Report on the exchange visits learnings in the six SmartCulTour Living Labs

Smart CulTour

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

Deliverable
D6.3

_____

Deliverable D6.3

Title: Report on the exchange visits learnings in the six SmartCulTour Living Labs

Due date: December 2022

Submission date: December 2022

Approved by Leader of Work Package: Matteo Rosati (UNESCO)

Type: Report

Author List:

Reports on the exchange visits learnings in the three urban Living Labs

Ante Mandić (Faculty of Economics, business and tourism, University of Split, Split Living Lab Manager)

Lidija Petrić (Faculty of Economics, business and tourism, University of Split, Split Living Lab)

Monika Vrgoč (Visit Sinj, Split Living Lab)

Iris Kerst (Inholland University of Applied Sciences, Rotterdam Living Lab Manager)

Ko Koens (Breda University of Applied Sciences, Rotterdam Living Lab)

Joël Ferdinandus (Rotterdam Partners, Rotterdam Living Lab)

Raffaella Lioce (Ca' Foscari University of Venice, Vicenza Living Lab Manager)

Michel Bettin (Ca' Foscari University of Venice, Vicenza Living Lab)

Khalid W. Shomali (Ca' Foscari University of Venice, Vicenza Living Lab)

Manuela Maltauro (Vicenza Living Lab)

Reports on the exchange visits learnings in the three rural Living Labs

Mira Alhonsuo (University of Lapland, Utsjoki Living Lab Manager)

Ella Björn (University of Lapland, Utsjoki Living Lab)

Rocio Juste (CIHEAM Zaragoza, former Huesca Living Lab Manager)

Diego Lozano (CIHEAM Zaragoza, Huesca Living Lab Manager)

Griet Geudens (Toerisme Vlaanderen, Scheldeland Living Lab Manager)

Bart Neuts (KU Leuven, Scheldeland Living Lab)

Edited by:

Costanza Fidelbo (UNESCO)

Bart Neuts (KU Leuven, Project Coordinator)

Dissemination Level

☒	**PU:**	Public
☐	**CO:**	Confidential, only for members of the consortium (including the Commission Services)

Abstract

The present Deliverable 6.3 - *"Report on the exchange visits learnings in the six SmartCulTour Living Labs"* focuses on the hosting and travelling exchange experiences that have been undertaken among the six SmartCulTour Living Laboratories between May and October 2022.

The main objective of such activities was to strengthen international cooperation between researchers, advisors and local stakeholders participating in the network of the Labs, develop opportunities for further international cooperation and learning, and support the transfer of knowledge on practical initiatives that could positively influence sustainable cultural tourism development at destination level.

In order to boost the relevance of the learning experience, the Living Labs were divided into two groups, based on their typological and geographical coverage: the Split, Rotterdam and Vicenza Living Labs were gathered in an "urban cluster", while the Utsjoki, Scheldeland and Huesca Living Lab were combined in a "rural cluster". The exchange reports herein presented are divided per cluster and according to the chronological order of the visits.

From a content-wise perspective, the exchange programmes of the Labs within the same cluster - urban or rural - have been designed with a view to maximising overall coherence and complementarity between the different strands of the activity. This report aims at presenting the objectives and results of the exchange programme hosted by each Living Lab, in light of its linkages with the experiences offered by the other two Labs of the same group, as well as the key persons met and potential opportunities for future development and cooperation.

Overall, the exchange visit learnings were considered successful from both hosting and travelling Living Labs' participants, as they proved to be helpful for LLs to test pilot and prototype interventions, exchange good practices on common challenges, and further delve into the potential for cultural tourism development linked to territorial resources, by also relying upon the feedback and inputs of other Labs' academics and professionals from the cultural and tourism sector.

Contents

01 Introduction

1.1. Objective and exchange visits planning

In the context of WP6 - Sustainable cultural tourism laboratories (Labs), Task 6.5 (see description below) envisages the organization of exchange visits between the Labs in a view to strengthen international cooperation among relevant networks, develop further opportunities for cooperation and learning, and support the transfer of knowledge and experiences that may positively influence sustainable cultural tourism development at territorial level.

Table 1. Description of Task 6.5 – "International exchange of experiences"

Task 6.5 – International exchange of experiences
During the second stage of the Project, two representatives of each Lab will undertake at least two knowledge exchange activities, timed to take place during the scheduled meeting of the Labs. The purpose of these visits is to strengthen international cooperation between researchers, advisors and local stakeholders participating in the network of the Labs, to develop opportunities for further international cooperation and learning, and to support the transfer of practical initiatives that are found to positively influence sustainable cultural tourism development. A report will be prepared on each exchange visit, focusing on learnings and innovations discovered.

For the purpose of the exchange visits' organization, the six SmartCulTour Living Labs were divided into two clusters of three, based on their different geographical and typological coverage (see Figure 1 below). Between May and October 2022, each Lab has therefore organized and hosted an exchange visit, while sending at least two of its representatives to the other two Labs of the same group.
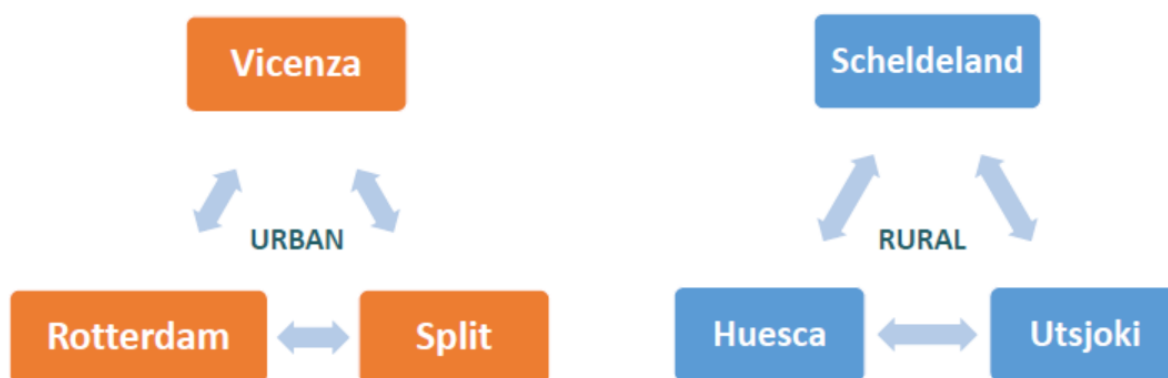
Fig 1. Visualization of the two clusters of Labs: Urban and Rural (Credit: SmartCulTour)

From a content-wise perspective, the exchange programmes of the Labs within the same cluster - urban or rural - have been designed with a view to maximising overall coherence and complementarity between the

different strands of the activity (see Chapters 2 and 6).

This report aims at presenting the objectives and results of the exchange programme hosted by each Living Lab, in light of its linkages with the experiences offered by the other two Labs of the same group, as well as the key persons met and potential opportunities that opened up for future cooperation and development.

Deliverable 6.3 is the outcome of the joint effort of Living Lab Managers, who have contributed as both authors and editors, under the overall coordination of UNESCO as WP6 Leader and KU Leuven as Lead entity. As a result, the text is informed by different story-telling and narrative styles, including more or less descriptive sections. From a methodological point of view, after the visit, hosting Lab Managers have been in contact with the travelling LLs' participants in order to gather their feedback and impressions from the exchange, along with main results, lessons learnt and proposed follow-up actions.

1.2. Main outcomes and learnings

Overall, the exchange visits were considered successful from both hosting and travelling Living Labs' participants. They were envisaged as proper visitor experiences, allowing for the enjoyment of local cultural resources and authentic interactions with the local community, while providing the opportunity to familiarize with locally implemented prototype pilot interventions and WP7 tools and methodologies. In particular, the implementation of the same SmartCulTour tools in LLs belonging to the same exchange cluster (urban or rural) led to comparable experiences and results, thereby enriching the exchanges and their relevance for participants.

As a main observation, it could be noted that a central challenge highlighted in many of the exchange visits related around attracting cultural tourists to lesser known areas. In the case of Rotterdam, this mainly concerns districts within the city – although it is also relevant in the local competition for attention with destinations such as Amsterdam, Zaanse Schans and Kinderdijk. In Split, which receives many seasonal visitors in the city centre, the need is to spread them both in time and to the surrounding regions. Vicenza is comparable to Scheldeland (which is bordered by Antwerp, Mechelen, Ghent, Brussels) in the sense that international visitors are primarily focused on the more famous Italian cities in its vicinity (predominantly Venice). Huesca, as the largest region among the Living Labs, has both room to increase tourism in general and requires proper linkages between its cultural tourism sites, gastronomy, nature-based tourism etc. In all cases, the challenges link with one of the main goals of SmartCulTour, namely the observation that many regions throughout Europe have both margin for further tourism growth and could benefit from cultural tourism as a driver for local sustainable development.

Many of the exchange visits were thus centred around offering the international visitors an experience of the local cultural tourism highlights and management strategies, as a way to share both the experiences and local practices of the hosting Living Labs' destinations with participants. In all of the exchange visits, the community-driven, participative nature of the Living Labs was clear from the integration of local stakeholders within the visiting experiences. The participants from the Split and Vicenza LLs, in particular, noted the importance of balancing the local quality of life with potential tourism growth; in this sense, the approach of Rotterdam could be seen as a best practice since the Urban Leisure & Tourism Lab is well-integrated in both the university and municipality networks. Still, participation and integration of locals can be experienced at different stages throughout the Labs. In Rotterdam, it could be noticed that there

currently still is a lack of a sense of place and shared identity, which stands in contrast with Vicenza where the cultural heritage and local values that are proposed are clearly identified and the city is aware of its strengths. Similarly to Vicenza, in Huesca there are shared choices on gastronomy and local-food culture.

In some cases, balancing quality of life of residents also means managing tourism, rather than just expanding on it. This is most obvious in Utsjoki, where the main tourism potential lies in vulnerable nature and local cultures that might not necessarily be open towards their sharing on an international stage. The strategies managing value-added tourism experiences (both for visitors and locals) and nudging prosocial behaviour can be of interest to the other more rural-based Labs of Huesca and Scheldeland, where nature experience is a central element of the potential tourism product.

On a management level, in various exchange visits the need for – and sometimes lack of – a clear action strategy was mentioned. In Huesca, the drafting of a shared strategy is a main goal of the LL, but also in Split a lack of clear action strategy, particularly in the case of Sinj, was noted as a limitation that prevents potential benefits. This is also present in Rotterdam's case of Hoek van Holland, where a clear identity still needs to take form. On the other hand, both in Vicenza and Scheldeland we can notice a good level of awareness, shared common objectives and, in the case of Scheldeland, management structures to direct such agreed-upon vision (overarching DMOs such as Toerisme Klein-Brabant and Toerisme Scheldeland).

Different exchange visits also highlighted the potential of varied business models in cultural tourism. In the Split exchange visit, comparing public and private approaches was among the stated objectives, and the Stella Croatica project could be highlighted as an example of a successful private enterprise that is not purely profit-driven and where growth in visitor numbers is not the main goal. Also in Scheldeland, varied business models were showcased. The Stoomtrein Dendermonde-Puurs, which works as a non-profit and is completely run by volunteers, manages to maintain a successful heritage railroad through passionate volunteers and supportive networks in the municipality, while Hof van Coolhem is structured as a social enterprise with a main focus to provide workplace experience for people with a distance to the job market.

The exchange programmes can thus be read as a learning route across the six LLs' destinations because they were jointly designed by local stakeholders based on the Living Lab's experience and the findings and preliminary results stemming thereof, spanning the identified local unexploited tourism potential, the creation of new linkages and networks among local stakeholders, and the definition of main needs and priorities for the destination's cultural tourism development.

The exchange visits were also conducive to fruitful exchange of good practices and peer learning, to the extent that some Labs have agreed upon future interventions to be jointly designed and implemented. In addition, they provided an opportunity to hosting Living Labs to gather feedback from experts and practitioners from the culture and tourism sectors, which will contribute to ameliorate the tourism offer of the six destinations by upholding the lessons learnt from the other Labs.

02 Exchange visits learnings in the three urban Living Labs

Split, Rotterdam and Vicenza are all urban destinations holding a strong potential for designing cultural tourism experiences around built and living heritage, as well as contemporary cultural and creative expressions. From this perspective, they have in common a significant untapped potential to further develop their offer, despite the fact that the level of branding of the three cities as proper cultural tourism destinations is very different.

While Split is highly impacted by phenomena related to mass tourism development (e.g. overcrowding, McDonaldization, gentrification), this is not the case for Vicenza and Rotterdam. Nevertheless, all three Living Labs seek to devise strategies conducive to spreading tourists across the destination and towards less renowned tourism attractions, so as to both lessen the pressure on the city centre, such as in the case of Split, and to broaden the positive impact of cultural tourism in terms of local sustainable development.

The wellbeing of the local community, along with the key role played by sustainable cultural tourism for creating more substantial economic and societal benefits, have been identified as key lines of action by all three Living Labs. In this shared endeavour, the passionate engagement of critical stakeholders was deemed crucial for both devising smart tourism strategies and providing meaningful experiences to visitors. As a result, the visits highlighted the need for active collaboration of critical stakeholders to identify challenges associated with tourism (community) development, and the role played by co-design solutions to mitigate them.

