



Deliverable
D7.5

Strategic roadmap for cultural tourism change

Smart
CulTour

Smart Cultural Tourism as a Driver of
Sustainable Development of European Regions



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Strategic roadmap for cultural tourism change

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Introduction

The Strategic roadmap for the cultural tourism change tool was developed for the SmartCulTour project, and it is one of the WP7 deliverables. Since the tool is its own deliverable, it is presented separately in this document. The Strategy roadmap is part of the D7.3 SmartCulTour toolkit, where the tool is presented as part of the design process and sustainable cultural tourism development. Refer to the [D7.3 SmartCulTour Toolkit](#) and [D7.4 Training aid](#) for further information. However, this document allows the tool to be used as a separate action, for example, in the case when destination do not want to follow a very community-driven development approach but can still follow the strategic roadmap from a top-down planning approach. The document will follow through with the purpose and preparations for the workshop where the Strategy roadmap is used. At the end of the document, the templates of the Strategic roadmap for cultural tourism change is attached. When using the templates, print them A3 size or bigger.

Purpose and description

The continuously changing operational environment underlines the importance of strategic planning (Tribe, 2016). Strategic management at the community level needs to be flexible enough to meet the community's wishes but leave enough room for meeting changing forces (Murphy & Murphy, 2004) and adjusting the future changes. The strategic roadmap aims to map the future strategic directions of cultural tourism change by prioritizing the order of implementation of an intervention and working as an action plan towards the set goals of sustainable tourism initiatives and interventions. The strategic roadmap can focus on new initiatives or interventions, or it can help to reinforce already existing ones. The strategic roadmap combines the strategy with implementation plans by describing the order of each phase in which these goals and plans should be realised (Benthien, n.d). The timeline of the Strategy roadmap is usually set for a few years ahead. For instance, it specifies that if the goal is to further develop cultural tourism, interventions with respect to accessibility and capacity building need to be addressed first before interventions in marketing can be successful.

A strategy roadmap starts with setting a shared vision, mission, and goals for tourism development. The vision includes signals of what an entity would like to become. Whereas, mission sets out in concrete terms, what an entity wants to achieve. Missions can be categorized whether they are aiming for profit maximisation, tempered profit maximization, indirect profit maximization or for social and other aims. The governance of the strategy implementation is crucial since it sets the rules for how an entity is directed (Tribe, 2016). The strategy helps also to pull different actors and stakeholders together (Tribe, 2016), which is important in tourism destinations. The strategic roadmap helps to understand the role of different implementation plans in the bigger picture of the region's tourism development strategy. With the help of well-described initiatives and implementation plans, the strategy can be better achieved in the planned timeframe, and it helps the local stakeholders to vision the future outcomes, missions and concrete steps in the process.

The strategic roadmap often includes outcomes of a SWOT analysis of the destination to better understand the tourism in the region. The strategic roadmap can also work well for a selected intervention by helping to set future steps for implementing an intervention. The evaluation and control phases should be well-planned for the intervention to meet the planned measurable goals and missions.

Values for sustainable (cultural) tourism development

- Understanding values, approaches, challenges and opportunities in development of sustainable cultural tourism in other destinations
- Learning good practices from sustainable cultural tourism development from other countries
- Networking with other stakeholders and professionals in tourism field

Materials needed

- Pens
- Post-its
- Printed template for strategic roadmap for cultural tourism change in A3 size or bigger (can be uploaded from the Online training aid)



Preparation & facilitation

1. Print the strategy roadmap for cultural tourism change templates. Recommended in A3 sizes.
2. Start with your group by asking why you are doing the strategy roadmap. Set your mission and your team strengths in developing your destination. Here, use the pre-work 1 template.
3. As a group, choose and set an intervention based on the mission. The strategy roadmap is done for the chosen intervention. For this task, use the pre-work 2 template.
4. Consider what do you need to do to implement the intervention at three different stages: short-term, mid-term, and long-term. This helps you to split the development into smaller parts and test different ideas for the cultural tourism development. Go through the topics indicated in the templates. Remember that the first stage is always the easiest and realistic to fill – and stages 2 and 3 are plans for the future. The stages 2 and 3 will be clarified later during the planning process and based on the direction of the development of intervention.
5. Plan the timeline for the actions, milestones and mid-term meetings (or long-term meeting if you are in the mid-term phase). It is important to collect feedback from the stakeholders involved to evaluate and control the process.
6. In the final point, discuss with your team if the intervention has any links to policy development. If yes, write them down to “policy recommendations”. These issues are then considered if the policy round table actions.

Expected output and next steps

The expected output is a clear visualized action plan, which is easy for different stakeholders to follow. The tool helps to identify tourism strategies, policies, products and service needs and to create concrete steps for policy making in tourism sector. Suggested next step is to plan a meeting with the working group and set the dates for the mid-term catch-up meetings in order to proceed in time. In the policy level the Strategic roadmap for cultural tourism change is the material for Policy round tables.

Lessons learnt

Naming the governance for the strategy work is essential when planning the strategic goals for the destination. Future scenarios and trends (see the scenarios made in D2.2. – The future of cultural tourism for urban and regional destinations by Calvi & Moretti, 2020) can be used as a background data for when planning the timeline for the actions and goals.

References

Benthien, C. (n.d.). Six Steps for Developing a Strategy Roadmap. Jibility Pty Ltd. Retrieved from <https://www.jibility.com/six-steps-develop-strategy-roadmap/>

Murphy, P. E., & Murphy, A. E. (2004). Strategic management for tourism communities. *In Strategic Management for Tourism Communities*. Channel View Publications.

