *Comparative Assessment Report* from the Deliverable D2.2, a stakeholders' engagement plan can be based on the past experiences of the various partners. Knowing more about the involvement of stakeholders in previous or ongoing projects will help to better understand the practices to be implemented in terms of stakeholder engagement.

Building a stakeholder engagement plan is an essential step in this IMPACTOUR methodology for multiple reasons. First of all, the large number of stakeholders in the project, spread over several scales and of different categories and countries, implies a precise identification of them. The involvement from the European level to the most local actor in order to understand Cultural Tourism impacts, and possible strategies to improve it, suggest a special focus on who can be involved and how. Taking into account partners experiences on stakeholders' engagement plan was the opportunity to understand its role and explore the best way to apply it. Thanks to the survey carried out among the organisations participating in the project, this identification stage emerges as the basis for this planned commitment.

To this end, a six-point survey was administered to the consortium:

- name of projects where experience on stakeholders' engagement plans are made.
- a short summary of the project and its objectives
- a short description of the engagement plan
- actions taken within the engagement plan
- lessons learned. Good and bad ones, in order to repeat only the positive ones, and decline the negatives ones
- public documents or website/social media links, to be added as references in this Deliverable D3.2

This survey collected members experiences in stakeholders' engagement plans within six different projects: RURITAGE [12], TraCEs CulTour Is Capital (COSME) [13], HERI-DATA [14], BODAH (Interreg Atlantic) [15], POCITYF (H2020) [16], LoCloud [17] and general project experiences reported by Materahub:

**(1) RURITAGE by ACIR :** RURITAGE establishes a new heritage-led rural regeneration paradigm able to transform rural areas in sustainable development demonstration 'laboratories', through the enhancement of their unique Cultural and Natural Heritage potential. The territories work together in order to provide best practices to each other. In this community of experiences, two roles were assigned: Role Models territories, meaning they have been able to regenerate their rural area thanks to cultural and natural heritage,

and Replicator representing rural territories replicating successful strategies from Role Models.

**(2) TraCES- CulTour Is Capital, European Capitals of Culture (ECoC) by Materahub.** TraCES CulTour Is Capital worked on promoting transformative tourism in European Capitals of Culture promoting cooperation between creative industries and tourism operators. This programme seeks to create links between communities in order to reconsider the status of the tourist. Indeed, by promoting interaction with locals through creative tourism, tourists will be considered more as temporary citizens than as ordinary holidaymakers. One of the most important expected results is to stimulate cooperation between European Capitals of Culture and improve tourism promotional strategies and local/regional development. This sense of community includes tourists by their commitment as ambassadors through social media. Thus, the goal is to grow the community, which the project is based on.

**(3) HERIT-DATA (Interreg Mediterranean) by UNINOVA.** HERIT-DATA project aims to reduce the impact of tourism activities on cultural heritage by taking advantage of technology and data exploitation. The project will focus especially on old towns and sites of particular archaeological and cultural interest, including UNESCO World Heritage Sites. HERIT-DATA partners will develop, test and transfer a series of tools to collect, generate, integrate, analyse information and transform it into behaviour changes. The results will also contribute to improve decision-making processes run by public administration and tourism or heritage managing bodies. The cooperation between the partners has allowed them to share a number of experiences on mass tourism issues experienced by the pilot sites, and also on the sharing of their data in order to develop the use of Big Data and open source. This collaboration between the parties, and their commitment, is a key factor in the success of this project.

**(4) BODAH (Interreg Atlantic Area) by UNINOVA.** BODAH aims at strengthening a more holistic sustainable development of tourism and citizens flows and socio-economic impacts redistributions thanks to the use of data and smart technologies. The project plans to develop new tools, solutions and knowledge in line with the current sectoral changes and characteristics of smart destinations, able to collect, generate, integrate and analyse information and transform it into behaviour changes and decision making processes. To achieve this study, the pilot's contribution brings the most important part of the work, which is data.

**(5) POCITYF by UNINOVA.** POCITYF supports the Lighthouse cities of Evora (PT) and Alkmaar (NL) and their Fellow cities Granada (ES), Bari (IT), Celje (SI), Ujpest (HU), Ioannina (GR) and Hvidovre (DK) to address their urgent need to deliver positive energy blocks and districts in their cities, towards rendering their mixed urban environment (also including the case of cultural protected buildings) into cheaper, better accessible, healthier and more reliable. By demonstrating in overall 10 integrated solutions (ISs), comprising 73 individual innovative elements (technologies, tools, methods), rooted under existing City Information Platforms (CIPs), POCITYF quantifies their value, and connects interests of many different stakeholders in innovative business models, allowing for upscale and replication of those solutions in a form of a validated roadmap for sustainable cities across Europe and world-wide. The project aims to be open to all stakeholders who can improve the sustainability of the cultural heritage of cities. Therefore, it engages civilians, administrations, universities and entrepreneurs in a common effort to model future European cities. The participation of all parties in the project serves the common goal of better use of energy in urban spaces. This project also strengthens the links between Smart Cities and project communities in the innovation of sustainable city models.



**(6) LoCloud by CUT.** LoCloud was a Best Practice Network of 31 partners, co-funded under the CIP ICT-PSP Programme of the European Commission. Its overall goal was to add over 4 million digital resources from European cultural institutions to Europeana. Europeana is an on-line portal providing access to millions of digitised materials from European museums, libraries, archives and multimedia collections. LoCloud started on 1 March 2013 and ended in 2016 but as Cyprus University of Technology they are still collaborating with the Local Communities and digitising cultural heritage as part of their social actions. This project is based on the contribution of European cultural institutions; the management of this huge network allows the content enrichment of the Europeana Collections.

Part of the goal of this engagement plan is to unify and create a community of all stakeholders based on shared knowledge and gathered data, which is why the development of IMPACTOUR's Stakeholders' Engagement Plan is based in part on the experiences of the partners. The main points are retained as well as the good practices that resulted from them.

## 2.2 Previous experiences in Stakeholder Engagement Plans

### 2.2.1 Stakeholders' identification

One of the challenges of the IMPACTOUR methodology is the amount of information required to study the impact of cultural tourism. As seen above, the strategy of this project lies in the cross-sectoral approach of the indirect or direct role of each cultural tourism actor. The pilot community is responsible for collecting data for the *Comparative Assessment Report* of WP2. In order to do this, it is first necessary to identify the stakeholders whose data will be relevant for the study. In the development of the RURITAGE project, which involves a number of stakeholders, this step was significant in involving local actors in the formulation of strategies, ensuring a collective approach to the management, responsibility and ownership of cultural and natural heritage.

To identify stakeholders with an interest in contributing data and sharing experiences within the project, each pilot was asked to list the actors they felt were relevant to this study. Through the deliverables of WP1, which implement the *Framework for promoting and predicting the impact of tourism strategies*, a first approach of the stakeholders involved was made. In addition, several workshops and brainstorming sessions between the pilots and the partners have allowed for the expansion of this list of stakeholders. In this identification process, the methodology adopted was to send an excel table to each member of the Pilot Community listing the categories of stakeholders they should contact to collect data. Thus, private, public, academic and civil stakeholders are the four categories identified. Within these groups, subgroups were assimilated as follows:

The survey highlighted the importance of working with stakeholders who are directly linked to the tourism territory. However, these stakeholders do not have the same level of interest in the IMPACTOUR project. Their commitment will differ depending on their level of involvement in the management of the tourist destination or the impacts of Cultural Tourism. The step strongly recommended by the experiences of the different partners refers to the elaboration of a stakeholder mapping. The European level of the project with the participation of about ten different countries marks a real interest at the European Union level. The methodology set up by the consortium relies on a very important number

of organisations having an influence on the project at international, national, regional and local levels.

Depending on the agents' function, location and sector, their participation and interest vary. For example, in data collection, it is important to know what a stakeholder can contribute quantitatively and qualitatively to the study.

In the desire to share knowledge, Materahub asserts that the distinction of the levels of interest of each person allows for the planning of a more appropriate action plan later on. In addition, the POCITYF project reports that the measurement of the level of commitment of citizens to the issue of energy has enabled three levels of participation to be identified, based on the Arnstein participation scale. "The qualitative study aims to identify the drivers that encompass citizen engagement. As such, semi-structured interviews have been conducted to understand citizens' activities and interactions toward energy use in daily life, and their motives and barriers.

The citizen target groups have been selected with the support of project partners located in the demonstration areas to understand and identify engagement drivers. Secondly, the data collection has been defined comprising two phases: 1) Information and Resources, 2) Interviews.

After the data collection, a data analysis has been carried out, including the Citizen Engagement Strategies. Thus, the Engagement Strategies Framework is grounded on Arnstein's ladder of participation. For simplicity reasons the number of levels (initially eight) in the Arnstein's ladder of participation was reduced to three:

- Non-Active Participation (one-way information with no opportunity for feedback)
- Active Participation (two-way of communication for feedbacks, consults and information)
- Pro-Active Participation (partnership, delegated power and citizen control)

Finally, a matrix crossing the three citizen engagement levels with the engagement strategy goals has been produced.

Based on these recommendations, the consortium developed a stakeholder map bringing together the categories established in the previous point in order to assess their level of influence, their level of interest and their status as data providers or not. The results of this second survey are translated into a matrix with the y-axis coinciding with the level of interest and the x-axis with the level of influence.

The stakeholder matrix, once finalised, is intended to highlight the stakeholders to focus on according to their level of interest. From there, priorities can be established based on an engagement action plan.

## **2.2.2 How to create and maintain their commitment**

The stakeholders' action plan consists of several steps. The first step is to set objectives, particularly regarding the sustainability of the commitment and the values that unite the community around the project. In order to develop IMPACTOUR stakeholders' action plan, the consortium members shared their experiences with this stage of the stakeholder engagement plan.

One of the steps on which the members have a common experience and agree is the use of the results of the stakeholder identification in the previous section. Indeed, this tool allows for the creation of groups with different interests and functions, which means that the commitments must be adapted to each group.



Several specific methods of engagement were used by the partners during the projects. For example, Materahub and CUT had its stakeholders sign a charter during the TraCEs CulTour Is Capital (COSME) and LoCloud projects. This action officially commits the various stakeholders. The second step was to bring together all the stakeholders in an event to encourage the sharing of vision and actions to be implemented. In this same idea of bringing partners together, with the aim of creating a sense of belonging around the project but also of bringing people together, the organisation of study visits as tested by UNINOVA during the HERIT-DATA project represents a concrete action that IMPACTOUR can implement.