The table below provides an overview of key complementarities between the exchange programmes in the three urban Living Labs.

Table 2. Complementarities between the three exchange visits

Activity-types	Split	Rotterdam	Vicenza
Visits to heritage sites / cultural and creative institutions and areas	Visit to the Diocletian Palace, as well as to the old city of Sinj	Visit to the three Rotterdam "urban culture neighbourhoods"	Visit to the Palladian heritage of the city of Vicenza, as well as to the Sanctuary of Monte Berico
Food and wine experiences	Visit to the Stella Croatica experience centre and tasting of local products	Exchange among participants to the visit on the potential to include food and wine experiences within the local tourism offer	*Aperilab* and typical food experience in a traditional historical canteen, tasting "*Baccalà alla Vicentina*" and other local dishes from the territory
Introduction to local stakeholders and best practices in cultural heritage and tourism strategies and activities	Meeting with Monika Vrgoč, Sinj DMO manager, and Marin Jerković, Stella Croatica manager, and extensive discussion on the	Meeting with Joël Ferdinandus, who showed to the participants the two Rotterdam Tourist Information centres and gave them a tour through	*Walkshops*, namely urban walks that become an opportunity for dialogue with operators and stakeholders; visit to

	challenges and potential of their respective projects	his neighbourhood, i.e. Bospolder-Tussendijken	Villa Valmarana ai Nani guided by the owner of the villa, Giulio Valmarana, who introduced the site management plan, along with the measures undertaken to face the challenges linked to daily opening the Villa and the overseeing of its park
User testing of SmartCulTour-proposed interventions	Inclusion of living heritage within the proposed experience of the exchange visit	Use of a "placemaking, monitoring/benchmarking exercise" on how to work with the community in developing practical interventions that may be embraced and implemented by local stakeholders	Visit to the International Library "La Vigna" and discussion on its potential to become the permanent premise of the Vicenza Living Lab; in-focus discussion on the contribution that businesses and companies bring to the local cultural and creative offer, creating the conditions for "bleisure" tourism development
Focus on the social dimension of sustainability and the need to develop strong value chains benefitting the local community	Extensive discussions on the negative impacts that overtourism and gentrification have on the life of the local community and potential mitigation measures	The focus of the visit on two neighbourhoods outside of the city centre led to explore the needs, interests and priorities of inhabitants *vis à vis* tourism development in such areas	Adoption of a "live like a local" perspective within local tourism strategies and heightened attention on the local community's wellbeing
Focus on local stakeholders' role for sustainable cultural tourism development, including by strengthening synergies among key actors	Identified need to leverage the cooperation between local authorities, academics, the business sector, and bearers of intangible cultural heritage practices	Identified need to leverage the cooperation between the DMO (Rotterdam Partners), the Municipality of Rotterdam and the local community	Identified need to leverage the cooperation between local authorities, academics and researchers, and the business sector
Focus on how to attract visitors to less well-known / non-mainstream destinations	The city centre of Split is suffering from overtourism; hence, one of the LL's objectives during the exchange visit centred on how to make tourists visit surrounding attractions,	The Rotterdam LL focuses on the three neighbourhoods that are out from the city centre: Afrikaanderwijk, Bospolder-Tussendijken and Hoek van Holland. The exchange visit aimed	Vicenza in itself can be considered as an alternative destination to other more renowned cities like Venice or Verona. The main goal of the LL is therefore to leverage

	such as the city of Sinj and the Stella Croatica experience centre	to uphold existing strategies to diversify the offer and attract visitors to such areas	the potential of Vicenza to become a standalone cultural tourism destination by reshaping, innovating and developing its tourism offer

In the next Chapters 3, 4 and 5, the specific experiences for each of the urban exchange visits will be highlighted.

03 Exchange visit learning in the Split Living Lab

3.1. Rationale and purpose of the exchange programme in the Split LL

The Split Metropolitan Area consists of micro destinations in the coastal area, which are currently the main tourism hub, and rural regions that, although rich in heritage, experience significantly lower tourism demand. As tourism in the Split city centre has reached its peaks, the solution envisaged by the Split Living Lab in order to address this challenge consists in organising alternative visitor experiences, notably by identifying flagship attractions, pulling in visitors and meeting the needs of residents, thereby developing more robust tourism activities in such places.

Between 11 and 13 May 2022, the Split Metropolitan Area Living Lab hosted four stakeholders from the Rotterdam and Vicenza Living Labs. The programme of the exchange visit focused on the challenges associated with the marketing of sustainable cultural tourism; more precisely, the sustainable interpretation of both tangible and intangible cultural heritage.

The main idea behind the programme was to showcase two distinctive approaches (public *versus* private; more *versus* less successful) towards offering cultural tourism visitor experiences in two distinctive yet neighbouring destinations, while discussing challenges and opportunities with visiting stakeholders.

3.1.1. Description of the exchange visit programme

The exchange programme began on 11 May, when visitors had the opportunity to enjoy the guided tour of the Diocletian Palace in the Split city centre (Figure 2). This was also an opportunity for hosts and visitors to meet and discuss the expectations from the two-day visit in an informal atmosphere.

On 12 May, in the early morning, participants from the hosting and visiting Living Labs convened at the Faculty of economics, business and tourism of the University of Split to meet the Faculty's management. Following a brief introduction, the group visited the city of Sinj, where participants were welcomed in the "Alkarski Dvori" museum by Ms Monika Vrgoč, the local DMO manager. Ms Vrgoč introduced tourism development in Sinj, while particularly focusing on the disparity between the potential for cultural tourism development and the actions undertaken so far.

Fig 2. Visit to Diocletian's Palace (Credit: Ante Mandić)

She also outlined the challenges associated with visitor experience design, sustainable interpretation of local cultural heritage and communication with visitors. After the presentation, participants visited the Museum of Sinjska Alka and could enjoy dedicated guided tours and the projection of a documentary on the Alka knight tournament and the history of Sinj.

Following, the group visited the local church, i.e. sanctuary of the Miraculous Madonna of Sinj, and the local site with the Roman monument representing what seems to be the first evidence of football in Europe, as recognised by FIFA. After the lunch break, Ms Vrgoč organised a visit to the recently built interpretation centre, which is not yet open to visitors due to a lack of consensus within the local government regarding whom should take responsibility for its management. This was followed by a short visit to the horse centre. Participants went back to "Alkarski Dvori" museum for a wrap-up session, where the challenges and questions that emerged during the first day of the visit were discussed (Figure 3).

Fig 3. Brainstorming session in Sinj (Credit: Ante Mandić)

On 13 May, the group visited Stella Croatica, a privately-owned experience centre in Klis focused on the interpretation of Mediterranean customs, traditions and natural heritage. The centre includes: (1) a small factory where dominantly employed local community members produce selected products (food, cosmetics) from locally grown ingredients; (2) the botanic garden with a majority of typically Mediterranean plants; (3) a distillery outlining the production process of cosmetics; (4) the olive interpretation museum and an education centre showcasing the process of olive oil extraction; (4) a concept store; and (5) an outlay of the traditional Dalmatian stone village, which can be explored by visitors while enjoying the traditional gastronomy.

Participants were welcomed by Mr Marin Jerković, who provided a 3-hour guided tour and explained the history of the centre and its vision for the future, as well as the commitment of Stella Croatica to conservation, education, and to the local community's wellbeing. The guided tour started in the factory,

where visitors could see the production and packaging of some of their products and taste a Fig cake, their most famous pastry. Following, the group was taken to the distillery, where Mr Jerković explained the process of the extraction of the lavender and immortelle essential oil, which is used to create many of their products.

The tour continued with the exploration of the botanic garden and of the interactive and educational olive oil museum, where Mr Jerković reflected on the history and modalities of its production, and provided some interesting insights on how to distinguish lamp oil from virgin and extra virgin olive oil. The group then had the opportunity to visit a traditional Dalmatian village and be guided through the exploration and blending of the unique local products' tastes.

Fig 4. Visit to the Stella Croatica experience centre (Credit: Ante Mandić)

During the following discussion, participants asked to Mr Jerković how Stella Croatica is planning to increase the number of visitors; he explained, however, that visitor growth is not the primary focus of the experience centre, as they are already satisfied with the current number of visitors. Instead, they are mostly focused on diversifying the offer and maintaining the overall high quality of the experience. Some meaningful points on market visibility of concept and branding were pinpointed, including how to increase the presence on social media and how to promote interpretation via travel agencies located in Split.

3.2. Complementarity with other Labs' exchange programmes

SPLIT LIVING LAB

Split and Vicenza are both heritage destinations where cultural tourism experiences are designed around and driven by built and living heritage. In Split, however, such heritage, as well as cultural tourism, is not always marketed as a core pillar of the local tourism offer, whilst in Vicenza such experiences are dominant. Further, in Split, negative influences associated with excessive tourism development are more pronounced than in Vicenza, which is particularly the case regarding overcrowding, McDonaldization, gentrification and decreasing local community living in the city centre. What we noted, and was quite revealing for us, is that conserving heritage and improving the local community's quality of life holds a central position within Vicenza's cultural tourism strategies. Also, local value chains are stronger, creating more substantial economic and societal benefits at community level. The cooperation and enthusiasm of critical stakeholders are also worth mentioning and are common to all three urban Living Labs.

The exchange visit to Rotterdam was quite surprising and revealing for us. The challenges and solutions

within the Rotterdam LL are predominately community-driven and aim to engage people of multiple nationalities from different neighbourhoods of Rotterdam. Further, within the Rotterdam LL, particular attention is given to street art, contemporary art, museums, galleries and exhibitions, and less to built or living heritage as is the case in Split or Vicenza. This is not surprising considering that the entire town was destroyed during World War II and rebuilt recently. However, we were impressed by the concept of social design and the emphasis that is put on improving the quality of life of the local community. This was a lesson to be learned and potentially integrated into our activities within the Split LL.

Overall, both visits were extremely valuable since they highlighted the need for active collaboration of critical stakeholders to identify challenges associated with tourism (community) development, and the role played by co-design solutions to mitigate them. Additionally, we have witnessed how cultural tourism could be sustainably developed in both traditional (Vicenza) and modern (Rotterdam) communities through completely new and contemporary motivations and experiences.

ROTTERDAM LIVING LAB

"The focus of the Split's exchange programme was on the challenges faced by stakeholders with the further development of cultural tourism in their cities. During the visits to Sinj and Klis, such difficulties became clear: for instance, cultural tourism in Sinj is still in its infancy, and many of the challenges therein faced by the DMO can also be found in one of the Rotterdam Living Lab's areas, namely Hoek van Holland. There too, cultural tourism is still in its early development, and like in Sinj, although there are all kinds of possibilities to develop it further, the lack of a clear action strategy and of the needed cooperation undermine its potential. Ms Monika Vrgoč, from the Sinj DMO, gave a very detailed account of what her challenges are and what actions should be undertaken to make the change happen. However, increased cooperation among the many different concerned institutions is needed.

I learned from this that if we, as Living Labs, really want to be valuable, we also have to look very carefully at how we could be the connector among the various actors and how we can ensure that our planned interventions will enable the needed cooperation.

The exchange visit in Split also helped reflect on:
- The importance that a DMO and its stakeholders work together as a region;
- How we can capitalise on cultural-historical heritage and, in the meantime, increase the quality of life for our citizens by using tourism as an accelerator;
- How European funds can be used for the good of a whole area. For instance, the way in which the Castle in Klis works together with a commercial partner such as Stella Croatica is a positive example, as it creates job opportunities for the local people while contributing to preserve traditional handcraft and knowledge".

(Iris Kerst, Rotterdam Living Lab Manager)

VICENZA LIVING LAB

"I think the Split LL's exchange programme was complementary to the Vicenza's one. The visit to the city of Sinj, as well as the discussion on our impressions and on the challenges and perspectives of sustainable tourism in the city, are in line with the Vicenza LL's programme, which will investigate a parallel reality" (Khalid Shomali, Vicenza Living Lab participant).

"I think that the Split LL's programme has some points in common with that of Vicenza, certainly, as regards the approach to the challenges and perspectives of sustainable tourism development in the city through

the exchange of views among stakeholders, though with some differences from Vicenza" (Manuela Maltauro, Vicenza Living Lab participant).

3.3. Key persons met

The exchange visit to Split was hosted by Ante Mandić (Split Living Lab Manager) and Lidija Petrić (FEBTS team manager within the SmartCulTour project).

Key persons met include: Vinko Muštra, Dean at the Faculty of economics, business and tourism of the University of Split and SmartCulTour team member; Smiljana Pivčević, Vice Dean at the Faculty of economics, business and tourism of the University of Split and SmartCulTour team member; Monika Vrgoč, Sinj DMO manager and Split Living Lab participant; Marin Jerković, Stella Croatica manager and Split Living Lab participant; several members of the local community.

3.4. Main learnings and results

The initial objective of the exchange visit to the Split LL was to discuss the challenges associated with the marketing of sustainable cultural tourism and, more precisely, the sustainable interpretation of both tangible and intangible cultural heritage, as well as to showcase two distinctive approaches (public *versus* private; more *versus* less successful) towards offering cultural tourism visitor experiences in two distinctive yet neighbouring destinations, while discussing challenges and opportunities with visiting stakeholders.

Below, some of the most significant outcomes of the exchange visit are outlined by the travelling and hosting Living Labs' participants, respectively.