Tribe, J. (2016). *Strategy for tourism*. Goodfellow Publishers Ltd.

PRE-WORK 1: Changing your mindsets towards strategy work.

Why are you developing a strategy roadmap?

What is your mission?

Future vision: What is your destination in 20 years?

What are your team strengths in developing your destination?

PRE-WORK 2: Describe the intervention which will be developed further in strategy roadmap tool?

What is your intervention to be developed further in the strategy roadmap? Describe in a few sentences the intervention in which you create the roadmap.

What are the values of intervention for sustainable (cultural) tourism?

STAGE 1

Short-term

Label of the intervention (set of solutions in this stage)

Describe concrete action(s) to happen in the stage 1 (short-term):

ACTION

Set your "job to be done" and its objectives

FEATURES OF THE INTERVENTION

Specify the features of the intervention that are essential for successful outcomes

ASSESS CAPABILITIES

What capabilities are needed to invest in to meet the objectives? Capabilities are the building blocks of your intervention (etc. people, processes, policies and physical aspects). Think about the building blocks that will deliver your intervention. Also, consider the budget, and how much will it cost to implement the action?

People:

Processes/services/policies/permits:

Physical aspects/technologies/products:

WORKING GROUP

Working group:

Other important stakeholders, who should be involved:

MATRIX OF STRATEGIC PLANNING

How the short-term intervention can be strategically implemented? You can also list of potential ways for scaling up regional cultural tourism best practices and successful interventions, which might have an impact to strategic planning.

1. STRATEGY FORMULATION

What is the current situation of the destination? The purpose of this is to help identify the destination's strengths and weaknesses, as well as opportunities and threats (SWOT analyses).

2. STRATEGY IMPLEMENTATION

The destination needs to establish specific targets or goals related to putting the strategy into action. Think about in which different settings you can test your interventions? Highlight some existing best practices and how they can be linked into this?

3. STRATEGY EVALUATION

How the intervention and its strategy is evaluated during and after implementation phase? Strategy evaluation involves three crucial activities: reviewing the internal and external factors affecting the implementation of the strategy, measuring performance, and taking corrective steps to make the strategy more effective. Also, identify which early signals can be picked up as indicators for success of the particular intervention (e.g. less waste collected, more start-ups in retail, fewer bankruptcies)

TIMELINE

Dates

Starting the action

Milestone(S)

Moving to the phase 2 (mid-term)

POLICY RECOMMENDATIONS

Are there elements for policy making in the intervention or strategy planning highlighted above?
Create a policy recommendation for the policy round table discussions:

STAGE 2

Mid-term

Label of the intervention (set of solutions in this stage)

REVIEW OF THE INTERVENTION (in phase 1)

Monitor and evaluate how the intervention was put into practice and the outcomes

What has been done?

What was not completed?

Describe concrete action(s) to happen in the stage 2:

ACTION

Set your "job to be done" and its objectives

FEATURES OF THE INTERVENTION

Specify the features of the intervention that are essential for successful outcomes

ASSES CAPABILITIES

What capabilities are needed to invest in to meet the objectives? Capabilities are the building blocks of your intervention (people, processes and physical aspects). Think about the building blocks that will deliver your intervention. Also, consider the budget, and how much will it cost to implement the action?

People:

Processes/services/policies/permits:

Physical aspects/technologies/products:

WORKING GROUP

Working group:

Other important stakeholders, who should be involved:

MATRIX OF STRATEGIC PLANNING

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TIMELINE

Dates

Starting the action

Milestone(S)

Moving to the phase 2
(mid-term)

POLICY RECOMMENDATIONS

Are there elements for policy making in the intervention or strategy planning highlighted above?
Create a policy recommendation for the policy round table discussions:

STAGE 3

Long-term

Label of the intervention (set of solutions in this stage)

REVIEW OF THE INTERVENTION (in phase 2)

Monitor and evaluate how the intervention was put into practice and the outcomes

What has been done?

What was not completed?

Describe concrete action(s) to happen in the stage 3:

ACTION Set your "job to be done" and its objectives

FEATURES OF THE INTERVENTION Specify the features of the intervention that are essential for successful outcomes

ASSES CAPABILITIES

What capabilities are needed to invest in to meet the objectives? Capabilities are the building blocks of your intervention (people, processes and physical aspects). Think about the building blocks that will deliver your intervention. Also, consider the budget, and how much will it cost to implement the action?

People:

Processes/services/policies/permits:

Physical aspects/technologies/products:

WORKING GROUP

Working group:

Other important stakeholders, who should be involved:

MATRIX OF STRATEGIC PLANNING

How the short-term intervention can be strategically implemented? You can also list of potential ways for scaling up regional cultural tourism best practices and successful interventions, which might have an impact to strategic planning.

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TIMELINE

Dates

Starting the action

Milestone(S)

Moving to the phase 2 (mid-term)

POLICY RECOMMENDATIONS

Are there elements for policy making in the intervention or strategy planning highlighted above? Create a policy recommendation for the policy round table discussions:

TIME FRAME FOR POLICY IMPLEMENTATION

Actions from
stages 1-3

Future
vision

Implementation
of policies

Future
vision

Success indicators
(e.g. less waste
collected, more
start-ups in retail,
fewer bankruptcies)