One of the functions used by CUT in organising events with its stakeholders was crowdsourcing. This technique consists of first engaging the participants of the event online. The idea is to create a kind of digital idea library for the event. There are different ways to approach this pre-event, it can be the choice of the date, the themes or topics to be addressed and the activities, among others. This brainstorming among stakeholders can significantly increase the commitment of everyone.

In this IMPACTOUR community, and more specifically that of the stakeholders, one of the actions that could prove relevant would be the creation of training modules on certain subjects in the form of videos or downloadable presentations. This action, shared by UNINOVA during the survey, indicates that there is a need to provide short-term benefits to stakeholders in addition to the final outcome of the IMPACTOUR project. This type of action should be implemented in response to the short-term objectives identified earlier.

## **2.3 Good practices**

The objective of involving partners in the design of the Stakeholders' Engagement Plan guides its development in the best possible direction. The survey conducted within the consortium identifies several good practices on which the action plan can be based. In the Stakeholder Engagement Plans reference, MateraHub shares its experience on the different interests of different stakeholders. It would, therefore, be wise to determine their motivation within the project and to know what would motivate their engagement. This practice will be developed in the stakeholder identification section in order to adopt actions consistent with the level of commitment of each stakeholder.

One of the keys to the success of this commitment plan, according to the LoCloud network, is transparency in all actions and documents as well as the progress of the project. Therefore, it will be essential to inform all stakeholders with an appropriate communication tool.

It should be remembered that IMPACTOUR role is to offer a turnkey methodology for stakeholders to improve the management of their destination in Cultural Tourism, so they represent the heart of the project. The continuity and sustainability of the community of experiences should be maintained even after the project has been delivered. Several European projects have been using a stakeholder assembly kind of, the Paris Reinforce Project created a Stakeholder Council that embodies diverse groups of stakeholders in order to involve them in each step of the project. This brings the idea of creating a stakeholder ambassador system.

## **2.4 Stakeholders' definition**

As introduced in the executive summary, tourism, whether cultural or not, affiliates and impacts many people and organisations.

One of IMPACTOUR ambitions is to further incorporate this type of tourism into a more sustainable tourism. Based on the recommendations of D1.4, one of the success factors of this ambition is governance and the inclusion of economic, social and political agents in the development of tourism strategies. The second key point of this deliverable emphasises the local aspect of the stakeholders. Considering stakeholders at the local level allows the IMPACTOUR methodology to better target the information it needs and therefore to lead to more focused tourism strategies.

*“The Methodology for stakeholder engagement”* defines stakeholders as any person, organisation or group that is affected by or may affect the outcome of the project. They are of different nature (public, private, academic, civil) and are located on different levels (European, national, regional and municipal). The actors playing a more or less direct role in cultural tourism represent the stakeholders around whom this development must be focused. These are the people and organisations that are directly impacted by the results of the project and who have an interest in its success.

The expertise of all partners in dealing with stakeholders on other, more or less similar, projects participated in defining the stakeholders relevant to the IMPACTOUR project. This deliverable is therefore closely linked to the governance theme. Stakeholders should be involved at two levels:

- 1. Co-creation of the IMPACTOUR methodology.
- 2. Co-governance of the management of their destination.

To move from level 1 to level 2, project partners and pilots are responsible for engaging them through concrete and measurable actions

## 3 Stakeholders First map: General Information

### 3.1 Information to be obtained

Based on the knowledge acquired, actions carried out in the project and all the issues investigated in previous deliverables, the following chapter presents a classification strategy for the possible stakeholders and agents to be detected in IMPACTOUR. For this purpose, different mappings have been carried out gradually and collaboratively together with the rest of the consortium partners involved, starting from a more general approach to end up going deeper and deeper into the subject. As a result, the following sections highlight the different quantitative and qualitative analyses carried out on the basis of the information obtained.

### 3.2 Structure and sections of the interactive table/tool

First of all, in order to establish a frame of reference for the rest of the deliverable, the classification structure used in this research work is detailed below. Starting from 4 main groups (Public / Private / Academia / Civil Society), the different stakeholders with value for the project are listed:

#### 3.2.1 Sectors

##### GROUP 1. PUBLIC STAKEHOLDERS

- Global Level
  - UNESCO
  - UNTWO
  - European Commission
  - Others
- National Level
  - National Government
- Regional Level
  - Regional Government
  - Destination Marketing Organisation
- Local Level
  - Municipalities
  - Tourist Information
- Heritage
  - Curators

##### GROUP 2. PRIVATE STAKEHOLDERS

- Companies
  - Tour-Operators
  - Tourism agencies
  - Flight companies

- Hotel chains
- Cultural Tourism service providers
- Heritage
  - Owners
  - Managers
- Entrepreneurs
  - International Chamber of Commerce
  - Small and Medium Sized Enterprises
  - Food producers
  - Local hotels
  - Craftsmen
  - Gastro-Business
- Digital
  - Cultural Tourism networks
  - Global platforms
  - Mobile companies

#### GROUP 3. **ACADEMIA**

- Universities
  - Experts
  - Research groups
  - Individual researchers
  - Colleges
- Exhibition
  - Museums
  - Cultural Centres
- Tourism Schools
- Secondary/High Schools

#### GROUP 4. **CIVIL SOCIETY**

- Citizens
  - Associations
  - Groups (neighbourhoods)
- Business
  - Chambers of Commerce
- Tourists
- Customers
  - Customers Associations
- ONGs
- Foundations



Having listed the classification of the different types of stakeholders, and in order to specify the main actions for this chapter, the steps highlighted in the work process are summarised below.

### **3.2.2 Main questions for partners**

Once the previous classification is completed, it becomes necessary to identify the possible stakeholders that might be interesting to contact with all over the IMPACTOUR project. However, this is only a first approach based on the achieved knowledge, particular experience and learned lessons by each one of the partners in the consortium.

In order to define the steps to be followed, the main information to be collected should refer to some important topics as follows.

#### **3.2.2.1 Relation to IMPACTOUR**

Question 1. Direct or Indirect. For each case of study, it is mandatory to define if the relation with each stakeholder chosen might be “Direct, Indirect, or Unknown” for the research project.

#### **3.2.2.2 Influence and Interest related to IMPACTOUR**

Question 2. Influence. It should be established with the scale from 0 (minimum) to 4 (maximum) depending on the influence the stakeholder may have on the IMPACTOUR methodology.

Question 3. Interest. It needs to be established with the scale from 0 (minimum) to 4 (maximum) if it could be fruitful to contact/collaborate/work with the stakeholder given at any time.

#### **3.2.2.3 Availability of Data provider**

Question 4. Data provider. For each case of study, it is mandatory to define if the stakeholder at each one of the destinations (data information or validation) can provide relevant data: “Yes, No or Partially”.

Once all this initial information is completed and gathered in a summary excel table by each one of the partners involved, it will be possible to compare it in a qualitative study and analyse it in a quantitative way, in order to get some common stakeholders and relevant agents for all the participants and destinations.

### **3.3 First main qualitative analysis**

Over the IMPACTOUR research project, and in particular within Work Package 3, the analysis and conclusions of the mapping work carried out on the identification of representative stakeholders within the information and validation data pilots of the participating community are presented below. Specifically, the partners that make up the project consortium will carry out a preliminary study of the agents involved in the research, based on their experience and knowledge of the territory and the pilots with which they are related. In this way, it is proposed to establish a reference framework on which to start working in the identification of stakeholders of interest, already involved or with future participation potential, for all the deliverables of Work Package 3; especially the “D3.2 - Stakeholders' Plan”.

In general, based on the classification of stakeholders that has been proposed for the design of the Excel Map, several levels of analysis can be differentiated. Then, the following conclusions can be drawn.

### **3.3.1 General analysis for the excel map**

In a first analysis, despite the broad participation of the partners that make up IMPACTOUR, there are some cases in which it has not been possible to obtain the desired information or difficulties have been detected in completing all the sections/blocks of the mapping (AMRAA, ENAT, UNINOVA, etc.). Therefore, the following conclusions must be considered to be drawn on the basis of the data collected, without being able to rely on all the information expected for some cases.

### **3.3.2 Most relevant gaps**

Under a more specific analysis, it is worth highlighting the difficulty of filling in the "Private Stakeholders" block as a common factor for many of the consortium partners. Specifically, approximately 33% (1/3) of the partners involved in IMPACTOUR have not responded to the private management block. It is therefore particularly interesting to note the result obtained from a section which was initially considered to be easier to complete and compile the desired information; given that it includes a series of tourism stakeholders who at first glance appear to be easier to contact: tourism agencies, tour operators, airlines, hotel chains, managers/owners of tourism-heritage resources, restaurants or any small or medium sized company with products from the area (local food producers, craftsmen, etc.). However, this opens a new area of interest for the next actions to be executed in Work Package 3. In particular, it should be understood whether these mapping results are due to the lack of knowledge of a large percentage of Private Stakeholders in the data and validation pilots of the project, or if on the contrary, it is a lack of contacts or resources within the pilot destinations themselves.

### **3.3.3 Specific gaps per block/column**

#### **3.3.3.1 Per block**

On a third and more specific level of analysis, two different sections can be clearly set separately within it:

- On the one hand, in the block dedicated to Public Stakeholders, the difficulty of completing the role played by those public stakeholders within a more global scope (European Commission, UNESCO, UNWTO, etc.) can be seen as a common factor to the majority of the project partners.
- On the other hand and as a consequence, a higher level of response and information is highlighted when the public stakeholders are defined by smaller government entities, from national to regional and local levels, or municipalities themselves.

In other words, on a scale that is closer and more accessible to the destinations, most of the partners perceive both more direct knowledge and contact with public bodies, along the lines of the conclusions drawn from the interviews in "*D1.2 - Report on policies, governance and business models used to promote Cultural Tourism*". In short, despite the importance of knowing the public initiatives, the political application framework or the management tools of Cultural Heritage and Cultural Tourism at a global level, the value of understanding the needs, opportunities and challenges of each of the territories through



more specialised and aware public bodies is highlighted, in order to draw attention to the area of action of each of the pilot destinations.