3.4.1. The travelling Living Labs

ROTTERDAM LIVING LAB

"The main learning outcome of the exchange visit in Split was the fact that the region holds gold in the field of cultural tourism, with both tangible and intangible cultural resources, but unfortunately cannot yet fully unlock this potential for the following reasons:
- Lack of capacities;
- Lack of budget;
- Lack of cooperation.

It is mainly due to the last reason that, currently, tourists are not being actively recruited to places like Sinj and Klis. In the case of Klis and Stella Croatica, this is not a major issue. Indeed, the current volume of tourists ensures that the cultural heritage they possess, the food and all Dalmatian products, retain their quality and that the staff can continue to give visitors quality tours. In the case of Sinj, instead, it is a shame. The place has a wonderful museum, beautiful nature, and gastronomically it is a highlight. However, due to the lack of, among others, cooperation with surrounding cities such as Split, visitors are kept away, and therefore no budget or capacity can be made available" (Iris Kerst, Rotterdam Living Lab Manager).

"The exchange visit made me think that we should brainstorm a bit more about the practical side of a Living Lab within SmartCulTour. What challenges do we face in contacting stakeholders? How can we empower stakeholders to take up and carry out an intervention? What do stakeholders need in order to cooperate with other stakeholders? And where are the pain points? A Living Lab could be an excellent connector to expose these kinds of sometimes sensitive points and then actively contribute to the solution.

Below, three takeaways from the exchange experience in Split:

- *Find the strength in your partners' uniqueness;*
- *Dream big, start small;*
- *Turn your destination into an everyday experience instead of a one-day wonder".*

(Joël Ferdinandus, Rotterdam Living Lab participant)

VICENZA LIVING LAB

"Thanks to the exchange visit to the Split Living Labs, my interpersonal, communication and listening skills were strengthened. In addition, I could better understand the fundamental problems faced by Split's inhabitants regarding the tourism industry and gain a more profound knowledge of the local culture and mentality.

Regarding the (tangible) results obtained, goals were set to tackle the several drawbacks related to tourism development in Sinj. In addition, the awareness raised on the reality of Sinj among the involved stakeholders was among the most important results obtained. Co-creation was relevant and allowed for value creation for stakeholders, which is pivotal for creative tourism. The need for the Sinj DMO to operate as a "community marketer" and "industry coordinator", as well as to play a more active role in strategic planning and decision-making, was observed.

My experience overall has been very positive, especially for human contacts and the two cultural tourism realities that I had never visited: Sinj and Klis. Both managers of Sinj, Ms Monika Vrgoč and Mr Marin Jerković, are two very committed and enthusiastic young people, who - with great competence and passion - shared with us the cultural tourism development projects of their sites. At the same time, both of them provided evidence of the challenges met, including the frustration caused by the objective difficulties in proceeding with the programmes they have set themselves up.

Brainstorming following the visit was very interesting and highlighted how crucial effective communication could be to develop marketing. I think that if Monika was more supported in communication and marketing, the increase in tourism that the town and its citizens deserve would certainly be successful. Also, cooperation with other actors should be pursued, especially with hotels located along the coast, which with their massive presence of tourists could convey a visit to the beautiful locations of the interior of Dalmatia.

Stella Croatica, perhaps also by virtue of its private nature, has succeeded in creating a modern reality, which is nevertheless linked to the traditions of the cultivation of local products, though being open to change over the years to respond to the new needs and developments of the market. Although Stella Croatica does not need a massive push like Sinj, it could be taken as an example by other entrepreneurs" (Manuela Maltauro, Vicenza Living Lab participant).

"I think we need more research to quantitatively measure the marketing communication capabilities in tourism destinations. Sinj's experience also showed me that small-scale destinations can be included in the

"glocalized cultural tourism" scenario, thereby successfully mitigating the challenges associated with the clashing interests of the local community and protecting the originality of the local culture" (Khalid Shomali, Vicenza Living Lab participant).

3.4.2. The hosting Living Lab

The exchange visit is to be considered a success as it provided insights into the complexity of the cultural heritage-founded visitor experience design and sustainable interpretation. The main lessons learned can be summarised as follows:

- Successful cultural tourism development requires the commitment and partnership of all relevant stakeholders;
- The collaboration between DMOs and other stakeholders is crucial for sustainable experience design and interpretation;
- The development of facilities and infrastructure requires the consensus of the local government and DMOs;
- Cultural tourism businesses need to have a clear vision of a sustainable future and to prioritise value and service quality over volume;
- Sustainable valorisation of the local cultural heritage requires prioritising the wellbeing of local communities and delivering transformative and memorable visitor experiences.

3.5. Proposed follow-up

3.5.1. The travelling Living Labs

ROTTERDAM LIVING LAB

"It was interesting to see how, in the Split Living Lab, more attention is paid to resources such as 'food' and long-standing traditions. In the Rotterdam LL, this has not been given much thought so far. Therefore, the idea is to dwell more on this in the last sessions to follow in Rotterdam, and see how this might contribute to interventions. In addition, there was a nice bonus in terms of how the city and region of Split deal with hospitality. For instance, the signage is generally clear and there are nice information screens. Also, the number of benches and innovative benches to charge your phone give a hospitable feeling. Since this was discussed several times during the exchange in Split, it was decided to also zoom in on hospitality in Rotterdam during the exchange program.

My general feeling about Split and the region of Dalmatia is the following:

- Really liked the communication/signs in the city centre;
- People were nice and helpful, not only those working in hospitality, and this is something we should keep promoting in our locations;
- The fact that there were no cars in the city centre made it feel relaxed;
- The small retail units made the area interesting because of the variety. In the Rotterdam city centre, instead, there is a lack of small units and an overkill of big chain stores;
- What starts as a coffee corner becomes a lunchroom during the daytime and then a cocktail bar at night. These round the clock concepts make maximum use of the location".

Considering the several points of contact between the Rotterdam and the Split Living Labs, we have been

discussing about the opportunity of creating synergies between our two Labs and the relevant managing universities, namely Inholland and the University of Split. More specifically, the Split Living Lab Manager seemed to be very interested in the underlying concept of the Urban Leisure & Tourism Lab Rotterdam, which is a permanent Living Lab that pre-existed to SmartCulTour, while having been injected with new impetus thanks to the project. A follow-up visit to Split could be organized in the next months so as to explore the possibility of replicating Rotterdam LL's experience in Split. Vice versa, Rotterdam could take stock of the lessons drawn by the Split Living Lab, including their educational and training projects, which we would be keen on further developing through the organization of an exchange programme involving both teachers and students from the two institutions" (Iris Kerst, Rotterdam Living Lab Manager).

VICENZA LIVING LAB

"For the exchange programme in Vicenza, it would be interesting to find a destination that somehow has had an experience similar to that of Split when it comes to the challenges associated with management of public infrastructure, and effectively addressed them. This might be helpful to the Split stakeholders to design their future strategies for cultural tourism change" (Khalid Shomali, Vicenza Living Lab participant).

3.5.2. The hosting Living Lab

"Returning from Rotterdam and following the exchange in Vicenza, I now have the impression that although these three Living Labs are all urban destinations and share the keyword "cultural tourism", their development is driven by numerous contextual factors making each of them unique and hardly replicable. The major lesson learned in Rotterdam was the need to focus our activities on improving the well-being of the local community, i.e. the social dimension of sustainability. Simultaneously, Vicenza's major lesson relates to stakeholders' central position for sustainable cultural tourism development and the need to develop strong value chains to benefit the local community.

To some extent, our experiences in these LLs confirmed the importance of the interventions selected in Split LL and demonstrated that we are pursuing the right direction. A few weeks after our return from Vicenza, we had a meeting with the Major of Split to see how the city could support the afterlife of the LL. We appreciated that he recognised the potential of the Living Lab and agreed to support it by working together with the FEBT of the University of Split. In the next few months, we will centre our activities on developing a long-term sustainability plan for Split LL, in which the activities identified within the Split LL's Specific Terms of Reference with undoubtedly hold a central position" (Ante Mandić, Split Living Lab Manager).

A1 Annex 1. Programme and agenda of the exchange visit learning

Pre-task

Please visit the website of the Sinj tourism board and collect as much information about Sinj as you can. Act as if you were planning to spend your holidays in the central Dalmatia region, and Sinj is one of the main destinations. We would like you to create an expectation from your upcoming visit to Sinj, particularly concerning the visitor experiences offered and the interpretation of the local intangible cultural heritage. Following the visit to Sinj, this preparatory exercise will be critical to discuss the expectations *vis à vis* the performance gaps with the local DMO manager, in a view to deliver recommendations on how to mitigate potential shortcomings.

https://www.visitsinj.hr/en/

Monday, 11th May 2022				
Time	**Activity**	**Short Description**	**Participants**	**Comments**
Afternoon	Arrival of participants		Lab Managers + Stakeholders	
TBC (approx between 19:00-20:00)	Dinner	Dinner at one of the taverns in the city centre	Lab Managers + Stakeholders	

Thursday, 12th May 2022				
Time	**Activity**	**Short Description**	**Participants**	**Comments**
9:00 - 9:30	Welcome to the Split Metropolitan Area Living Lab	Meeting at the Faculty of Economics, Business and Tourism, University of Split, where a short explanation about the activities in our Living Lab is to be provided.	Lab Managers + Stakeholders	Address: Cvitkovića 5, 21000 Split
9:30 - 10:15	Travelling by car to the city of Sinj	The city of Sinj is located on the territory of the LL. This historic city abounds with cultural heritage and aims to find its place on the map of cultural tourism destinations. The critical challenges they face relate to the interpretation and visitor experience design.	Lab Managers + Stakeholders	Address: Put Petrovca 12, 21230, Sinj
10:15 - 12:00	Tourism development in Sinj: opportunities, challenges, strengths and weaknesses	DMO manager Ms Monika Vrgoč will introduce the tourism development in the city of Sinj. This will be followed by a short video on the history of the Sinj and Alka knight tournament and the sightseeing of the museum.	Lab Managers + Stakeholders	Address: Put Petrovca 12, 21230, Sinj
12:00 - 13:30	Sightseeing	We are going to have a guided tour of Sinj with a focus on critical aspects of the cultural tourism product, including Alka, gastronomy and religion.	Lab Managers + Stakeholders	Adress: the city of Sinj

13:30 - 15:00	Lunch at TBC	Lunch	Lab Managers + Stakeholders	
15:15 - 16:30	Brainstorming, sharing of the impressions: expectations – performance gaps.	Following the lunch, return to the museum of Sinj to have a brief reflection on the experiences offered by Sinj. The visiting stakeholders and LL managers will have the opportunity to share their impressions of Sinj, and to reflect on expectations and performance. This is an opportunity to discuss space for improvement concerning the interpretation and the visitor experience design.	Lab Managers + Stakeholders	Address: Put Petrovca 12, 21230, Sinj
16:30 - 17:15	Travel back to the City centre	Travel back to the city centre	Lab Managers + Stakeholders	Split, Riva or hotels
19:00 - 21:00	Dinner	Dinner	Lab Managers + Stakeholders	

Friday, 13th June 2022				
Time	*Activity*	*Short Description*	*Participants*	*Comments*
9:00 - 9:15	Meet up at the FEBT	We are meeting at the FEBT and going by car to visit Stella Croatica, a visitor attraction and an excellent example of authentic and contemporary interpretation.	Lab Managers + Participants	Meeting Point: Faculty of Economics, business and tourism. Cvite Fiskovića 5, 21000 Split.
9:45 - 12:00	The experience of Stella Croatica	The owner and/or site manager will welcome the group and tell the story about this unique project. The presentation will be followed by an educational tour and presentation of Mediterranean traditions, gastronomy, customs and herbs. We will visit their centre for the production of organic food and have a tasting. During the tour, questions, comments and discussion are encouraged.	Lab Managers + Participants	Address: Stella Croatica, Mihovilovići 21A, 21231, Klis
12:00 - 12:30	Travelling back to the city centre/hotels	Transport back to the city centre/hotels	Lab Managers + Participants	City centre/hotels
12:30	End of the program			

Suggested Hotels:

- Dioklecijan Hotel & Residence (10-min walk from the Faculty of Economics, Business and Tourism – 15-min walk from the city centre) : http://www.hotel-dioklecijan.com/
- Hotel Corner (city center:) www.hotelcorner.eu
- Hotel President (city center): www.hotelpresident.hr

Accommodation: https://visitsplit.com/en/1225/accommodation

A2 Annex 2. List of participants

SPLIT LIVING LAB

- ▪ Lidija Petrić, FEBT Team manager within the SmartCulTour project
- ▪ Ante Mandić, Split Living Lab Manager
- ▪ Smiljana Pivčević, University of Split (FEBT)
- ▪ Vinko Muštra, University of Split (FEBT)
- ▪ Monika Vrgoč, Sinj DMO manager, Living Lab participant
- ▪ Marin Jerković, Stella Croatica, Living Lab participant

ROTTERDAM LIVING LAB

- ▪ Iris Kerst (Rotterdam Living Lab Manager)
- ▪ Joël Ferdinandus (Rotterdam Partners, Living Lab participant)

VICENZA LIVING LAB

- ▪ Manuela Maltauro (Vicenza Living Lab participant)
- ▪ Khalid Shomali (Ca' Foscari University of Venice, Vicenza Living Lab participant)

04 Exchange visit learning in the Rotterdam Living Lab

4.1. Rationale and purpose of the exchange programme in the Rotterdam LL

As part of the SmartCulTour project, the Rotterdam Living Lab focuses on three different neighbourhoods of the city: Afrikaanderwijk, Bospolder-Tussendijken and Hoek van Holland. The Municipality of Rotterdam is giving special attention to the spread of tourism in these areas, which are also known as 'urban culture neighbourhoods'. The distribution into the above-mentioned districts is determined by the opportunities they can offer, such as convenient geographical location, rich cultural offerings or promising initiatives.

The Municipality of Rotterdam is currently searching for a proper way to measure the spreading of visitors into these areas. They are looking for a monitor with not only economic indicators but also with social and environmental ones. A 'new' way of monitoring visitors and tourism is needed, of course, not only in these areas but in the whole city and perhaps also in Split and Vicenza.

Therefore, the focus of the exchange programme held in Rotterdam consisted of the two following topics:

- Monitoring/measurement of tourism in a creative way that focuses not only on the economy but includes social and societal aspects as well;
- Benchmark of equivalent practices in Split and Vicenza.

To achieve these objectives, a programme was created to present two (out of three) Rotterdam LL's focus areas to the participants, including through a placemaking assignment that allowed them to familiarize with these two neighbourhoods. After completion of the assignments, possible improvements were discussed, based on experiences in Vicenza and Split, as well as new and innovative ways to measure them. The complete exchange programme can be found in Annex 3.

4.2. Complementarity with other Labs' exchange programmes

4.2.1. Insights from the travelling Living Labs

SPLIT LIVING LAB

"The two-day visit programme in Rotterdam was very interesting and well organised. We visited three areas, i.e. neighbourhoods, namely Hart van Zuid, Hoek van Holland and Bospolder-Tussendijken, which are the in-focus of the Urban Leisure & Tourism Lab Rotterdam's activities. The main idea behind the programme was to present, through a 'placemaking, monitoring/benchmarking exercise', how to work with the community/neighbourhood in developing practical interventions that may quickly be embraced and implemented by local stakeholders.

We got an insight into the challenges that a big city such as Rotterdam is facing when it comes to the enhancement of tourism development in either the multi-ethnic city areas that are characterised by lower

living standards and high rates of crime, or in the city periphery that feels neglected by the local authorities. In all the three neighbourhoods, the local community suffers from a lack of identity, which makes even more difficult the implementation of tourism interventions of different kinds. For this reason, building a sense of place and identity through a participative processes is at the heart of present and future efforts.

The Split and Rotterdam Labs differ not only in terms of size and typology of the destination, but also in terms of the approach adopted to address the challenges. However, certain complementarities can be identified. Namely, based on monitoring and benchmarking, both Labs are searching for the best possible options to utilise local cultural/natural resources by employing local/indigenous capacities. To this end, they both consider awareness-raising and strengthening stakeholders' participation (still insufficiently engaged) as essential. In addition, although local authorities in Rotterdam are more actively involved in communicating with the local communities if compared to the Split Lab's area, in both cases their efforts in identifying and upholding the community needs should be strengthened" (Ante Mandić, Split Living Lab Manager; Lidija Petrić, FEBTS team manager within the SmartCulTour project; Monika Vrgoč, Sinj DMO manager).

VICENZA LIVING LAB
"I think that the Vicenza exchange programme will be complementary to the Rotterdam LL's one. The visit to the city of Rotterdam, particularly to the area of Hart Van Zuid and the municipality of Hoek Van Holland, alongside the following discussion on our impressions as well as the challenges linked to sustainable tourism and economy development in these areas, are in line with the Vicenza LL's programme, which will investigate a similar reality" (Khalid W.A. Shomali, Vicenza Living Lab participant).

4.2.2. Insights from the hosting Living Lab

"In addition to qualitative ways of measuring and benchmarking, the Rotterdam programme also focused on how tourism could be spread to the edges of the city, namely to the "urban culture neighbourhoods". This involves all sorts of challenges, such as ensuring that visitors actually go to these districts, and also implies the cooperation with various parties in order to create an appealing touristic offer for visitors in these districts/areas.

This corresponds to the challenges faced by Split. There, the local community is also being mobilised to support dispersal to less-attractive areas and is being asked to contribute to monitoring. Both cities do this by entering into dialogue with the local community and giving them a bottom-up voice. Also the Municipality of Vicenza is implementing similar actions towards engaging relevant stakeholders and involving the local community more broadly in the design of new tourism flows" (Iris Kerst, Rotterdam Living Lab Manager).

4.3. Key persons met

The table below provides a list of local stakeholders met by the participants during their visit to Rotterdam:

Table 3. List of key Rotterdam stakeholders met by the travelling LLs' participants

Name	Function + Organisation	Description
Donagh Horgan	Mr Horgan is a researcher at Hogeschool Inholland	Mr Horgan is working on a new qualitative tourism monitoring methodology for the municipality of Rotterdam.
Senka Rebac	Ms Rebac is a lecturer and researcher at Hogeschool Inholland	Ms Rebac is working on different projects with partners mostly from Eastern Europe.
Annemarie van Klaveren	Ms van Klaveren is a lecturer and researcher at Hogeschool Inholland.	Ms van Klaveren owns a luxury travel company. Besides, she tries to implement the FAITH model in Hoek van Holland.
Joël Ferdinandus	Mr Ferdinandus is working as a hospitality connector at the DMO of Rotterdam (Rotterdam Partners). Moreover, he is an inhabitant of Bospolder-Tussendijken.	Mr Ferdinandus showed to the participants the two Rotterdam Tourist Information centres, located respectively in Hoek van Holland and in the city centre. In addition, he gave them a tour through his neighborhood Bospolder-Tussendijken.
Siobhan Burger	Ms Burger is a social designer at her own company 'Arttenders'.	Ms Burger is currently working on a commission from the municipality of Rotterdam. Her work aims at connecting the city centre of Hoek van Holland with the shore by implementing social design.

4.4. Main learnings and results

4.4.1. The travelling Living Labs

SPLIT LIVING LAB

"On the first day of our exchange programme to Rotterdam, we visited the Urban Leisure & Tourism Lab Rotterdam, where we were provided with a short presentation on the Living Lab's activities. We were impressed by their commitment to getting all stakeholders together in order to realise common interests. Above all, their efforts in involving students of the Tourism course into the LL activities was highly appreciated and seen as one of the 'must-do' within the Split Living Lab's activities.

After visiting the Living Lab's premises, we took a walk through the Hart van Zuid neighbourhood for the placemaking assignment. We learnt a lot about the multi-ethnic community living there and their problems and challenges. We also became aware of the local authorities' efforts to regenerate this neighbourhood and bring some tourism attractions and facilities to the area in order to help community members generate new entrepreneurial activities. Afterwards, we exchanged ideas and thoughts on what we had seen and what we thought might be helpful applying in Rotterdam. In addition, on the second day of the programme, students presented their final results of different kinds of interventions focused on the stakeholders of this area, which we found very useful and inspiring for shaping some of the potential activities of the Split Living

Lab.

The second neighbourhood that we visited was Hoek van Holland. After a short introduction to the area, we were explained the challenges it faces and the methodologies used to do research therein. It was quite surprising to learn about the local population's unwillingness to better use the beautiful beach in its vicinity and to get more seriously involved with tourism development (despite the lack of other economic opportunities). In addition, we were told that notwithstanding the efforts undertaken by the local authorities to move forward, results are still missing. After such overall introduction, we were divided into two groups and started moving across the area, focusing on the development of Brinkplein (a square) and a route to the beach to get a better understanding of its unexploited potential and discuss possible actions with the locals.

From what we have seen and learnt, we can conclude that an awareness-raising campaign should be undertaken, aimed at strengthening the local identity and the community's sense of place. Also, a questionnaire among the local population should be carried out on their attitudes concerning future projects and their willingness to get involved. This visit has proven that no tourism project can be a success unless accepted by all stakeholders, and especially the inhabitants who make very essence of any destination product.

On the third day of the exchange programme, we visited one of the other areas that are within the scope of the Rotterdam LL, i.e. Bospolder-Tussendijken. We were given a tour by the representative of the Rotterdam Partner organisation and learnt about the vision of the DMO when it comes to similar neighbourhoods.

At the end of the exchange visit, the main lessons learnt (similar to the ones in Split) can be summarised as follows:

- Cultural tourism development requires the commitment and partnership of relevant stakeholders;
- The local community must develop a sense of place in order to utilise its resources through tourism lens, as it represents a key "ingredient" of any cultural tourism product;
- To this end, awareness-raising campaigns need to be set up with the engagement of local authorities, the DMO and the Rotterdam Living Lab;
- The development of key physical and tourism infrastructure is the prerequisite for tourism development and the enhancement of local community's wellbeing".

(Ante Mandić, Split Living Lab Manager; Lidija Petrić, FEBTS team manager within the SmartCulTour project; Monika Vrgoč, Sinj DMO manager)

VICENZA LIVING LAB

"The Rotterdam exchange visit focused on two main areas of the city and their respective challenges: the Hart van Zuid and the Hoek van Holland neighbourhoods. The main challenge regarding the Hart van Zuid neighbourhood is to build a robust infrastructure which enables the sustainable development of the area. As an inner-city area, it faces several complex challenges. One of the main possible solutions is to exploit the public space by building infrastructures for different activities that may involve the area's inhabitants as much as possible. This plan might stimulate the local economic life and consequently result in a positive impact on social sustainability. Urban revitalization would have a direct effect on the environment, as well as on the economic, social, and psychological aspects of inhabitants' life. The area has a lot of potential that

is important to assess, also in relation to network partners, to enhance value creation. In my opinion, the research must put an emphasis on strengthening connections in the area.

Regarding the Hoek van Holland district, there was a considerable increase in the number of visitors to the beach in the last years, as a consequence of a new policy designed to create new shops and establishments (a California look-alike). The beach is an important source of income, and it is the main value of the area, as it is also sustainably maintained.

The Brinkplein, an area in the Hoek van Holland neighbourhood, suffers however from an "everybody-goes-to-the-beach" syndrome. The space there, characterized by the walk along the beach and the green areas, offers numerous possibilities for recreational use of the land. Moreover, the area has ecological qualities that could be bolstered within a nature development perspective. The potential lies in the infrastructure investment as well as in the improved connectivity of the district" (Khalid W.A. Shomali, Living Lab participant).

4.4.2. The hosting Living Lab

"Upon the discussions with the representatives from the Vicenza and Split LLs, the following insights and results shall be considered as the most important for Rotterdam and its Living Lab:
- It is crucial to continue engaging with stakeholders and trying to involve them in interventions, no matter how difficult it might be sometimes to get in touch with them;
- When talking to stakeholders, it is important to demonstrate to local residents the benefits of tourism in their neighbourhood and district.

However, most of the insights that we have gained are specific to the Hoek van Holland district. Here we found out that, in addition to working intensively with local stakeholders, there should also be more intensive cooperation between, for example, the Municipality of Rotterdam and Rotterdam Partners (DMO). For example, joint awareness-raising campaigns could be carried out and, in cooperation with the social design agency, we could explore how the route between the village and the beach could be made more accessible" (Iris Kerst, Rotterdam Living Lab Manager).

4.5. Proposed follow-up

4.5.1. The travelling Living Labs

SPLIT LIVING LAB
"We intend to further engage with the Split Living Lab and potentially involve more relevant stakeholders in its activities. A special challenge will be to further involve the public authorities without whom no plans can be realised. As the core of the LL's activities is related to awareness-raising and education, we see the possibility of using the experience and expertise of our partners (such as The Rotterdam Living Lab) in disseminating knowledge about ways of utilising local resources, enhancing participative processes and community involvement, visitor management, and destination (re)branding, etc." (Ante Mandić, Split Living Lab Manager; Lidija Petrić, FEBTS team manager within the SmartCulTour project; Monika Vrgoč, Sinj DMO manager).

"As a follow-up to the Rotterdam programme, I would suggest the organization of an exchange visit to a destination which faced similar challenges in tourism development and succeeded in overcoming them. Interacting with the local DMOs operating as "community marketers" and learning from their experience would help the Rotterdam LL better understand the effective marketing communication tools that contributed to resolve the issues, as well as to the co-creation of effective solutions" (Khalid W.A. Shomali, Living Lab participant).

4.5.2. The hosting Living Lab

"As Rotterdam Living Lab, we will come up with a plan to increase participation in projects such as SmartCulTour. The guiding question will be: how can we creatively ensure that stakeholders interested in the project remain involved in the medium to long-term? In addition, in Hoek van Holland we will work together with the Municipality of Rotterdam on the challenges faced by this part of the city. We will also carry out a pilot monitoring and benchmarking action in this area. Hosting the exchange visit has helped us identify and highlight the pain points even more clearly, while giving us the final push to get to work even more actively" (Iris Kerst, Rotterdam Living Lab Manager).