### **3.3.3.2 Per column**

Then, the second section within the third level of analysis refers to the vertical reading of each column individually. Although in practically all the answers of the consortium partners there is a section that has not been completed in its entirety due to the extension of the excel table, two columns can be highlighted where the absence of answers is greater: "Interest" and "Data provider". However, for the objectives of IMPACTOUR and after this initial mapping, it is a major threat that the partners do not know exactly if the data and validation pilots are or will be able to provide the information and data which are needed for the project. That is to say, for future actions, it is necessary to stress the importance of knowing whether the expected data and measurements can be obtained when applying the future Cultural Tourism indicators, and how to access them. Indeed, within the actions taken in parallel over the WP.2, a first strategic survey has been set with the destination pilots involved in order to know their availability and capacity after obtaining the required information and data.

### **3.3.4 First conclusions and recommendations**

To conclude, after studying the results of the stakeholder mapping, the following recommendations or lines of work are highlighted for future improvement within the IMPACTOUR Work Package 3:

- Continue to focus on the national/regional/local level in the area of public stakeholders, while trying to include, relate to or take into account any initiative or proposal at European and/or global level.
- Try to create a greater approach with the private stakeholders proposed in the analysis, especially in those cases where lack of knowledge or influence has been detected.
- In relation to the whole Work Package 3 and other related WPs, it is necessary to deepen the methods of data collection, whether qualitative or not, ensuring the quality of the information with which we are going to work in the following stages. To this end, the tasks being carried out in parallel in Work Package 2 on the indicators of interest for IMPACTOUR, defined in economic, social, cultural and environmental study domains, can serve as a reference.
- FUTURE ACTIONS. A detailed map of agents adapted to each pilot destination based on the results obtained from the stakeholders' map must be generated, reflecting those agents which may play a more relevant role in the project.

To do this, it is necessary to generate a common tool for all pilot destinations (information and validation), which allows expansion or modification in response to the needs of each case study.

## **3.4 Second detailed quantitative analysis**

Within the framework of the IMPACTOUR research project, and in particular for Work Package 3, this chapter presents the quantitative analysis of the data and the new conclusions of the mapping work carried out. This section is then developed on the basis of the previous qualitative analysis of the same document, now providing final data that encompasses and concludes the whole process.

For this purpose, based on the results obtained, it was decided to structure the quantitative analysis as follows, alternating the original order of the columns in order to have an appropriate joint line of discourse for the entire chapter:

### 3.4.1 First group results: Influence VS Interest

In a first quantitative analysis of the data it is of great value to highlight the relationship shown by the partners in what relates to the influence which the proposed stakeholder groups can currently exert on the project, and the interest of the same in having possible or future relationships with IMPACTOUR.

For this analysis, the colour-coded criteria presented are defined according to the following scales, taking into account that 0 is the lowest value (lowest influence and/or interest) and 4 is the highest value (highest influence and/or interest):

- **Dark green:** Index between 3 and 4.
- **Light green:** Index between 2 and 2.99.
- **No colour:** Index between 0 and 1.99.

The following ideas stand out as conclusive data based on these values:

- The current influence of the stakeholders on the project is positive, being established in a scale between 2 and 2.99 in most cases. However, within the four major groups, the Public and Private sectors have the greatest weight; therefore, there is a gap in relation to the Academia and Civil Society groups, in which a niche for future action could be proposed in order to improve the relations of these two groups with Cultural Tourism.
- The interest for future joint actions is even more positive than in the previous case, with several results appearing between the range of 3 and 4. In addition, when studying the groups individually, although the Public and Private sectors are again the most prominent, the Academia sector appears practically at the same level as the other two.
- Finally, if we compare in a horizontal reading the relationship between the two data, the interest is always equal to or greater than the current influence for all cases. Therefore, it can be deduced that despite the present situation, the interest among the partners that all stakeholders establish a more active participation in the project in the future is a common idea, thus constituting IMPACTOUR as a good methodology to strengthen ties and contacts in the field of Cultural Tourism between the different agents involved in the process.

### 3.4.2 Second group results: Data provider

Secondly, the quantitative analysis of the data obtained is focused on the "Data Provider" column; that is, at the present time of the project and with the information available, the data expected from each of the stakeholders for the objectives set out in IMPACTOUR can be known quite concretely. In addition, this part of the study is related to similar actions carried out in the previous Deliverable "*D2.1 - Establishment of criteria and indicators to assess the impact of Cultural Tourism*", in which the most relevant indicators for the project have been defined.

For this analysis, the colour-coded criteria presented are defined according to the following scales, highlighting only some of the values of interest for each of the three columns:



- Column (YES). **Dark green:** Percentages between 50% and 100%.
- Column (YES). **Light green:** Percentages between 25% and 49.99%.
- Column (NO). **Red:** Percentages between 50% and 100%.
- Column (NO). **Orange:** Percentages between 25% and 49.99%.
- Column (Partially). **Yellow:** Percentages between 25% and 49.99%.

### 3.4.3 Third group results: Direct or Indirect connections

In a third step and continuing along the lines of the two previous groups, the aim is to understand in what way the stakeholders detected are relating or may relate to the IMPACTOUR project.

For this analysis, the colour-coded criteria presented are defined according to the following scales, highlighting only some of the values of interest for each of the three columns:

- Column (Direct). **Dark green:** Percentages between 50% and 100%.
- Column (Direct). **Light green:** Percentages between 25% and 49.99%.
- Column (Indirect). **Dark green:** Percentages between 50% and 100%.
- Column (Indirect). **Light green:** Percentages between 25% and 49.99%.
- Column (?). **Yellow:** Percentages between 25% and 49.99%.
- Occasional use of **Yellow:** Equal or balanced percentages.

### 3.4.4 Comparative assessment between groups

Once the criteria for establishing the values and percentages for each of the data obtained have been detailed, the most salient ideas of the comparative analysis between groups 2 and 3 for each of the stakeholder categories are presented below. In this way, it is understood that both blocks are closely related, so that a type of response in one of them is directly reflected in the other:

- In the *"Public"* category, in general lines and with some exceptions, it is clearly detected that those stakeholders at the global level (such as UNESCO or UNTWO) have an indirect relationship with the project, and therefore have a rather low and negative access to the data as providers. However, on the opposite side, at the other national, regional and local levels (such as regional governments and municipalities), these are perceived as agents directly related to our objectives, and with a much more positive and better valued access to information, with the role of the municipalities standing out above all of them.
- In the *"Private"* group, a group that a priori includes most of the agents that are of special interest for the research, it was found that in most cases they are unable or almost unable to collaborate in obtaining data. In particular, this situation is more common for those stakeholders considered to have a direct relationship with IMPACTOUR and belonging to the closest level of "entrepreneurs", such as "local hotels" or "craftsmen"; even in parallel, this is repeated on a larger scale at the company level for examples such as "flight companies" or "hotel chains", although they are understood to have a more indirect character for the project.
- For the *"Academia"* category, there is a clear general consensus on the difficulty of obtaining data for the research, since the colours red (No), orange (No) and yellow (Partial) predominate for almost all the agents in the group. On the other hand, it is also easy to detect a distinction in the different levels analysed, with universities being a group of more direct treatment (expert staff, research groups, etc.) as

opposed to the indirect character shown by examples such as schools, colleges or museums.

- Finally, for the "*Civil Society*" group, a rather negative situation is again repeated as information providers, with a predominance of orange and yellow colours. Moreover, it can be deduced that it is the most unknown and least treated category in our research, because when talking about the "relationship" with IMPACTOUR, the yellow colour is predominant again, referring to "Unknown" by the interviewed partners.

### 3.4.5 Most relevant cases

Finally, a last section is included in which some very striking cases are highlighted individually. That is, in addition to complying with most of the detailed guidelines and scales, these examples of stakeholders have an individual reading of great interest for IMPACTOUR as they relate at the same time several of the data already explained.

- **Public sector:** European Commission at Global Level. In this specific case, it is striking to see how the EC obtains the highest score with respect to influence and interest for the project, as well as having a clear direct relationship with IMPACTOUR as it is the European and international body with which there is the strongest link. However, when it comes to providing data and information, this is presented as the worst rated within the "Public Sector", being the only one with a negative red colour in the whole section.
- **Private sector:** Tourism agencies and Tour-operators at Companies Level. Since IMPACTOUR is a research project focused on the study of Cultural Tourism as an engine of development for destinations, it would be expected that these two agents would be easy to access when collecting information. However, both coincide in having an indirect relationship with our actions and only being able to provide data in a partial (yellow) way.
- **Academia sector:** Experts and Research Groups at Universities. In this case, both agents have a direct relationship with the project. In addition, they are the only two that stand out as being of great interest to the project partners in the research and data collection process.
- **Civil Society sector:** Tourists and Citizens. In spite of the great lack of knowledge generated by this sector within the consortium, it is positive to appreciate how the interest in people stands out from the rest of the agents of the sector, being both tourists and inhabitants of the destinations, those stakeholders with a greater and more direct relationship with IMPACTOUR.