A3 Annex 3. Programme and agenda of the exchange visit learning

Wednesday, 1st June 2022				
Time	Activity	Short Description	Participants	Comments
Afternoon	Arrival of participants		Lab Managers + Stakeholders	
Starting from 18:00	Little City Tour	For those who already are in Rotterdam, a short city tour		
TBC (approx. between 19:00 - 20:00)	Dinner	Dinner at Bazar Rotterdam	Lab Managers + Stakeholders	Address: Witte de Withstraat 16, 3012 BP Rotterdam + Handing out Rotterdam Welcome Cards for travelling.

Thursday, 2nd June 2022				
Time	Activity	Short Description	Participants	Comments
8:30 - 9:00	Welcome at the Urban Leisure & Tourism Lab Rotterdam	Short explanation about the activities in our Living Lab / Tour at our location	Lab Managers + Stakeholders	Address: Zuidplein 54, 3083 CW, Rotterdam
9:00 - 9:45	Benchmarking & monitoring	Researcher Donagh Horgan will deliver a presentation about the way we do our monitor & benchmarking research	Lab Managers + Stakeholders	Address: Zuidplein 54, 3083 CW, Rotterdam
10:00 - 11:00	Placemaking assignment at Hart van Zuid	We are going to work on a placemaking assignment in the Hart van Zuid neighborhood. This assignment can be applied in the other Living Labs and can be seen as a Training-of-Trainer exercise	Lab Managers + Stakeholders	Area of Hart van Zuid / Living Lab

Time	Activity	Short Description	Participants	Comments
11:00 - 12:00	Travel to Hoek van Holland	Travel to Hoek van Holland by Public Transport	Lab Managers + Stakeholders	Subway Line D/E to Beurs + Metroline B direction Hoek van Holland
12:00 - 13:00	Lunch at SAAM	Lunch at SAAM	Lab Managers + Stakeholders	Prins Hendrikstraat 287 3151 AK Hoek van Holland
13:15 - 13:45	Short introduction on this area	Ko Koens, Siobhan Burger (Arttenders) and Annemarie van Klaveren will give a short explanation about the area and the methodologies used to do research therein	Lab Managers + Stakeholders	Address: KUZ huis: Rietdijkstraat 5, 3151 GH Hoek van Holland
13:45 - 15:30	Placemaking, monitor / benchmarking exercise	We move into the area and focus on the development of Brinkplein and a route to the beach (divided in two groups). What monitoring techniques can we use in the future to find out if the interventions that we have in mind are useful? This exercise is leaded by Donagh Horgan & Siobhan Burger	Lab Managers + Stakeholders	Hoek van Holland area
15:30 - 16:00	Presenting the results of the fieldwork in Hoek van Holland	The groups present their findings to each other	Lab Managers + Stakeholders	KUZ huis: Rietdijkstraat 5, 3151 GH Hoek van Holland
16:00 - 18:00	Some free time with each other at the beach	Some free time with each other at the beach	Lab Managers + Stakeholders	Hoek van Holland
18:00 - 20:30	BBQ / Diner at Zeebries	BBQ / Diner at Zeebries	Lab Managers + Stakeholders	Address: Zeekant 111 3151 HW Hoek van Holland
20:30 - 21:30	Travel back to the city centre	Travel back to the city centre	Lab Managers + Stakeholders	Metroline B direction Beurs

Friday, 3rd June 2022				
Time	*Activity*	*Short Description*	*Participants*	*Comments*
9:00 - 9:15	Meet up at Bospolder-Tussendijken (BoTu)	We are meeting in one of the other areas that our Living Lab is focusing on: Bospolder-Tussendijken	Lab Managers + Participants	Meeting Point: Subway station Delfshaven

9:30 - 10:30	Tour by Joël Ferdinandus (Rotterdam Partners)	Mr Ferdinandus will give a tour in his neighborhood and will tell more about the vision of the DMO when it comes to neighborhoods like BoTu	Lab Managers + Participants	Several locations in BoTu
10:30 - 11:00	Travelling back to Beurs	Travel to the Living Lab by Public Transport	Lab Managers + Participants	Metroline C
11:00 - 11:30	Visit the Rotterdam Tourist Information	Mr Ferdinandus will give a tour at the Rotterdam Tourist Information and Experience	Lab Managers + Participants	Address: Coolsingel 114, 3012 AG Rotterdam
11:30 - 12:00	Travelling back to the Urban Leisure & Tourism Lab Rotterdam	Travel to the Lab by Public Transport	Lab Managers + Participants	Metroline C+ D/E direction Slinge / De Akkers

A4 Annex 4. List of participants

ROTTERDAM LIVING LAB

Iris Kerst, Inholland University of Applied Sciences, Rotterdam Living Lab

Ko Koens, Breda University of Applied Sciences, Rotterdam Living Lab

SPLIT LIVING LAB

Ante Mandić, University of Spit, Split Living Lab Manager

Lidija Petrić, University of Split, FEBT team manager within the SmartCulTour project

Monika Vrgoč, Visit Sinj, Split Living Lab participant

VICENZA LIVING LAB

Khalid W. Shomali, Ca' Foscari University of Venice, Vicenza Living Lab participant

Manuela Maltauro, Vicenza Living Lab participant

05 Exchange visit learning in the Vicenza Living Lab

5.1. Rationale and purpose of the exchange programme in the Vicenza LL

5.1.1. Rationale

The purpose of the visit in the Vicenza Living Lab was multifaceted. First of all, it was a great opportunity to strengthen international cooperation and exchange between researchers, advisors and local stakeholders participating in the network of urban labs. Hence, the main results of the exchange programme can be identified as both an increase of international networking and an enriching learning experience.

Two representatives from the Rotterdam LL and three from the Split LL participated in the exchange visit organized by Vicenza, whose programme was designed based on the main outcomes of the hosting LL's experience, and notably on the joint effort of local stakeholders coming together to jointly shape a sustainable and authentic tourism experience in their destination. The participation at the visit enabled a series of international stakeholders' exchanges in a prospect to support the transfer of practical initiatives that are found to positively influence sustainable cultural tourism development in their respective destinations.

The Vicenza exchange visit programme mainly focused on the general project's scope, namely renovating cultural tourism destinations through a contemporary lens, with knowledge-based destination management tools and creative approaches to stakeholder engagement. The programme included a series of workshops during which Lab Managers and stakeholders from the three Labs exchanged views, seeking common points and challenges for the future of cultural destinations, spanning smart devices and new creative experiential proposals.

The *leitmotif* of the programme was the imaginary of the tourist and that of the operators of the destination. The former is made up of the set of expectations that a tourist has before arriving at the chosen destination, which are the same that lead him to choose a place for his own vacation/cultural visit. The imaginary of destination's operators focuses instead on local tourism strengths. Often these two imaginaries do not coincide, and this is the case of Vicenza. The representatives from the travelling Living Labs borne witness to such a mismatch when they replied "No" to the question "Do you know who Andrea Palladio is?", which is instead considered as a core pillar of Vicenza's tourism product by local operators.

The cultural and tourist operators of the city rely on the cultural, architectural heritage recognized as a UNESCO World Heritage property, namely the "City of Vicenza and the Palladian Villas of the Veneto", which is constituted by the legacy of the great master of Italian Renaissance architecture, Andrea Palladio. This leads operators to promote the "Palladio brand" as a tourist trademark of the destination, but in reality Andrea Palladio is not so widely known. This is also demonstrated by a survey carried out on over 100 tourists in Vicenza: the vast majority get to know Palladio only when they arrive to the destination.

It comes therefore useful to understand why tourists come to Vicenza: some choose it as a stop-over on a

tour of the Veneto region, whose key attractions are the cities of Venice and Verona; some choose it for its food and wine offer; others come for working and business purposes, whilst then being impressed by the beauty of the urban and hilly landscapes.

This necessary intersection between supply and demand, or between the imaginary of tourists and that of operators, has represented an important outcome of the work of the LL in Vicenza, which proposes to strengthen the attractions related to food and wine tourism, slow tourism, immersive tourism, even before promoting the brand Palladio, which could actually function as a further "wow effect" for leisure or business tourists.

The exchange programme combined the strategic objectives of the project with those specific to the three urban Living Labs. Along these lines, moments of comparison and reflection on the topics discussed by the Vicenza Living Lab since its establishment have been included in the agenda, as well as learning visits across the destination, spanning architectural landscape heritage, culinary traditions, and contemporary cultural events, in a city that lives its daily life immersed in the beauty and that welcomes tourists with the aim of making them feel part of the local community.

5.1.2. The exchange programme

The exchange programme proposed by the Vicenza LL has been defined with the following purposes:
- share the Vicenza Living Lab's evolution and state of play with peer Labs;
- reflect, together with other Labs' members, about the city brand linked to the UNESCO World Heritage property "City of Vicenza and the Palladian Villas of the Veneto";
- offer travelling Living Labs' participants the opportunity to experience Vicenza's cultural scenarios and potentials;
- listen to travelling Living Labs' participants and understand their impressions, comparing expectations to what they found in Vicenza.

The site visit took place as detailed in the enclosed agenda (see Annex 5 below). After a welcome session during which the main outcomes of the Vicenza Living Lab were shared, participants visited the International Library "La Vigna", which has been elected as physical and stable premise of the LL.

The programme was divided into sessions, according to the different outcomes of the Lab. A first session consisted in an outdoor immersive tour across the streets of the city's historical center, where participants could visit the masterpieces of Andrea Palladio, among which Palazzo Chiericati, Teatro Olimpico and Basilica. The second aimed to show the number of enterprises that are contributing to the cultural offer and to understand the huge potential of "bleisure" (a combination of business and leisure) tourism development. Another session was planned to let participants visit the surrounding hills, where the most famous Palladian Villas (La Rotonda and Villa Valmarana ai Nani) and the Santuario della Madonna di Monte Berico are located.

Between the sessions, some food experiences were included: from contemporary bars and restaurants to traditional ones located in the city centre and in the hills.

The rationale of the exchange programme was to let participants get in touch with a priceless cultural heritage, legacy of the Renaissance architect Andrea Palladio, and designated as a UNESCO World Heritage property, while getting acquainted with the contribution that businesses and companies bring to the local

cultural and creative offer. The programme included elements necessary to comply with the three main axes identified by the Lab: food and wine and immersive tourism; "bleisure" tourism; the UNESCO World Heritage property "City of Vicenza and the Palladian Villas of the Veneto".

5.2. Complementarity with other Labs' exchange programmes

The exchange programme proposed by the Vicenza LL, whose objective was to convey inputs related to the city' tangible and intangible cultural resources, succeeded in creating a common ground with the other two Labs and spurring exchange among the three different urban realities. The travelling Living Labs' participants perceived the exchange visit in Vicenza as complementary to those developed in Split and Rotterdam, as made clear in the following statements.

SPLIT LIVING LAB

"The exchange visit to the Vicenza Living Lab centred on cultural heritage, particularly built one. Vicenza is a vibrant destination where heritage holds a pivotal role in visitor experience design. In this process, the voices of local stakeholders, particularly those involved in heritage conservation and cultural events, hold a critical role. From the position of the visitor, Vicenza is a hidden jewel, namely a destination still successfully avoiding mass visitor flows.

When it comes to the complementarity among the three exchange programmes, the following major topics can be pinpointed: cultural heritage-related experiences, the role of stakeholders and networking, and visitor flows' monitoring. The exchange visit showed several similarities among our urban destinations; for instance, in both the Vicenza and the Split LLs, the local community plays a key role towards cultural tourism development. Similarly, the potential role of interpretation in redirecting tourism flows, increasing and strengthening stakeholders' awareness in building and conveying greater experiential and educational value, is common to both Split and Vicenza (Ante Mandić, Split Living Lab Manager).

ROTTERDAM LIVING LAB

''The Vicenza Living Lab and the associated exchange programme focused on connecting with various stakeholders and showing the rich city's offer. For instance, Vicenza praises an outstanding history when it comes to architecture, but it also has a lot to propose terms of "bleisure" tourism and overall food experience. It was interesting to enjoy these offerings in different parts of and across the city.

However, it is proving very difficult to market Vicenza. Its geographical location between Verona and Venice provides opportunities but also challenges. Indeed, how do you make sure that people also come to Vicenza after seeing a lot of beauty in these other two cities?

Right now, stakeholders in Vicenza are not working together enough to ensure they attract the visitors they want, namely respectful tourists, who like to delve further into culture, art and gastronomy. In Rotterdam, we have the same challenges. Of course, we 'compete' with a city like Amsterdam and tourist sites like Kinderdijk and the Zaanse Schans. At the same time, we don't want to attract and entice the party tourist from Amsterdam to come to Rotterdam, but rather the 'dorist', someone who goes off the beaten track and seeks depth. Someone who doesn't just seek out the tourist attractions. As a city, we too have to contend with attracting these tourists and then enticing them to visit other areas of the city and not just

the city centre. It was interesting to see Vicenza's perspectives when it comes to this issue.

The themes of comparison with the Rotterdam LL also considered a matrix more akin to marketing and the supply system. These have been later attributed to the collective effort of stakeholders, especially in directing the supply within a systemic level and to attract a more 'mindful' type of tourism. Again, this brings together the common views of the LLs in implementing the interpretive message to redirect the work of stakeholders in systemizing an integrated and heterogeneous offering" (Iris Kerst, Rotterdam Living Lab Manager).

5.3. Key persons met

During the visit to Vicenza, the guests met the Living Lab Manager along with some key members of the Lab, such as researchers, cultural events organizers, owners of Palladian villas and palaces, restaurateurs, tour guides, the head of a business network connecting owners and managers of Palladian villas, managers of corporate museums, cultural experts and copywriters, the staff of the International Library "La Vigna" and some stakeholders as representatives of the local Municipality and the Province, staff of the information point, and representatives of trade associations.

The meetings with key stakeholders took place in the form of urban *walkshops* (urban walks that become an opportunity for dialogue with operators and stakeholders), *aperi-labs* (aperitifs-laboratory), and visits to Palladian sites. Among others, the visit to Villa Valmarana ai Nani proved to be of great interest, especially because the owner, Giulio Valmarana, dedicated plenty of time to illustrate not only the beauty and architecture of the Villa, but also its management plan, the measures undertaken to face the challenges linked to daily opening the Villa and the overseeing of its park. He also stressed the continuous effort to create networks with other Villas and his constant commitment to improve the visiting experience.

5.4. Main learnings and results

5.4.1. The travelling Living Labs

The goals set by the Vicenza LL for the exchange can be considered achieved, as demonstrated by the alignment of the feedback provided by the travelling LLs' participants on the main learning outcomes and results of the visit with the initial objectives.

SPLIT LIVING LAB
"The exchange visit to Vicenza reminded us of how: (1) important it is for a heritage destination to retain a local community within the boundaries of the historic city; (2) the cooperation between stakeholders is central to sustainable heritage tourism development; and (3) authentic experiences and offerings are what makes heritage destinations unique and distinctive.

(1) In Split, the local community has left the historic centre, which is now full of restaurants, bars and Airbnbs, and this negatively affects the quality of the visitor experience. (2) In Split, local stakeholders have diverging interests and the pressure of tourism businesses is highly pronounced, whilst cultural institutions are lethargic *vis à vis* taking an active role in the strategic planning of tourism development in the

destination. (3) The authenticity of the tourism experience in Split is significantly challenged by the increasing gentrification and McDonaldization, which is almost completely the opposite of what we have seen in Vicenza" (Ante Mandić, Split Living Lab Manager).

ROTTERDAM LIVING LAB

"From the Vicenza exchange programme, I learnt two very important things: even though the various stakeholders in Vicenza may not quite know how to attract the typology of tourist they want, they do know very well what they have to offer. This is something that is not always very clear in Rotterdam. We also have a lot to offer, but we don't have a clear picture of what our unique selling points are in the districts outside the city centre. This leads to tourists still flocking to the city centre, which is something that has to change. Secondly, I learned a lot about the "bleisure" concept, which help provide an authentic local experience. It is very interesting to experience what the people in the companies and factories behind a local brand do / work on in their daily lives" (Iris Kerst, Rotterdam Living Lab Manager).

5.4.2. The hosting Living Lab

At the beginning of the site visit, participants have been stimulated to share their expectations. Since the very first walk in the historic city centre, the guests were definitely surprised by the beauty of the architectural urban heritage, an amazing stage permeated by the Italian Renaissance in every corner. Participants in the visit did not know Andrea Palladio or rather they had never had the opportunity to hear about the great Renaissance architect. Hence, the impressive architectural heritage, together with painters' masterpieces, such as those of Tiepolo, generated a sort of "*wow effect*". In particular, they were amazed by the Teatro Olimpico, being impressed by the beauty and extraordinary nature of the place.

The visit to the two Palladian Villas, namely Villa Capra "La Rotonda" and Villa Valmarana ai Nani, located just outside Vicenza, and further combined with a walking to the Sanctuary of the Madonna di Monte Berico, have modified participants' imaginary of Vicenza.

Vicenza is a beautiful city, capable of becoming a stage for meaningful urban and extra-urban experiences, in which a unique creativity keeps on growing and stimulates innovation and development among local companies. The very same companies that in the past years have been playing a crucial role in the redefinition of the cultural tourism proposal, not only by supporting and sponsoring cultural initiatives in the city, but also by investing directly in the construction of real "business museums", are still pivotal in transmitting stories of families, society, firms and daily-life, strongly characterized by design-related common threads and based on community relationships. Stories and chronicles that, together with the local cultural heritage, produce an innovative, forward-looking cultural offer that puts its community at the centre, while welcoming tourists and visitors by offering them authentic experiences permeated by a "live like a local" approach.

The visit to the two business museums, namely the Dainese ARchivio and the Fondazione Bisazza, as well as to the Spazio Scarpa, designed by Carlo Scarpa, one of the most important architects of the 20th century, spurred interesting exchanges and reflections on the potential of the so-called "bleisure tourism" for Vicenza, one of the Italian provinces with the highest export rate.

The visit to the International Library "La Vigna", in which more than 62,000 volumes dedicated to food, wine, agriculture and cuisine are stored, blend in with the food and wine experiences that enriched the

visit, allowed a further reflection on the concept of slow and immersive tourism.

An important outcome of the exchange visit for the Vicenza Living Lab is to be considered the reflection on the destination's visitor flows trends. In particular, the observation of one of Split's stakeholders is noteworthy: "The number of incomings and arrivals in Vicenza are similar to those of Split, but the big difference is that in Vicenza they are distributed throughout the year, while in Split they are concentrated during the summer high-season, generating both problems of overtourism and affecting citizens' quality of life. As a consequence, the historical centre of Split turned to be a mere tourist attraction, rather than a place that the local community enjoys in its everyday life, as it is the case in Vicenza" (Ante Mandić, Split Living Lab Manager).

5.5. Proposed follow-up

5.5.1. The travelling Living Labs

SPLIT LIVING LAB
"Upon return to Split, we shared insights with our stakeholders. We recently had a meeting with the Split Major and regional tourism board managers, where we agreed to join our forces to address the critical challenges faced by Split. The lessons learnt in Vicenza and Rotterdam will certainly be the guiding lights of our future action" (Ante Mandić, Split Living Lab Manager).

ROTTERDAM LIVING LAB
"Following the visit in Vicenza, I dropped the "bleisure" concept to several parties in Rotterdam. Perhaps something can be done with this in the future. For instance, we have a beautiful port that I am sure many people would like to learn more about, possibly by visiting companies where an authentic experience can be offered. I have also been talking to the destination marketing organization and municipality about sharpening our local offer. This would ensure that tourists know what to actually look for in districts outside the city centre. Finally, we may look into the future to see if an exchange between students from our respective universities, namely Inholland and Ca' Foscari, could be an option to pursue. However, this proposal is still in its infancy" (Iris Kerst, Rotterdam Living Lab Manager).

5.5.2. The hosting Living Lab

At the end of the exchange programme, during a final reflection, participants have been invited to provide their feedback by comparing their expectations on the destination with what they have experienced. The most interesting learning outcome for the hosting lab was the confirmation that Palladio was not well known among participants, but it has a great impact on people visiting the sites. This has implications not only for branding and marketing, but rather for the local stakeholders' awareness on the need to shape the tourism offer beyond the supposed international echo of a great architect. Indeed, the interest spurred by the discovery of Palladio's works is not enough unless integrated with territorial and community values.

Furthermore, the idea of developing "bleisure" tourism in collaboration with private companies, the organizers of corporate events and the owners of places of great architectural and landscape value, as well as with the support of cultural experts, has proved to be of great interest not only for the members of the Vicenza Lab, but also for the traveling Living Labs. This is something new on the cultural tourism scenario,

with wide margins for development in those areas where business tourism can be valued in a cultural and experiential key, and notably where business travellers tend to use the opportunity of their trip to also spend some time visiting the destination.

This places a great responsibility and possibility in the hands of stakeholders. Strengthen, elevate, and expand the network of companies is part of a broader tourism agenda that aims to encourage this practice, while at the same time leveraging the leisure and cultural experience even during business dinners and corporate events, that in a city like Vicenza can take place in locations of great historical, architectural and design value.

Finally, "bleisure" tourism development warrants further study to better understand decision making, segmentation, and changing demand interests. The aesthetics of the city and the various locations are certainly of great value and indicative, though the connection with the territory and the community, with the experiential and affective flow that arises when visitors encounter the local intangible aspects, including hospitality, shall not be underestimated. In this endeavour, an active engagement with stakeholders and experts is to be pursued, so as to spread good practices and jointly uphold the potential while managing critical issues. The Vicenza Living Lab hopes that designating the International Library "La Vigna" as its physical location can indeed serve to foster peer learning, as well become a staple for consultation and co-creation of innovative solutions.

A5 Annex 5. Programme and agenda of the exchange visit learning

Wednesday, 12th October 2022	
18:00	Welcome to travelling Living Labs' participants in the historical city center (meeting point: Piazza dei Signori)
18:15 – 19:00	*Walkabout* in the city center among cultural heritage and traditions to comparatively assess tourists' imagination, expectations and the real experience
19:00 – 20:00	*Aperilab* tasting Vicenza's food products at the historical square of Piazza delle Erbe
20:00 – 22:30	Welcome dinner among Palladio's cultural and artistic legacy

Thursday, 13th October 2022	
8:45- 9:00	Welcome session at the International Library "La Vigna" (premise of the Vicenza LL)
9:00 – 9:40	Site visit of the Library and Spazio Scarpa (a flat designed by one of the most important architects of the last century, currently used for events and working dinners organized by companies)
9:40 – 10:10	Round table of participants, presentation of the Vicenza Living Lab's evolution and its state of play, stakeholders' speeches, focus group on the follow-up roadmap
10:10 – 10:30	*Peer Lab Workshop* involving guests from Rotterdam and Split to better understand local cultural tourism challenges and gather feedback and advice
10:30 – 13:15	"*In the shoes of a tourist in Vicenza*" guided visit to *Palazzo Chiericati*, designed by Andrea Palladio and currently housing the civic museum, the *Olympic Theater*, the first covered theater in the world designed by Andrea Palladio, the Church and cloister of *Santa Corona* and the *Palladian Basilica*
13:15 – 14:30	Typical food experience in a traditional historical canteen, tasting "*Baccalà alla Vicentina*" and other local dishes from the territory
14:30 – 17:30	Understanding the role of private companies in promoting culture and tourism: from corporate museums to "bleisure" tourism opportunities.
18:00	Trip back to the city centre
20:00	Gastronomic experience in the *Berici Hills* surrounding the city

Friday, 14th October 2022	
8:30 – 9:00	Coffee break in a historical patisserie.
9:00 – 13:00	Walkshop: "*Walking and experiencing cultural and religious tourism: any chance to connect them?*"
13:00 – 14:30	Lunch with a view over the city landscape: sharing of impressions and collection of suggestions
14:30 – 15:00	Trip back to the International Library "La Vigna" to hold a wrap-up session

A6 Annex 6. List of participants

VICENZA LIVING LAB
Raffaella Lioce, Living Lab Manager
Khalid W. A. Shomali, Ca' Foscari University of Venice
Chiara Gugliemi, International Library "La Vigna"
Massimo Carta, International Library "La Vigna", Secretary General
Manuela Maltauro, Communication and event planner
Caterina Soprana, Municipality of Vicenza
Alessia Scarparolo, Spazio Scarpa

ROTTERDAM LIVING LAB
Iris Kerst, Living Lab Manager
Siobhan Burger, Arttenders, Social designer

SPLIT LIVING LAB
Ante Mandić, Split Living Lab Manager
Lidija Petrić, Faculty of Economics, business and tourism, University of Split, Split Living Lab
Tomislav Balić, Dugopolje Tourist Board, Director

06 The exchange visits learnings in the three rural Living Labs

Utsjoki, Huesca and Scheldeland are three rural areas facing similar challenges in terms of below-the-optimum performance in sustainable cultural tourism development. They all have in common an unexploited potential in terms of cultural and natural assets to be leveraged, networking among key actors in the field to be strengthened, and accessibility to and connectivity across the destination to be bolstered, while also needing to balance local vulnerabilities (in culture and nature) with visitor interest and behaviour. The exchange visits hosted by the three Labs allowed therefore for a meaningful exchange of solutions and good practices to tackle the above issues.

One of the most interesting aspects of the exchange visits among the rural Living Labs was the joint use of place-making and arts-based benchmarking methods, which led to comparable, though clearly context-specific, experiences and results, as per the very nature of the tools adopted.

Overall, the most interesting and important outcome of the "rural exchange visits" was the opportunity for each Lab to test the pilot interventions identified and developed throughout the LL's experience. Such activity was particularly relevant as it provided Labs with a qualified feedback on the proposed interventions, including possible adjustments towards more effective results for local sustainable cultural tourism development.

The table below provides an overview of key complementarities between the exchange programmes in the three rural Living Labs.