Table 3.1 – Stakeholders’ Map Groups / Quantitative Analysis’ Results

Stakeholder			FINAL RESULT							
			D/I			Influence	Interest	Data provider		
			I	D	?			Y	N	P
Public	Global Level	UNESCO	50,00%	33,33%	0,00%	1,50	2,11	41,67%	25,00%	8,33%
		UNWTO	41,67%	33,33%	8,33%	1,56	1,88	25,00%	25,00%	16,67%
		EC	8,33%	66,67%	8,33%	3,60	4,00	16,67%	50,00%	8,33%
		Others	0,00%	16,67%	25,00%	0,67	2,00	8,33%	0,00%	8,33%
	National Level	N. Government	75,00%	25,00%	0,00%	1,83	2,45	41,67%	16,67%	33,33%
	Regional Level	R. Government	8,33%	91,67%	0,00%	2,75	3,17	75,00%	0,00%	25,00%
		DMO	16,67%	50,00%	16,67%	2,50	2,63	66,67%	0,00%	0,00%
	Local Level	Municipalities	0,00%	100,00%	0,00%	3,00	3,33	83,33%	0,00%	16,67%
		Tourist information	16,67%	75,00%	8,33%	2,58	2,75	75,00%	8,33%	16,67%
Heritage	Curators	50,00%	33,33%	0,00%	1,20	1,89	25,00%	16,67%	33,33%	
Private	Companies	Touroperators	42%	33%	0%	2	2,13	0%	17%	50%
		Tourism agencies	42%	25%	0%	2	2,33	8%	17%	33%
		Flight Companies	50%	8%	8%	1	1,14	8%	50%	0%
		Hotel Chains	42%	17%	8%	1	1,71	8%	50%	0%
		CT Service Providers	8%	58%	0%	2	2,43	25%	25%	8%
	Heritage	Owners	25%	42%	8%	2	2,00	33%	17%	17%
		Managers	17%	50%	8%	2	2,13	42%	17%	8%
	Entrepreneurs	ICCs	8%	33%	25%	2	2,50	0%	50%	0%
		SMEs	25%	42%	8%	2	2,50	8%	50%	8%
		Food producers	33%	25%	8%	2	2,43	8%	50%	0%
		Local hotels	17%	58%	0%	2	2,86	17%	42%	8%
		Craftsmen	25%	58%	0%	2	2,63	8%	42%	17%
	Digital	Gastro bussiness	33%	25%	8%	2	2,29	8%	50%	0%
		CT networks	42%	25%	8%	2	2,50	25%	17%	25%
Global platforms		58%	8%	8%	2	2,00	25%	17%	17%	
Mobile companies		42%	8%	17%	1	1,00	17%	25%	8%	
Academia	Univesities	Experts	25%	67%	0%	2	3,1	25%	33%	25%
		Investigation Groups	42%	50%	0%	2,091	3	17%	33%	33%
		Individual Researchers	17%	58%	0%	1,778	2,75	17%	17%	33%
		Colleagues	50%	17%	8%	1,75	2,71	8%	50%	0%
	Exhibition	Museums	58%	25%	0%	1,5	2,44	8%	33%	25%
		Cultural Centers	50%	25%	0%	1,444	2,63	8%	25%	25%
	Tourism schools		42%	17%	17%	1,25	2,29	8%	33%	8%
Sec. schools		50%	25%	8%	0,8	1,33	8%	50%	0%	
Civic Society	Citizens	Associations	25%	58%	0%	1,9	2,88	17%	25%	25%
		Groups	33%	25%	25%	1,333	2,29	17%	25%	17%
	Business	Chambers of Commerce	50%	25%	8%	1,7	2,38	25%	33%	8%
		Associations	42%	42%	0%	1,6	2,5	17%	17%	33%
	Tourists		17%	50%	25%	2	2	17%	42%	8%
	Customers	Customers Associations	33%	25%	25%	1	1,5	17%	33%	17%
	ONG		42%	8%	25%	1,429	2	8%	33%	8%
Foundations		42%	8%	25%	1,429	2	8%	25%	17%	

## 4 Stakeholders second map: Agents tool for pilots and destinations

### 4.1 Data to be gathered

Once the areas in which each pilot would work with its stakeholders had been defined, it was necessary to draw up a map of the specific agents with which it would interact.


It should be noted that this stakeholder agenda is considered a **living document**, which is constantly being updated. This update will occur as a result of the interactions of each pilot with its contacts, and new additions, modifications and even cancellations may be made with respect to the agents initially identified.

The aim is to identify those agents considered relevant or who express their interest in participating in the Community of Experiences generated, with the double interest of expanding the networks of agents related to Cultural Tourism and providing relevant data for the IMPACTOUR project.

### 4.2 Structure and sections of the interactive table/tool

Thus, based on the map of agents previously developed, a spread-sheet template was generated in which each pilot was responsible for collecting the information of the different stakeholders with whom he/she would contact throughout the development of the project.

Table 4.1 – Agents' Map data gathering process

CULTURAL TOURISM STAKEHOLDERS + AGENTS MAP			
Stakeholder		INSTRUCTIONS	
		Individual/Person Contact Details. Only if agreed	
Type	SubType	Name	Role / Responsibility
Public	Entrepreneurs		
Public	National_Level N. Government		
<div style="border: 1px solid black; padding: 5px;"> <p><b>INSTRUCTIONS TO FILL THE SPREADSHEET</b></p> <p>Select one cell. An arrow will show up</p> <p>Select a type from the scroll list, the sheet will automatically format the file</p> <div style="border: 1px solid black; padding: 2px;"> <p>Private    Entri</p> <p>Public    Natic</p> </div> <p>Public Private Academia Civic_Society</p> </div> <p>Do the same with Sub Type column and Stakeholder .</p> <p>Complete all the fields with the information of your Stakeholder.</p>			
<div style="border: 1px solid black; padding: 5px;"> <p>Please put HERE your Pilot's Name</p> <p style="text-align: center;"></p> <p><b>Agents Map Instructions</b>    Agents Map (PILOT DENOMINATION)    Stakehol</p> </div>			
<div style="border: 1px solid black; padding: 5px; background-color: yellow;"> <p>Finally, Save the file with your Pilot's Name</p> </div>			

This template reflects the data of the contact person, the company he/she represents in case he/she is not a citizen who participates as an individual and information on the characterisation of the agent.

- The form collects personal information, so it is for the exclusive use of the consortium partners, not being available to any pilot or external agent.
- The contact details of the person include name, position, e-mail address and telephone number if necessary.
- The data of the organisation he/she represents, if applicable, includes the name, the value chain in which they are registered in the case of for-profit agents, the sector of activity, a brief description and details of contact or social networks with which they interact. In addition, more specific data is requested to characterise the organisation, such as the area of expertise, its main values, the type of Cultural Tourism, the type of organisation and type of involvement with the project (internal or external).

This form was distributed among the partners so that they could collect the required information in a first round and a matrix has been elaborated with the answers obtained, automatically reflecting the types of agents grouped according to the criteria defined in the initial map.

### **4.3 Results obtained and evaluation**

So far, information has been collected on 196 stakeholders from 10 pilots that have provided information (at the date of the deliverable submission: 30/06/21), but always in process to be updated all over the IMPACTOUR period.

The information collected shows a preponderance of public and private stakeholders and a clear lack of those linked to Academia and Civil Society.

Pilots, in general terms, provide information mainly from public stakeholders, with the exception of CUT, which only provided contacts coming from the private sector.

It is necessary to continue working on the construction of this Community of Experiences and to correct the imbalances that are present, since it is crucial for the project to have samples of information from the different areas of cultural tourism interaction.



Table 4.2 – “Living” Agents’ Map Tool (30/06/21)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
1	AGENTS MAP SUMMARY				15	101				67				15				13					
2	AGENTS MAP SUMMARY					Public				Private				Academia				Civic Society					
3	AGENTS MAP SUMMARY				196	27	18	53	3	22	3	39	3	15				8	4		1		
4	PARTNER	Name	PILOT TYPE		National_Level	Regional_Level	Local_Level	Heritage	Companies	Heritage	Entrepreneurs	Digital	Universities	Exhibition	Tourism_School	High_Schools	Citizens	Business	Customers	ONG	Foundations		
5	7	ACIR	<a href="#">Chemin d'Aries</a>	Original VP	27	4	5	18															
6	8	ACIR	<a href="#">Chemin d'Aveyron</a>	Original DIP	13	4	3	6															
7	1	AMRAA	<a href="#">Aldea das Sete Cidades</a>	Original VP																			
8	2	AMRAA	<a href="#">Aldea dosBiscoitos</a>	Original DIP																			
9	11	AMRAA	<a href="#">Corvo Island</a>	New VP																			
10	12	AMRAA	<a href="#">Faja dos Cubres</a>	Original DIP																			
11	13	AMRAA	<a href="#">Furnas</a>	New DIP																			
12	6	CULTUR	<a href="#">Camino de Santiago</a>	Original DIP	4		1	3															
13	16	CULTUR	<a href="#">Paientian Romanesque</a>	Original DIP																			
14	24	CULTUR	<a href="#">Museum of Pontevedra</a>	New DIP	5		4												1				
15	15	CUT	<a href="#">Kyperounta</a>	Original DIP	25				2		23												
16	10	ENAT	<a href="#">Consulta Milano Periphery</a>	New DIP	9							3	3				3						
17	20	ENAT	<a href="#">Trikala</a>	Original DIP	4	3	1																
18	23	ENAT	<a href="#">Cascais</a>	New DIP	6		6																
19	18	ETB	<a href="#">Tartu County</a>	Original VP	9	3	2						4										
20	14	IBS	<a href="#">Kaunas</a>	Original DIP	6	2	2		1				1										
21	21	IBS	<a href="#">Vidzeme</a>	Original DIP	6	2	1	1					1							1			
22	22	IBS	<a href="#">Voru County</a>	Original DIP	9	3	1						4							1			
23	4	MATERAHUB	<a href="#">Arte rupestre della ValCamonica</a>	New DIP																			
24	5	MATERAHUB	<a href="#">City of Matera</a>	Original DIP	19		2	2	1	3	1	8	2										
25	9	MATERAHUB	<a href="#">City of Palmi</a>	New DIP																			
26	25	MATERAHUB	<a href="#">Kosice</a>	New DIP																			
27	26	MATERAHUB	<a href="#">City of Conversano</a>	New DIP																			
28	3	UNINOVA	<a href="#">Almada</a>	Original DIP	33	1	1	6	15		4							5	1				
29	17	UNINOVA	<a href="#">Rab</a>	Original DIP																			
30	19	UNINOVA	<a href="#">Trebinje</a>	Original DIP	21	5	2	4	2	1	2	4										1	

## 5 Engagement plan actions

One of the objectives of the IMPACTOUR project is the creation of a community of pilots and stakeholders that will provide the necessary information to have sufficient quantity and quality of data for subsequent technological developments to be viable and effective.

However, even though this approach was correct, when it came to planning the creation of this community, the team in charge of its development found it excessively impersonal and alien to the reality of the network that was to be created.

That is to say, we considered it particularly difficult to get the engagement of the stakeholders and the people who represent them if the relationship is going to be based solely on data exchange, with stakeholders providing information and IMPACTOUR returning it to them interpreted. In this way, participation in the project becomes a mere transfer of information without a clear appreciable objective.

As a result of the conversations with the different pilots, we came to the conclusion that the real engagement with the project could come through a more emotional and direct participation. In this sense, the key was to make our interlocutors see the enormous opportunity of belonging to an international network of institutions and people with similar motivations in the field of Cultural Tourism. The possibility of sharing experiences, best practices and success stories enriches the interaction. In this way, data collection takes a back seat and the creation of the community becomes the main objective of the action. It is maintained as a motivation but it is not the main object of the generation of the Plan and of the involvement tool.

Once the objectives were defined, the work focused on the planning of those activities that would support this Community of Experiences, so that it becomes viable and sustainable over time.