Table 4. Complementarities between the three exchange visits

Activity-types	Utsjoki	Huesca	Scheldeland
'Place-making' methods used to introduce participants and/or build connections to place	Use of 'Placemaking method' in a performative way to build connections to Utsjoki's nature and feel present in moment and place	Use of 'Integrated consciousness' ("Here and Now") in order to heighten self-awareness, activate self-exploration and create a basis for collective memory	Use of a 'Pictures as probes' method to introduce oneself and one's background/connection to place via a selected significant item
'Arts-based benchmarking method' + other potential methods to map visitor experiences throughout guided tour along main points of attraction of the region	Guided walking tour of Utsjoki and possibility of hiking in the Utsjoki area	Guided walking tour of Alquézar, Alquézar walkway, oil mill of Buera, River Vero cave art route; wine tasting and introduction to the Wine Route in the Somontano area	Guided cycling tour along main points of attraction in Puurs-Sint-Amands and Bornem (+ mapping of five sensory experiences); walking tour in Dendermonde (+ emotional mapping exercise)
Introduction to local stakeholders and best practices in cultural heritage and tourism	Organization of walking tour and dinner with local stakeholders; shared UNESCO	Local cultural attractions included in the walking tour, among others the Casa Fabián Ethnological	Local stakeholders participated in cycling tour to give additional information on-site.

strategies and activities	capacity-building workshop session	Museum, Santa Maria Collegiate Church, the oil mill of Buera, etc.	Particular attention for social work project of Hof Van Coolhem, and the voluntary organization around the steam train
User testing of SmartCulTour-proposed interventions	Participants involved in user tests of video-intervention prototypes during Living Lab workshop	Introduction to regional tourism strategies on cultural sustainable tourism to be integrated into a higher-level strategic plan for Huesca	Collecting visitor experiences and opportunities to use cycling networks as connective tissue between attractions and evaluate quality and diversity of central attraction offer

In the next Chapters 7, 8 and 9, the specific experiences for each of the rural exchange visits will be highlighted. Furthermore, chapter 10 provides some main findings of a post-exchange visit online activity shared by the three rural labs.

07 Exchange visit learning in the Utsjoki Living Lab

7.1. Rationale and purpose of the exchange programme in the Utsjoki LL

The exchange visit learning in the Utsjoki Living Lab was held on 23rd – 26th May 2022. On the first day, the visitors from Huesca and Scheldeland Living Labs were picked up at the Ivalo airport. From there, the group travelled by minibus to the northernmost municipality of Finland, Utsjoki, which is located right on the border of Norway. The trip took 2,5 hours. The programme offered activities to the participants in the exchange visit on Tuesday and Wednesday in Utsjoki. Relevant details are provided in the following sub-chapters.

7.1.1. Day 1

The programme of the Utsjoki Living Lab exchange included getting to know the local culture and Utsjoki area, which was planned to be the first activity of the day. The visitors were instructed and prepared to use the Polarsteps application[1] to document their experiences during the day, and at the same time to reflect on some positive and negative insights regarding the (cultural) tourism development of their Living Lab and country.

A guided village tour was held by a tourism company called Aurora Holidays. The tour provided valuable insights into the Sámi culture, Utsjoki history, local places and circumstances. The guided village tour helped the visitors understand not only the history and culture of the Utsjoki area, but also the uniqueness of the surrounding nature and its value for cultural tourism.

With a view to deepening their understanding of local values, visitors were taken to the Ailigas fell, which is located right at the heart of the Utsjoki village. The Ailigas fell is one of the three Ailigas fells in Utsjoki, and it is a traditional and sacred nature sight and observatory for astronomers. The Utsjoki village, the Teno river, and endless wilderness areas can be observed from the Ailigas fell. On the top of the Ailigas, senses were woken up while performing a Placemaking experiment, which is one of the methods developed as part of the SmartCulTour toolkit.

In the evening, the group experienced a very special programme. Local gastronomy and traditions were introduced by a Sámi entrepreneur, a local reindeer herder. He served traditional sautéed reindeer to the visitors in a traditional Sámi hut. The experience was unique since it took place in a culturally important place, and very informative as the Sámi host told stories about the local way of life. At the end of the dinner, participants shared their personal feelings by reflecting on the experience of the Placemaking exercise held earlier in the day on the Ailigas fell.

7.1.2. Day 2

---

[1] Polarsteps is an application that can be used for documenting a journey as it automatically tracks the route and locates pictures on the spots where they are taken (https://www.polarsteps.com/).

The second day of the programme included a Living Lab workshop, which was held in Village house Giisá, aiming to tackle one of the issues identified by the Utsjoki Living Lab, i.e. how to guide tourists to behave respectfully in nature.

The workshop took place during the Utsjoki wellbeing week, and was open to all local people. Local visitors were asked to test the intervention prototypes developed by the Utsjoki Living Lab to foster respectful behaviours towards nature. The exchange visitors took part in testing the intervention prototypes and provided relevant feedback alike.

Participants were initially introduced to the first prototype, "Posters of traces in nature", which aims at raising visitors' awareness about the littering problem. The second prototype that was presented is a bingo game to spot different traces in the surrounding nature, be them part (e.g. wild animal traces) or not (e.g. litter) of the local natural environment. While playing the game, users are encouraged to take pictures of the traces they find in nature. Workshop's participants discussed how the game could be utilized, for example, for educational activities targeting children.

The third prototype that was tested consists in a real-time collage of users' pictures of traces in the Utsjoki nature, to be eventually published on the municipality of Utsjoki's webpage. Testers suggested that the pictures could be complemented with coordinates so as to ensure identification of what places are littered the most, and that a search option could be developed with a view to distinguishing different animal traces. The discussion stressed that such an application could be used for both spotting negative impacts, which is certainly important for devising sustainable solutions in tourism and protecting nature, as well as for leveraging users' knowledge about nature-related traces and marks.

After the workshop, the exchange programme continued in the Hotel Utsjoki, where the exchange group had lunch and a wrap-up of the workshop. The results of the visitor survey conducted in Utsjoki in the last winter season were also presented to the participants. The programme continued with UNESCO's capacity-building activity online, attended by Utsjoki Living Lab stakeholders and a few exchange participants. The Living Lab workshop and activities provided the exchange visitors with more insight into the tourism industry in Utsjoki, as well as into the visitors' and local peoples' wishes to develop (or not to develop) tourism in the area.

 In the evening, the exchange group had dinner at Aurora Holidays and reflected on their experiences together. The restaurant chef (who had also guided the village tour on Day 1) continued answering some of the questions from the visitors and sharing local stories, thereby deepening their understanding of the local context and dynamics.

7.2. Complementarity with other Labs' exchange programmes

The Utsjoki exchange programme was complementary to those of the other two "rural" Labs (Scheldeland and Huesca) because the same benchmarking method was used in all of these three exchanges (Benchmarking system mapping). The method experimentation started in Utsjoki by giving instructions to visitors on paying attention to aspects that could be either positive or negative in the tourism experience, and on which insights could be brought back home as a learning experience. Visitors were asked to report their experiences by taking pictures of all the memorable/interesting steps on their journey by using the

Polarsteps application. The journey was saved by using the application, which made it possible to compare the different journeys afterward.

It was also interesting to compare different rural areas among them, especially when it comes to the Scheldeland region and the Finnish Lapland, both characterized by rather long distances. Electric biking, which is a growing trend in Finland, could be especially used in the Finnish Lapland as a sustainable way of moving around that gives a specific touch to the landscape. In this respect, there are several ongoing projects in the area focusing on developing biking routes.

The guided village tour was useful in many ways. First, participants increased their understanding of the local culture and history, and notably how the Sámi culture influences and is affected by tourism. Secondly, visitors learnt about the management of the local destination, including how touristic services function in the local context. Third, they had the opportunity of asking detailed questions to the guide, who has been working in the area for many years. This typology of guided tour should be implemented in each LL's exchange visit to ensure that participants gain a deep and thorough understanding of the visited cultural tourism destination.

7.3. Key persons met

One of the key persons met during the exchange visit is a local tourism entrepreneur and guide of the Aurora Holidays company, Ms Tiina Salonen. She provided participants with important information about the history of Utsjoki and the Sámi culture, and the guided tour was a great starting point for the exchange. Tiina also served dinner on the second day and shared many stories.

Visitors had the chance to meet another important stakeholder of the Utsjoki Living Lab, Ms Minna Saastamoinen, who is an entrepreneur working for the village association. Minna shared her insights on the interventions developed for the Utsjoki Living Lab.

Ms Sonja Sistonen, from the municipality of Utsjoki took, met the exchange visitors on the occasion of the networking dinner at the Holiday Village Valle.

Mr Erik Valle from Aurora Holidays served a traditional hut dinner for the exchange visitors, which turned to be a good opportunity to also tell many stories about the local Sámi culture and way of life (including, among others, stories about reindeer herding, fishing, local food, traditions, and handicrafts).

Furthermore, during the Living Lab stakeholder hybrid meeting, the visitors met Kirsi Suomi, a representative of the Sámi Parliament who has been actively engaged in the LL.

7.4. Main learnings and results

7.4.1. The travelling Living Labs

Below, a list of the main lessons learnt from the point of view of the visiting Living Labs:

SCHELDELAND LIVING LAB

- Understanding the fragility of a tourism destination through discussions about cultural identity and climate change;
- The importance of resilience as a reaction to fragility;
- The difficulty of ensuring cooperation among different stakeholders, but at the same time its importance.

(Griet Geudens, Scheldeland Living Lab Manager)

HUESCA LIVING LAB

- The possibility of developing tourism in such a manner to coexist sustainably with the Sámi culture and environment or, in general, with the local communities and their culture;
- The great importance of developing a model of tourism compatible with the needs, expectations and objectives of the local communities. This implies establishing a continuous dialogue between tourism policy-makers and the local communities in order to define the extent to which tourism development is acceptable and sustainable.

(Rocio Juste, former Huesca Living Lab Manager)

7.4.2. The hosting Living Lab

Below, a list of the main lessons learnt from the point of view of the hosting Living Lab:

- More concrete understanding of the different challenges and opportunities of the Utsjoki Living Lab (e.g. geographical, cultural);
- It is difficult to identify a suitable time slot for so many people, spanning exchange visitors and LL stakeholders. Furthermore, local travel entrepreneurs are working during the daytime, and this challenges their participation in such kinds of sessions/events;
- Insights from and different points of view of the visitors, when observing the village, the local culture and services in Utsjoki;
- Good practices for developing a stakeholder network and devising sustainable forms of cultural tourism were shared during the visit at different moments (such as while hiking up to the Ailigas fell; visiting a restaurant; walking in the nature);
- It was interesting to hear the visitors' perspectives on how they saw and experienced tourism in Utsjoki. This generated an important discussion on how tourism should be developed there and on whether local people want tourism in the area. Discussing these issues helped the hosting Living Lab to see Utsjoki through different lens. It also helped realise how much unique the environment and the area of Utsjoki are for foreign visitors.

7.5. Proposed follow-up

7.5.1. The travelling Living Labs

SCHELDELAND LIVING LAB

- Using Polarsteps as a tool for conducting a cultural mapping exercise and using simple exercises,

including pictures, to engage stakeholders (Griet Geudens, Scheldeland Living Lab Manager)

- The idea of awareness-raising stickers displaying trash could be re-used in other contexts (Karin De Mulder, Toerisme Klein-Brabant)

HUESCA LIVING LAB

- Thanks to the very good networking established among the LLs' stakeholders, and based on existing similarities, opportunities for potential future collaboration between Fernando Blasco from the Huesca LL and the Scheldeland LL might be explored;
- Sharing experiences and more or less successful practices among LLs with a view to finding solutions to design better tourism services and engage stakeholders;
- The testing and trialling of intervention prototypes could be implemented in the final sessions of the Huesca LL as well.

(Rocio Juste, former Huesca Living Lab Manager)

7.5.2. The hosting Living Lab

- Creating a stronger network among local stakeholders (good practice from Scheldeland);
- Representatives from the municipality of Utsjoki, Ms Sonja Sistonen, might travel with the ULAP team to Huesca for networking and benchmarking purposes. This would allow to bring good practices back to Utsjoki, and discuss, for example, potential cooperation in other projects;
- Since the exchange visit in Utsjoki was the first of the "rural series", its programme somehow affected those of the other two Living Labs. For instance, the Placemaking exercise done with the exchange visitors in Utsjoki was developed further in Huesca, where the method was used at the beginning of the exchange programme as a warm-up activity, thereby helping participants ground themselves in Huesca and set their minds on the current time and place. It also spurred a discussion on whether this kind of activity can be used to compare wellness and tourism livelihoods. The similarities among the programmes in Utsjoki, Scheldeland and Huesca helped better evaluate and benchmark the destinations, compare the typology of cultural tourism of these three rural areas, and discuss different challenges and opportunities.