The activities defined together with the rest of the members of the consortium consist of the development of a World Café, as detailed in the initial proposal, but with the necessary adaptations due to the COVID-19 pandemic.

The experience gained during the pandemic has shown us that, although digital technology has been a fundamental support for the development of our activities, the degree of involvement that is achieved is much lower than through face-to-face interactions.

For this reason, within the consortium we first considered holding the event in a completely online format, to later consider a mixed format that would allow the interaction of at least those members who had a more favourable epidemiological situation.

The proposal was finally directed towards the preparation of a World Café separated into two events. The first is a regional one, where the agents linked to each partner are convened. It will be up to each partner, together with its drivers and stakeholders, to decide whether this event can be held in person or online. The second event would be held in a mixed form, face-to-face and online, but this time with all the members of the consortium and the stakeholders and pilots they decided to invite.

Each of the proposed actions and their corresponding methodologies are detailed below. Furthermore, some simple design brochures have been generated to reinforce the message of the Community of Experiences to achieve a real and effective involvement of stakeholders.

## 5.1 Community of Experiences

### 5.1.1 Purpose

#### 5.1.1.1 COMMUNITY OF EXPERIENCES DEFINITION + PURPOSE + SUPPORT

(1) **DEFINITION.** This “*Community of Experiences*” proposed for IMPACTOUR is based on a set of pilots and destination stakeholders (data information + validation) that actively and collaboratively help each other to obtain results and solutions based on their previous experiences and the knowledge achieved by each one of them.

(2) **PURPOSE.** (“*Why are we doing these actions?*”) As an active consortium of partners, we need to understand the agents involved within the project (pilots + stakeholders), focusing on their problems and needs, and not only collecting the data and information expected. Indeed, since the beginning of the project, we have mainly focused on getting data from the participant pilots, and not what it is fundamentally important for them as Cultural Tourism destinations, or even if they can/how collect that data. Pilots cannot be only seen as data providers, because they have a “human side”, with daily problems, needs, questions and interests rather than just data.

(3) IMPACTOUR consortium must **SUPPORT** them, put them in a position to do their job better, trying to avoid anything that might be critical for them. For that reason, it is important to keep in mind:

- The Community shall be based on the principle motivation of “shared interest”. Members are encouraged to share good practices from their own destination/venue, focusing on the various aspects/themes of CT. They are also asked to identify common problems in CT tourism management. This is all with the intention of SUPPORTING them, by learning from each other, putting them in a position to do their job better and make their destination more successful.
- The parameters to identify success/good practices are concerned with the main domains of the IMPACTOUR project: Cultural Tourism governance, digitalisation, sustainability (economic, environmental and social), visitor management, accessibility and inclusion. Good practices can include policy, strategy and practical actions, and should be “evidence-based”. (We will ask pilots to identify their own good practices, and explain these from their perspective, as described further below).
- Being a member of the IMPACTOUR Community should confer benefits on the pilots and their stakeholders, especially in terms of market visibility. They will be seen as a collaborating partner of an active HORIZON 2020 project. (They are not Full Partners or Associated Partners in contractual terms but they are official collaborators).
- Community Membership status can be indicated by allowing pilots to use the IMPACTOUR logo on their destination and CT websites and other promotional materials. This will be a reciprocal arrangement between IMPACTOUR and those pilots that submit their publicity details to the IMPACTOUR website, where they have a Profile Page. IMPACTOUR will accept logos of pilots and their stakeholders on the Pilot Home Pages on IMPACTOUR, while pilots and stakeholders will receive a logo (e.g.: IMPACTOUR Cultural Tourism Pilot logo).

In order to extend and activate the IMPACTOUR Community, we will invite additional networks to submit examples of good practices and “join the conversation”. For this



purpose, some of the previous examples and experiences highlighted to help us to define our commitment are:

- *Example 1*: Group of UNESCO World Heritage Cities in Spain (based on a different scale: the city)
- *Example 2* (from CULTUR): “POLIRURAL - INVENTORY OF DRIVERS OF CHANGE”
- *Example 3* (from ENAT): Cities that have created accessible cultural walking routes - League of Historical Accessible Cities (cities of Viborg, Lucca, Mulhouse, Turin, Ávila and Sozopol). Learn more in: <https://www.lhac.eu>

#### **5.1.1.2 MAIN OBJECTIVE OF THE COMMUNITY OF EXPERIENCES: BUILD + SHARE**

**(4) BUILD** Definition (Solutions). It is defined by the objective of creating bridges between people and communities from different backgrounds, with a more or less direct link to Cultural Tourism Management, in order to set up a common tool designed with the active participation of everyone.

**(5) SHARE** Actions:

- Harmonising impacts evaluation standards in Cultural Tourism at a European level + sharing best practices in CT management.
- Strengthening the sense of belonging to the IMPACTOUR project and to the EU.
- Mixing Stakeholders skills and knowledge.
- Facilitating communication of data necessary for the methodology (next point).
- Obtaining data and information through Data Methodology.

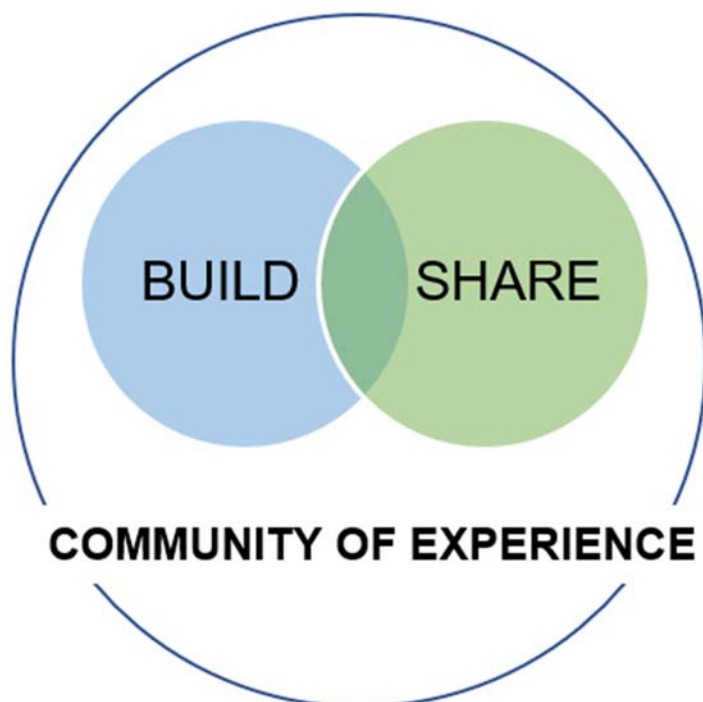


Figure 5.1 – Community of Experience’s Objectives

### 5.1.1.3 GENERAL **STRUCTURE** OF THE COMMUNITY OF EXPERIENCES

How do we build the Community of Experiences?

- (A) Who makes up this community?
  - How would it be organised, selecting a leader or a kind of ambassador in charge of animating the community? OPTIONAL PROPOSAL: Leading role of Cultur or UNINOVA, supported by ENAT.
  - How is your daily work-life? / What do they need, after identifying and classifying the main groups first?
  - Introducing the typologies of stakeholders (academia, private, public, society) – Clarification: it is a better option because they seem to be more logical groups.
  - Introducing the typologies of Cultural Tourism in pilot destinations (Ruralia, Urbanalia, Naturalia, Industrialia and Itineraria) – Clarification: not so good option, because they seem to be less logical and more abstract groups. They were created/defined for IMPACTOUR and do not provide immediate understanding in terms of the functions of a CT destination.
  - According to D3.3, there are 4 teams based on the categories of the proposed indicators (cultural, economic, social and environmental) to collect data.
- (B) Engagement channels:
  - (B1). ON-LINE direct engagement:
    - Dynamic social network - Definition and design of a simple online platform for communication. IMPACTOUR **website has already been created** (<https://impactour.eu>) and has 120 members of the private IMPACTOUR Community, although most of them are not active. We need to have a “re-launch” event to raise awareness.
    - We have established a “private” LinkedIn Group, Smart Cultural Tourism Destinations (<https://www.linkedin.com/groups/9053513/>), which has 109 members (LinkedIn users).
    - Through the IMPACTOUR Community and LinkedIn Group we can use various functions to activate members, including chat communication, sharing documents, announcing events, etc. (More details are shown below).
    - IMPACTOUR Newsletters can be issued every 1-2 months instead of every 6 months as currently. This can be a passive tool for stakeholders and pilots, where they can share information with the community.
    - Thematic webinars/online training (passive tool, e.g. every two months) can provide support for members on various themes related to IMPACTOUR priority domains.
  - (B2). OFF-LINE direct engagement:
    - Working with each of the “levels of interest” that stakeholders may have.
    - Generating different discussion groups/communication channels, depending on the topic.

## 5.1.2 Structure

### 5.1.2.1 MAIN IDEA

Overall approach to help start-up the Community activities

- Goal 1: Improving the sense of Impactour community of the Pilot through Partner Commitment.
- Goal 2: Improving pilots commitment in the research (i. e. sending data, participating in meetings, participating in [ImpactTour.eu](http://ImpactTour.eu) community and social media).
- Goal 3: Being aware of the utility (utilities) of the Research results for the pilots.

### 5.1.2.2 HOW

- Goal 1. Partner Commitment:
  - Each partner should be more proactive by posting/sharing/offering “opportunities” to the pilots through the [impactour.eu](http://impactour.eu) - if and when they can (they do not have to create “ad hoc” opportunities but share what they already have).
  - ENAT can introduce a Section/Group on the IMPACTOUR Community website: “Opportunities” to inform pilots on: internships, stages, Erasmus traineeships, online training courses (e.g. the ENAT e-Learning courses on “accessibility”), jobs, partnerships, patronages, counselling, etc.
  - In other words, they have to know that being a part of this community can give them “opportunities”.
- Goal 2. Pilots Commitment:
  - Goal 1 is related to Goal 2.
  - Every single “Opportunity” is given on the basis of an active participation in the research activities of the IMPACTOUR Project. Partners will act as “guides” for those seeking opportunities through the Community, to the extent that they are able to support these activities.
- Goal 3. Utility of the Research results:
  - Finally, we (partners) should let pilots and stakeholders understand better what we want from them for the next steps of the research, and which is the benefit for them during/after the research (how the results of the research can help them to improve their CT offers).
  - We must give specific requests on WHAT, WHEN and HOW we need their inputs, so that they can understand and be prepared for this phase.

## 5.1.3 (RE-) Introduction

Re-Introduction of Pilots and Stakeholders involved to the IMPACTOUR Community:

- Face-to-face initial meetings by partners visiting “their” pilots.
- Holding “satellite” “World Cafe” meetings in July 2021 with clusters of pilots on a regional basis (Spain / Portugal/ Italy / France/ Germany / Greece / Estonia).
- Setting up “Pilot studies within Pilots”, as follows:

- Involving the pilots more actively on a limited scale (1:1 with “their” respective partner), running a short-term exercise to motivate them and to make them understand the objectives of the project.
- We would ask the pilots to: Name one main area of their CT offer which they would like to focus on. (It could be a positive or a negative theme - heritage environment, a monument, a museum, an event, etc.).
- The partner/IMPACTOUR would then give them a set of questions about key areas of their project/theme, based on the domains of IMPACTOUR.
- The partner would subsequently give input/feedback/suggestions on what could be done to improve the project or solve the problems, based on the collective know-how of the IMPACTOUR partners. Partners would place suitable resources (good practice examples and references documents/tools) in the Community library and develop online discussions with the pilot and stakeholder representatives.
- In this way, by working on a limited scale and on subjects close to their own reality, we would encourage the practice of analytical thinking, developing data-collection tools / gap analysis, and work towards the practice of data-driven management of CT destinations.
- Fundamentally, this would encourage “co-creation” of solutions and help to build the involvement of pilots and stakeholders as active members of the project.

### **5.1.4 Description**

Description of the IMPACTOUR Community.

The IMPACTOUR Community is online at: <https://www.impactour.eu/group/1/stream>. This is a private community, with membership by invitation only. It is managed by ENAT and was developed by EWORX, using the open source platform Open Social.

On 30 May 2020 there were 120 members registered. These include:

- All IMPACTOUR project team members (connected to the partners)
- Pilot Sites representatives
- IMPACTOUR Advisory Board members

The number will gradually increase as additional, personal invitations are sent to:

- Stakeholders connected with Pilot Sites
- Additional CT organisations
- External experts
- European Commission staff
- EU policy makers



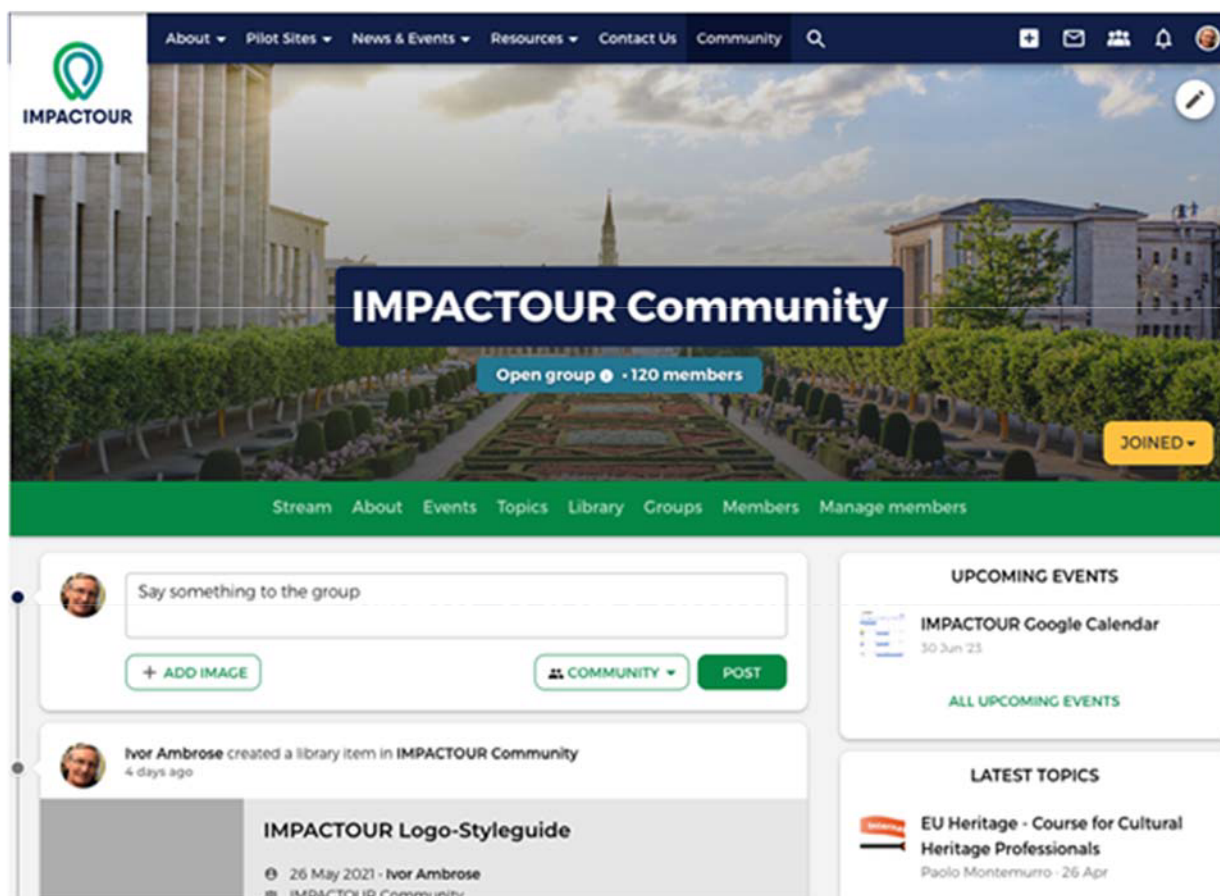


Figure 5.2 – IMPACTOUR Community Home Page

## 5.1.5 User Guide

A User Guide to the Community website has been produced by EWORX S.A. The first edition was published on 14 April 2020. The Guide may be consulted and downloaded (by the members) at:

<https://www.impactour.eu/system/files/2020-03/IMPACTOUR%20Community%20User%20Guide%20v1.0%20202003230.pdf>

### 5.1.5.1 STRUCTURE

- The IMPACTOUR Community is an online meeting place specifically designed and developed to encourage interaction and sharing of content among the members.
- It is based on the open-source software “Open Social” which may be configured to accommodate many users and multiple functions in a simple, safe and effective online environment.
- Only registered users are allowed to join the Community.
- This means the users must login to the site via a password-protected entry page in order to read or write content. Non-users will not be able to access links to community pages, nor will they be able to send messages to members of the Community.

### 5.1.5.2 FUNCTIONALITIES

- The Online Community provides the possibility to establish Groups, to which members can subscribe.
- Groups are normally established on the basis of Themes or as common Work Areas, where members can share documents (articles, reference materials), videos, images and other contents.
- Each group has a number of responsible **Group Managers** (or “Ambassadors”) who act as moderators, advisers and facilitators, helping the group members and guiding the conversations. Managers are normally one or more of the IMPACTOUR Project Partners, although it is recommended that one or two pilot contacts also act as co-managers. (See figure 2 below). These managers will engage with invited members from the Data Pilots and their related Stakeholders.
- Currently (May 2021) groups are established for most of the Pilot Sites and also for each Work Package.

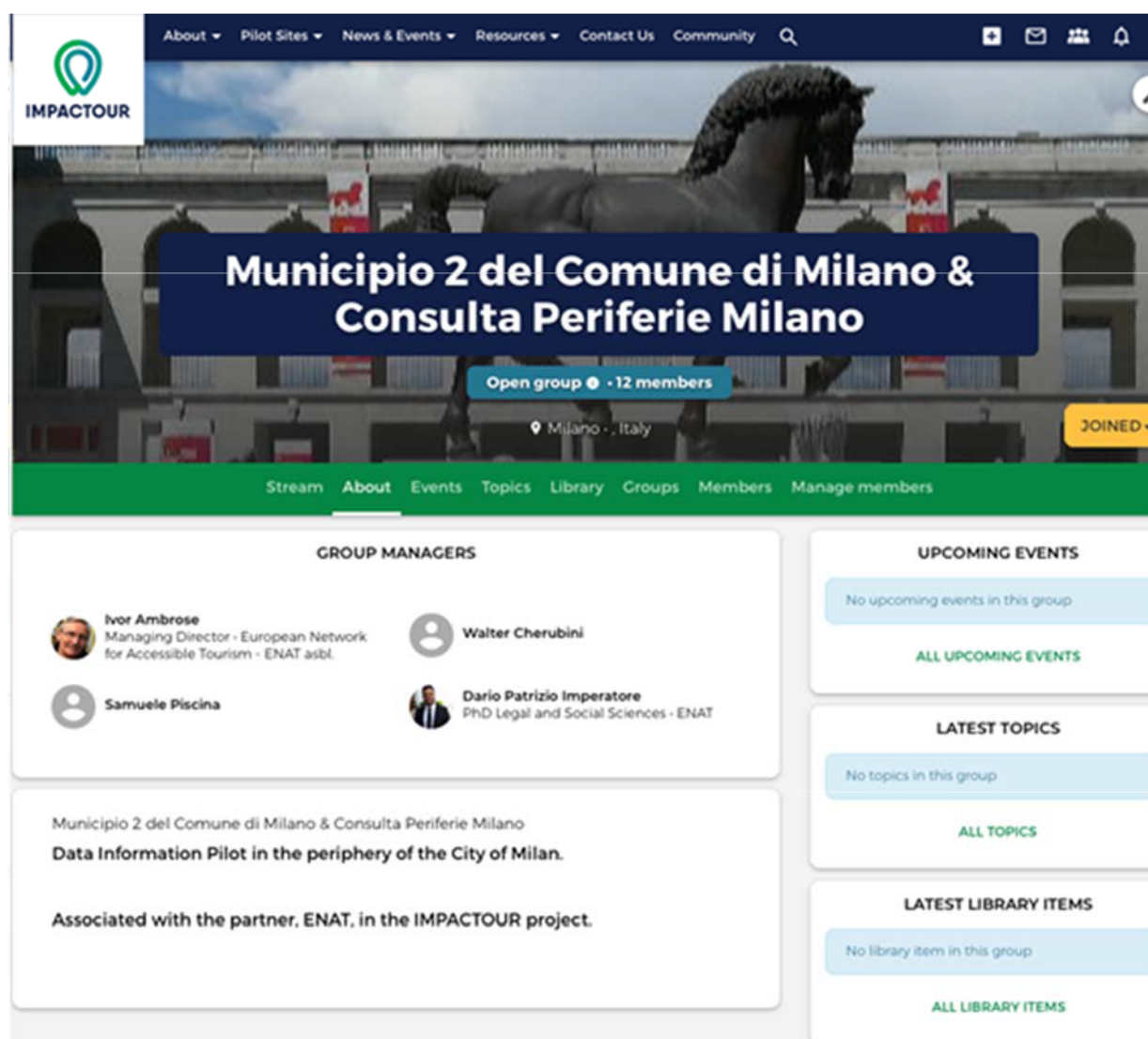


Figure 5.3 - IMPACTOUR Community Group Page

### **5.1.5.3 ADDITIONAL INFORMATION**

- **Members** of groups can post comments and can also leave comments or “likes” on all uploaded items.
- The Community pages include a section for **Events** and there is an embedded **Google Calendar** which shows dates of past and future project-related events.
- The IMPACTOUR Community will be extended to include “**external**” **members** (on the recommendation of an existing member or by approval by the website managers). External members can include representatives of key organisations and project champions. External members may be restricted to viewing only those groups which have “public” access.
- The target figure for the Community, as stated in the IMPACTOUR proposal, is 600 Members by the end of the project.
- The overall intention of the online community is to enable sharing of ideas, experiences, problems and solutions in open (moderated) discussion groups on an unlimited number of topics spanning the cultural tourism space.
- The IMPACTOUR Community will provide continuity between the face-to-face events and online events throughout the project implementation period.
- The Community will have a **Code of Good Conduct**, to which all members must adhere. (This feature will be added in June 2021, prior to opening the Community to stakeholders and other external members).
- In the **data-collection phase**, the IMPACTOUR Community will/can take on a significant function by providing a ‘**One-Stop-Shop**’ for guiding the data pilots and validation pilots in the procedures to follow, giving additional guidance notes, key documents and, generally, acting as a knowledge centre for answering Frequently Asked Questions (FAQs). The Community pages may also provide a “friendly” tool for plotting the progress of the pilots in the delivery of their data, such as showing a chart with a progress bar or similar.
- Notably, the IMPACTOUR Community pages can evolve to encompass new functions and features, as required, supported by the IMPACTOUR web development and content management teams.

## **5.2 World Café**

In the logic of building and sharing, communication plays a predominant role in a project involving so many participants. Thus, several barriers have been detected during the European projects experienced by the partners with the stakeholders: the geographical distance, a bad use of the communication tools, a badly understood message, or a loss of interest in the project. Thus, it was proposed before the IMPACTOUR project, the planning of a World Café within this deliverable to engage the participants and strengthen the links between them through a meeting.



## 5.2.1 What is a World Café?

This methodology<sup>2</sup>, born in the United States between entrepreneurs and academics, consists of bringing together a group of people around topics of common interest to strengthen their connections and commitment. It is also a way of accessing collective intelligence and creating innovative possibilities for action. In general, this technique represents a brainstorming tool that is less formal than a simple meeting and takes advantage of a small group to more easily engage everyone's participation. The World Café is often organised in a room large enough to accommodate the participants, with a few round tables where the conversation takes place over coffee. The dynamism of the group will depend on the power of the question posed by the host. This question should provoke discussion, debate and new ideas that are written down, usually on a large sheet of paper or a board, and then shared with the other tables during the debriefing.

To sum up, the World Café Community Foundation defines the structure of a World Café according to seven principles:

1. Set the **context**
2. Create an **hospitable** space
3. Explore **questions** that matter
4. Encourage everyone's **contribution**
5. **Connect** diverse perspectives
6. **Listen** together for insights
7. **Share** collective discoveries

## 5.2.2 Why organise a World Café for stakeholders?

In a period where physical encounters have diminished, where links have been maintained through technology and digital, it is necessary to recreate face-to-face links to engage people even more. To do this, to ensure a long-term commitment, the consortium decided to organise two World Cafés in two stages. The first World Café will be held regionally. The partners, pilots and stakeholders close to the region will meet in a predefined place. The second World Café will be more global, it should take place in Italy, in Matera, so that the stakeholders spread over the European territory can meet in a single place. Both sessions will be carried out in a hybrid way (a mix of face-to-face and online) so that if they are unable to travel, everyone can participate in the activities and follow their progress.

## 5.2.3 Two types of World Café (Regional & Global)

For a better organisation of these events, it has been decided to prepare the following two different hybrid meetings:

### 5.2.3.1 REGIONAL WORLD CAFÉ

The first World Café is structured as follows: regionally (Spain / Portugal - Açores/ Italy / France/ Germany / Greece / Estonia / Cyprus ),The organising partners as well as the organising pilots will gather the participants close geographically in order to facilitate travel. Issues, common to all World Café, will be discussed among stakeholders, pilots and partners. At the end of the day, an online sharing of everyone's visions will take place between each European region to draw conclusions.

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<sup>2</sup> <http://www.theworldcafe.com/key-concepts-resources/world-cafe-method/>





Figure 5.4 – Countries involved in the Regional World Café

This action aims to reinforce stakeholder commitment through a regional on-site World Café (as an incentive) and launch the Community of Experiences. By asking them questions about their work and challenges, the IMPACTOUR Community strengthens ties and learns more about stakeholders. Moreover, giving them the opportunity to express themselves about cultural tourism issues will help identify their needs in relation to cultural tourism and the direct impacts experienced. In addition, this World Café identifies best cultural tourism practices for the D2.2 Comparative Assessment Report and D2.3 Benchmarking Report.

To achieve these objectives, one of the keys to success will be the questions asked. The consortium agreed that there should be five questions in order to better target the topics to be addressed and to be able to explore them in depth. Focusing on a few questions will also encourage active response from stakeholders. The choice of those questions will be made between the members of the consortium.

### **Who will attend the World Café?**

The host at regional level will be a member of the consortium supported by Cultur for online coordination. The inter-regional pooling will take place on an online platform (ZOOM or MIRO) with the technical support of UNINOVA. To attract a maximum number of stakeholders and promote IMPACTOUR actions, ENAT will communicate through different communication channels before and after the World Café.

The project partners, as well as the pilots communities and their stakeholders, are invited to this moment of knowledge and idea sharing.

Stakeholders are key information resources as they have experience in the field and their own vision of cultural tourism. What is expected of them during this exchange is their feelings about their involvement in the IMPACTOUR project and their active participation in answering concrete and more theoretical questions.

### **How does the Regional World Café work?**

The specific course of the workshop will be included in the Comparative Assessment Report, Deliverable 2.2, in the meantime the general structure is already established following these nine steps:

1. Start with a regional/national face-to-face event to frame all the issues to be discussed with the stakeholders.
2. Introduction to the Community of Experiences: explanation of the objectives and functioning of this community which will be invigorated in part on the IMPACTOUR website and other communication channels.
3. Regional sessions must be coordinated by their respective representative partners in their territories, putting together all the pilots involved in this area.
4. Collect information on those areas of concern.
5. Transfer the content to the "discussion" tool (use MIRO platform) for joint analysis and group problem solving.
6. Transfer the content of the "discussion" to the "ranking" tool, to prioritise and assess ideas obtained.
7. Assign priorities and actions to be undertaken which provides a follow-up to the meeting (concluding ideas).
8. At the end all this information should be shared online on a common session organised by Cultur/UNINOVA/ENAT.
9. Generate a report of the session (minutes), to be shared online with participants.

### **What is the expected outcome?**

At the end of this meeting, a stakeholder ambassador will be elected. Indeed, in order to encourage and sustain this community of experiences, it is important that one person is in charge of invigorating the network and maintaining the interest of everyone.

Furthermore, this World Café will consolidate all participants feeling of belonging to the project and even more to this Community of Experiences. Discovering how this community works will encourage the co-creation of solutions and help to involve the pilots and stakeholders as active members of IMPACTOUR.

***NOTE.*** For a better description of the actions and activities that will be carried out during the Regional World Café, they will be discussed and defined during the six previous weeks for the preparation of this regional event. Therefore, keeping in mind the importance of being focused and accurate in order to obtain the information and engagement expected, these proposed activities will be described in further deliverables for both World Cafés,

*Regional and Global (included in D2.2 and D2.3). Some of these actions could follow this proposing structure:*

- *Thematic groups identified in the mapping stage to allow exchanges between stakeholders of similar nature (private, public, academia, civil society)*
- *Areas/Geographical groups. As explained earlier in the methodology, five lands have been identified, corresponding in some way to the different forms of cultural tourism exploited by the pilots and stakeholders (Itineralia, Urbanalia, Naturalia, Industrialia, Ruralia). The formation of roundtables according to this scheme would bring together participants facing the same issues at their geographical scale.*

### **5.2.3.2 GLOBAL WORLD CAFÉ**

The second edition, Global World Café, should take place in Italy, in Matera, in a hybrid way. The principle will be to organise a face-to-face workshop during a day in a hospitable space, while using online transmission and participation for those unable to attend in person. The aim of this hybrid version is to increase the capacity of the number of participants and to anticipate possible evolutions of the pandemic.

The objectives of this second edition will be based more on the Deliverable “D3.2 Benchmarking Report”, and will contribute to the strengthening of stakeholder engagement.

The invited participants will be the partners, pilots, and stakeholders who attended the first edition as well as the new ones who may join the project, if it is the case.

The format of this workshop will be similar to a classic World Café, that is to say that the round tables (to be defined according to the number of participants) will each deal with a question that may seem provocative but that generates reactions and interest. Several points summarising the different visions of everyone will take place during the day, concluded by a big sharing of the results of each table at the end of the World Café.

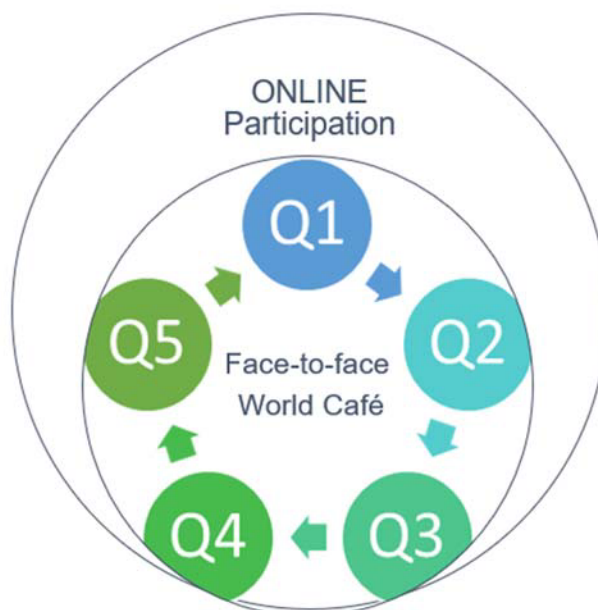


Figure 5.5 – Global World Café hybrid structure



The technical aspect of this edition will mainly concern the online transmission of the discussions of each table, as well as a possible participation of people online (Zoom or Miro). We will also have to take into account the Covid-19 factor which will impact the spatial organisation of the event.

## **5.2.4 Planning and schedules**

The experiences of the partners in stakeholder engagement gathered for the State of the Art, as well as the methodological references on this topic, underline the importance of planning actions. This five steps planning includes the three main actions mentioned above:

1. (*Optional*) Pre-information event date: One week before the on-line World Café: This pre-event will be an opportunity to remind participants of the purpose of the World Café and its date, but also of the IMPACTOUR project.
2. Dates for the Regional World Café for IMPACTOUR and Community of Experiences launch: Second part of July 2021 (M.17): the day will be at the beginning of the week or at the end of it.
3. To be further included in the Deliverable “D2.2 - Comparative Assessment Report”: in September 2022 (M.21)
4. Dates for the second face-to-face Global World Café for IMPACTOUR: November 2021 (M.23)
5. To be further included in the Deliverable “D3.2 - Benchmarking Report”: in March 2022 (M.27)

**NOTE.** *These activities will depend on the evolution of the Covid-19 pandemic around Europe and for each one of the countries where partners, pilots, stakeholders and participants come from.*

## **5.2.5 World Café Impact: Launching the Community of Experiences**

An event like the World Café serves above all to mobilise stakeholders, pilots and partners around IMPACTOUR and to increase their involvement and networking. It is not an obligation of result but it is interesting to understand its relevance and consequences for future projects or for improvement.

Each World Café will produce new ideas, reflections and actions. In a continuous improvement process, it is important to measure the impact of these workshops through the use of indicators. In addition to measuring the performance of the event itself with the number of participants, and post-World Café satisfaction surveys, it is important to understand how useful it was. The performance will be evaluated by analysing the number of actions that have been accomplished following these exchanges and their dissemination.

One of the easily identifiable results will be the activity created between the members of the Community of Experiences. Between these two partially physical meeting workshops, the Community of Experiences will contribute to the sustainability of the stakeholders' commitment. Indeed, the results of the first edition can be shared on the online communication platforms (private LinkedIn Group, IMPACTOUR Community, newsletters).



Figure 5.6 – Increased commitment

Moreover, to measure the activity of this community on the networks and websites, performance indicators such as the number of members, shares, publications, clicks and others can be used. From this community, the exchange of knowledge in terms of good practices within the territories of each, will promote, eventually, the development of the methodology of IMPACTOUR.

## 6 Final conclusions

The participation of many EU countries in the IMPACTOUR project underlines the interest of tourism stakeholders in the impacts of Cultural Tourism. There are three dimensions of contribution to this project: the consortium, composed of the partners, the information pilots who represent the destinations studied and the validation pilots, which are themselves composed of stakeholders.

This project has therefore allowed us to highlight who these stakeholders are and to establish a strategy for their sustainable involvement in the project. As the IMPACTOUR methodology deals with data in order to measure Cultural Tourism impact, it is essential to involve stakeholders in data collection. Indeed, the people who are directly linked to the impacts of Cultural Tourism are the most likely to talk about their experience in the field, and thus share their needs and information. Thanks to the active participation of the consortium members, much of the methodology for developing this engagement plan was anticipated. The valuable advice and experience of the partners and bibliographic references in stakeholder engagement in other European funding projects helped to clarify the steps to be taken.

The stakeholder identification phase revealed the four main stakeholder groups: public, private, civil society and academia and their corresponding sub-groups. From this, an initial qualitative analysis was conducted to determine their direct or indirect relationship with the IMPACTOUR project, their level of interest and influence, and their capacity to provide data. This highlighted the importance of continuing to engage public sector stakeholders, particularly at the European and local levels. On the other hand, the study identified the need to focus on private sector stakeholders who have a lack of knowledge of the project and little influence on it.

The second quantitative analysis, based on the first, complements and thus reveals the shortfall in terms of engagement with each of the four groups. It highlights the difficulty of the public sector at European level in providing information and data, and the lack of a direct relationship between the private sector and IMPACTOUR due to the lack of data sharing. In addition to these analyses, the tool listing the pilots and their stakeholders according to the four categories mentioned above indicates the lack of contact with private tourism stakeholders. However, it is important to note that this common tool for identifying the most relevant agents to engage within IMPACTOUR, should be both dynamic and in evolution, thus including all new stakeholders that might be important for further steps and actions related to Cultural Tourism.

Given this information, one of the solutions created by the consortium is the “Community of Experiences”. Indeed, it is thanks to a vision more based on sharing and building together that it will be possible to reinforce the commitment of the actors already present, but also to attract stakeholders with an indirect link or with little interest in the project, regarding their individual needs and expectations. The results of this engagement plan will, therefore, be measured through this community as it moves through its online and offline activities. The creation of a common interest and purpose around the improvement of Cultural Tourism practices fosters a sense of commitment, strengthening the contribution of everyone. Data collection will be facilitated and the sharing of experience brings short-term benefits to stakeholders.

The action plan is structured around two main actions that should strengthen stakeholder engagement, with the Community of Experiences linking the two. To start with, the organisation of a Regional World Café in a hybrid format will take place in July 2021,



linked to the second one planned in November 2021, the latter of which, depending on the situation of Covid-19, will be face-to-face and in Matera (Italy). Building this community of stakeholders is, in part, the result of the work carried out by the partners and pilots since the beginning of IMPACTOUR. The period between the two World Cafés maintained by the Community of Experiences, approximately four months, will preserve the links created regionally. The work done at a distance during this year of the pandemic will find a second wind in the physical meetings.

Finally, for future steps, World Café contents should contribute to complete Deliverable “D2.2 - *Comparative Assessment Report*” firstly, and Deliverable “D2.3 - *Benchmarking Report*” secondly. To this end, the questions and the methodological approach will be oriented in these two directions during the incoming months by all partners of the consortium and all the pilots destinations involved.

## Annex A: List of Acronyms/Abbreviations

Acronym/ Abbreviation	Description
AMRAA	Associação de Municípios da Região Autónoma dos Açores
BODAH	Big and Open Data for Atlantic Heritage
CIPs	City Information Platforms
COSME	TraCEs CulTour Is Capital
CT	Cultural Tourism
CUT	Cyprus University of Technology
D	Deliverable
DK	Danemark
EC	European Commission
ENAT	European Network for Accessible Tourism
EU	European Union
FAQs	Frequently Asked Questions
GR	Greece
H-2020	Horizon 2020
HU	Hungary
ICT-PSP	The Information and Communication Technologies Policy Support Programme
IMPACTOUR	IMproving Sustainable Development Policies and PrActices to assess, diversify and foster Cultural TOURism in European regions and areas
ISs	Integrated Solutions
IT	Italy
M	Month
NL	Netherland
PT	Portugal
SI	Slovenia
T	Task

TRACES	Transmitting Contentious Cultural Heritages with the Arts: From Intervention to Co-Production
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	The World Tourism Organization
WP	Work Package



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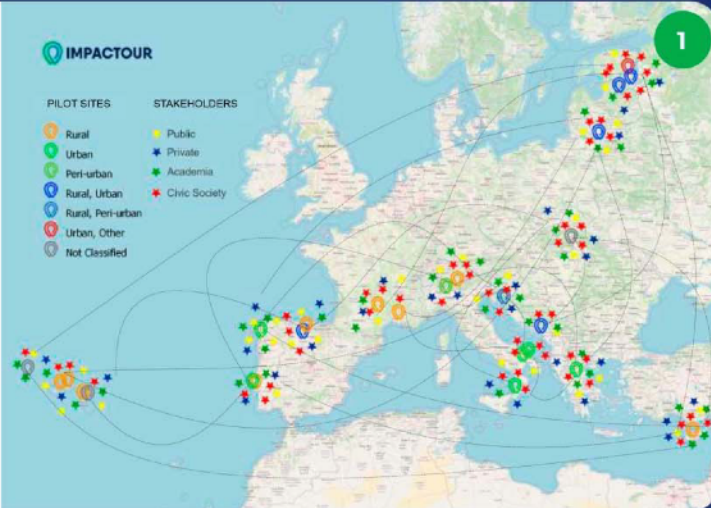
## Annex C: A4 Brochures



# COMMUNITY OF EXPERIENCES

## What

A place to build a network, share experiences and build Cultural Tourism Destination Management methods



## Why

Being alone is no more an option Effective and sustainable

## How

Keep in touch through the IMPACTOUR COMMUNITY LOGIN or Apply to join at: <https://www.impactour.eu>

There'll be interesting stuff and **exchanges** to improve your knowledge and enhance your **networks**. You'll participate in the construction of an awesome tool that'll help you to improve your **Cultural Tourism** in a sustainable and efficient way



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 870747





# REGIONAL WORLD CAFÉ

## What

Share and build together around a coffee and debate in different European regions.



2

## Why

It's time to meet each other and gather stakeholders needs in Cultural Tourism.



3

## How

Come to your regional event and you'll share conclusion online with other countries.

This workshop offers you the opportunity to **meet** other stakeholders affiliated with **Cultural Tourism** and to understand together the main issues and possible solutions. You have the chance to **be actively involved** in the process of creating the IMPACTOUR tool for a more sustainable tourism.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 870747



# GLOBAL WORLD CAFÉ

## What

Share and build between European Cultural Tourism stakeholders in November in Matera, Italy.



## Why

It is necessary to maintain the relationships and links created during the first workshop, let's meet in one unique place.



## How

Over a coffee, you will discuss important topics of cultural tourism. The course of the event will be communicated to you in the next few months.

This workshop offers you the opportunity to **meet** other stakeholders affiliated with **Cultural Tourism** and to understand together the main issues and possible solutions. You have the chance to **be actively involved** in the process of creating the IMPACTOUR tool for a more sustainable tourism.



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