A7 Annex 7. Programme and agenda of the exchange visit learning

Monday, 23rd May 2022
Pick-up from the Ivalo airport at 17:55 (EET)
Visiting a grocery store in Ivalo or Inari
Driving from Ivalo to Utsjoki (approx. 2,5 hours)
Late dinner at Holiday Village Valle, where the group is lodged https://www.holidayvillagevalle.fi/en/etusivu/

Tuesday, 24th May 2022
Breakfast at Holiday Village Valle
Introducing the "art-based benchmarking method"
10:00 - 12:00 (EET) Guided tour in the Utsjoki area. Empathizing and experiencing Utsjoki from the travellers' point of view. Utilizing the "art-based benchmarking" at the same time.
12:00 - 13:00 (EET) lunch at Hotel Utsjoki
15:00 - 17:00 (EET) Hiking in the Utsjoki area (facultative)
19:00 (EET) Dinner with LLs and local stakeholders at Holiday Village Valle

Wednesday, 25th May 2022
Breakfast at Holiday Village Valle
LL workshop from 10:00 to 12.00 (EET) at Village house Giisa: LL workshop on site. One of the aims of the exchange visit is to involve LLs' representatives in testing and trialling the video-intervention prototypes. LLs' representatives could test the video interventions prototypes from a tourist point of view (walkthrough), as well as take inspiration from them.
12:15 - 13:00 (EET) lunch at Hotel Utsjoki
13:00 - 14:00 (EET) Wrap-up workshop with LL stakeholders and LL visitors at Hotel Utsjoki
14:00 - 16:00 (EET) UNESCO's Capacity building session (hybrid)
19:00 (EET) dinner at Aurora Holidays

Thursday, 26th May 2022
Leaving from Utsjoki at around 7:00 (EET) and heading to the Ivalo airport
On the way to airport, quick stop in Karhunkivi (Bear stone) in Ivalo
Participants' departure from Ivalo at 11:05 (EET)

A8 Annex 8. List of participants

HUESCA LIVING LAB

- Rocio Juste, CIHEAM Zaragoza, Huesca
- Fernando Blasco, Manager of TuHuesca
- Eduardo Pérez Goñi and Sergio Vázquez Mora, Video-makers

SCHELDELAND LIVING LAB

- Griet Geudens, Visit Flanders, Scheldeland
  Karin De Mulder, Regional tourism Board for Scheldeland

UTSJOKI LIVING LAB

- Sonja Sistonen, Economic Development Manager, Project Manager, Sustainable Tourism in Utsjoki, Utsjoki municipality
- Minna Saastamoinen, entrepreneur and representative of Village association Giisá
- Tiina Salonen, Aurora Holidays
- Erik Valle, Holiday Village Valle
- Kirsi Suomi, Representative from the Sámi Parliament
- Local inhabitants

08 Exchange visit learning in the Scheldeland Living Lab

8.1. Rationale and purpose of the exchange programme in the Scheldeland LL

The international exchange visit to Scheldeland took place on the 21st and 22nd of June 2022 with participants from the Huesca and Utsjoki Living Labs and key local stakeholders in Scheldeland. The Scheldeland Living Lab involves three local municipalities (Puurs-Sint-Amands, Bornem, Dendermonde) that were all visited during the two days. The purpose of the exchange activity was three-fold:

- To introduce the other Living Labs to the local cultural tourism strategies and products, the Living Lab Scheldeland objectives, its opportunities and current limitations;
- To test elements of the SmartCulTour cultural tourism interventions with international visitors and register tourist experiences of the products;
- To acquaint visitors with local best practices, particularly in terms of the roles of volunteers and non-profit organizations, the social employment projects, and the creation of tourist routes (both the cycling routes along the river, the network of castles, and the link between cultural heritage and nature in the candidacy of the National Park Scheldt Valley).

8.1.1. Welcome and introduction

The early morning session took place in the garden of the B&B where participants were staying and had the primary intention to get acquainted with all participants in an informal way. Karin De Mulder (Toerisme Klein-Brabant) introduced the visitors to the region and Griet Geudens (Visit Flanders) introduced Living Lab Scheldeland and its main process and objectives. Participants had also been asked to bring with them a private object that could tell something about themselves, the place they came from, and the (symbolic) relevance of the object. The exercise can be linked to the 'Pictures as probes' arts-based method that was described in SmartCulTour D7.1, with the only difference being that participants could select from a wider range of visualizations to encourage storytelling about identity, place and culture.

Fig 5. Participants' welcome with some storytelling objects in foreground (Credit: Bart Neuts)

8.1.2. Day 1: Exploring Scheldeland by bicycle

Guided by municipal representatives of Bornem and Puurs-Sint-Amands, a representative of the regional DMO Klein-Brabant and a local stakeholder, the participants undertook an electric bicycle ride along various points of interest across Puurs-Sint-Amands and Bornem. During the cycling route, visitors were also asked to participate in a visual journey mapping exercise, documenting their trip via pictures uploaded to the Polarsteps app, as well as noting positive/negative aspects of the experience and surrounding environment.

Since the Scheldeland SmartCulTour intervention focuses strongly on linking an attraction network via slow modes of transportation, trialing such cycling network along key attractions was relevant to gauge visitor interest and ease of access. Furthermore, from a participant-perspective, this activity helped to acquaint visitors with the Flemish cycling node network (i.e. '*fietsroutes en fietsknooppunten*', https://www.vlaanderen-fietsland.be/nl). These cycling nodes are built around a Flanders-wide network of cycling lanes that can be combined as users see fit in shorter or larger loops and point-to-point cycling rides via numbered junctions. The system is therefore user-friendly and adaptable to individual needs, interests, and opportunities, and its flexibility makes it uniquely suited for use as a slow tourism experience.

While the cycling network aims to maximally avoid clashes between different vehicle types (avoiding whenever possible crossings with busy car lanes), in a densely built territory such as Flanders this opportunity does not, however, always exist. Furthermore, during the bicycle exploration of Scheldeland, a number of shortcuts from the designated cycling route had to be included due to time constraints. Nevertheless, the experience offered introduced the visiting labs to the possibilities of cycling tourism, particularly when combined with rental options of electric bicycles.

Main tourist attractions on the route, where brief information was provided by key stakeholders, were:

FORTRESS OF LIEZELE AND THE SURROUNDING LANDSCAPE PARK
The fortress of Liezele was built in 1908 as one of the fortresses in the defensive belt around Antwerp. Since it did not experience significant battles in either Word War I or II, it has been well-preserved and is currently in the process of being renovated to house a number of tourist-recreative functions (some of which are already operational). These include a popular bar located in the former machine room, an audiovisual room holding 50 people that can be rented for presentations and events, escape rooms, a historical museum about the fortress, and a B&B. Furthermore, significant investments have been made in the fortress surroundings to create an attractive landscape park for walking, cycling, bird-spotting and small-scale recreational activities. It is a good example of a development project that links history and visitor functions with local amenities, potentially allowing for an interesting visitor mix between tourists and locals.

CASTLE D'URSEL, CASTLE PARK AND SANCTUARY OF HINGENE
The cycling trip briefly stopped over at castle d'Ursel, built in 1761, which is now owned by the province of Antwerp and is primarily used for exhibitions and events while the landscape park surrounding the castle is visited by schools, youth movements and locals as well. At the castle, participants were also introduced to the sanctuary of Hingene, one of only 14 recognized low-noise areas in Flanders where the sounds of nature are protected from modern noise of traffic and general economic activities.

PAVILION 'DE NOTELAER' AND SCHELDT DYKES
On the Scheldt dykes, the 'de Notelaer' pavilion is found, an 18th century pavilion originally belonging to the

family d'Ursel. Recently, the Flemish DMO Visit Flanders invested €400,000 to create a new welcome pavilion on the domain to increase the visitor experience and education around water and heritage, while also offering the opportunity for small-scale accommodation for 6 to 8 people. Already, a select number of sleeping pods are available for hire on the premises of the pavilion. The Scheldt dykes themselves are part of a popular and well-maintained cycling network and show the opportunities for short and long-distance cycling routes following river trajectories that might have implementation potential for Utsjoki and Huesca as well.

CASTLE MARNIX DE SAINTE-ALDEGONDE

At castle Marnix de Sainte-Aldegonde (also known as Bornem Castle), the Living Lab exchange visitors could only be brought as far as the front gate, since the castle itself is private property. However, development is taking place on an accessible visitor centre that will allow for a year-round tourist experience and a more streamlined opportunity to visit part of the castle. Furthermore, it was important to note here that the castle forms one node within the larger network/project 'Castles of the Scheldt' (https://www.rivierparkscheldevallei.be/en/scheldt-castles), which aims to create a touristic route linking various castles and fortifications along the Scheldt river. Furthermore, various castles in the network are also to be functioning as access gates to the candidate National Park Scheldt Valley, thereby contributing to create a tourism product combining cultural heritage sites and nature experience.

ABBEY OF BORNEM

In the vicinity of castle Marnix de Sainte-Aldegonde, the exchange visit included a visit to the Saint-Bernard abbey of Bornem, founded in 1603 and with the current buildings dating to the 18th century. The abbey underwent an extensive renovation and is now combining a variety of functions: holding private apartments, as well as a B&B, a museum, event spaces, and an impressive library with a collection of over 30,000 books, some dating to the 13th and 14th century.

DYKES AND VILLAGE CENTRE OF SINT-AMANDS

At the quays of Sint-Amands, the visitors were introduced to the artistic background of the village, directly visible at the tomb of the poet Emile Verhaeren next to the Scheldt river, as well as the redevelopment plans for the quays in order to improve their function as a place for recreation, relaxation and contemplation for locals and visitors alike.

8.1.3. Day 1: Introduction to steam train Dendermonde-Puurs

The cycling trip ended after meeting up with the volunteers of the 'Steam Train Dendermonde-Puurs'. This non-profit organization, run entirely by volunteers, owns and operates a collection of historic steam trains and carriages. They maintain a dedicated railway track and every Sunday through the months of July, August and September, offer rides and catering on the trains. The exchange visit took a ride along the railway track and also visited the organization's warehouse where locomotives and carriages are kept and renovated, all the while being given information by Maarten Lobbestael on the history, goals, and operations of the non-profit.

While taking a train ride, participants were asked to reflect on the experiences during the cycling tour, particularly inquiring about five sensory experiences: what was memorable in terms of sight, sound, smell, touch, and taste? This could also be linked to different qualitative criteria (innovative, sustainable, balance between nature-culture), as well as identifying similarities, differences and challenges to overcome.

Introducing the exchange partners with the steam train was significant for two reasons:

- First of all, the steam train is a central partner within the SmartCulTour intervention, which aims to include the steam train route as part of a multimodal transport network – linked with cycling and walking – as well as investigating opportunities to offer overnight sleeping options in a historic train carriage as a supplementary tourist experience.
- Secondly, the non-profit 'Steam Train Dendermonde-Puurs' is a good example of how a dedicated group of passionate volunteers can support cultural heritage initiatives with relatively limited external support.

8.1.4. Day 2: Visiting Dendermonde (guided)

While during day 1 activities focused on the municipalities of Bornem and Puurs-Sint-Amands, the second day took place in Dendermonde, the third municipality of the regional Living Lab. As a starting point, the exchange visit participants were introduced to the history of Dendermonde via a brief guided tour, mainly focusing on the central areas of 'Vleeshuis', 'Lakenhalle' (the current city hall) with its belfry, and the interior of the city hall where there is visitor centre on the history of the city. Visitors were also introduced to the 'Dendermondse school', an artistic painting style from the mid-19th century, inspired by impressionism.

Probably most important for the identity of Dendermonde and its inhabitants is the Horse Bayard, a well-known folkloric tale in northern French and Belgium about a magic bay horse. This is celebrated once every ten years by a large, traditional parade in which a large wooden horse is mounted by four consecutive brothers, all born in Dendermonde, and carried around by twelve local bearers. The procession is inscribed onto the UNESCO Representative List of the Intangible Cultural Heritage of Humanity, as part of the element 'Processional giants and dragons in Belgium and France'. During the exchange visit, participants were introduced to this legend and its reflection in contemporary culture.

8.1.5. Day 2: Workshop in Dendermonde city hall

As a second activity, participants were split into two groups and asked to perform an 'emotional mapping' exercise. The groups went out for an unguided tour and, in group, built a story out of the impressions during the walk, supported by drawings, pictures, audio, writings, and/or videos, which were then presented to the other participants in a shared workshop activity. Through sharing the walk, the meaningful spots/elements encountered along the

Fig 6. Emotional mapping in Dendermonde (Credit: Bart Neuts)

way, the emotions felt, and the surprises, a multi-layered diagnosis is formed that compiles emotions, needs and expectations of visitors.

Afterwards, Sophie Detremmerie (of Gent Festival van Vlaanderen) introduced the participants to the

summer festival STROOM (https://www.festivalstroom.be/nl/). This festival crosses 23 municipalities of the Scheldt valley and combines artworks, concerts, poetry and storytelling, discussion sessions on socio-environmental themes, and other activities across the region, offering a varied tourist experience throughout the summer season.

8.2. Complementarity with other Labs' exchange programmes

The three exchange visit Labs, Huesca, Utsjoki, and Scheldeland, shared complementarity in a number of activity setups, objectives to be achieved, and methods to be tested. In terms of objectives, there was an interest to use the international exchange experience as a way to map visitor experiences with proposed cultural heritage contact points in a general sense, as well as testing (parts of) the proposed SmartCulTour interventions with the participants in order to provide both a learning experience for the receiving Lab (through user tests) and the visiting Labs (potentially drawing inspiration from the interventions). A second objective was stakeholder networking, in particular introducing participants to key stakeholders and best practices at the destinations, learning from practical examples and supporting networks in different contexts.

In terms of chosen activities, while the particular attractions and cultural heritage resources being visited were logically different, each destination selected valuable case studies with international visitor potential and combined these into a guided tour around the region. This helped participants understand linkages and cultural routes, as well as accounting for geographic spread and modular transportation opportunities and limitations. For instance, in Scheldeland, the region is relatively densely population and distances are not so large, providing opportunities for the creation and use of cycling networks. In Huesca, the distances are significantly larger between primary attractions, likely being more generally accessible for car trips. While Utsjoki itself is a small municipality and the surrounding nature areas provide excellent hiking opportunities, accessibility to Utsjoki itself from main population centres is more challenging.

The methodologies used during the different exchange visits took inspiration from the WP7 art-based and service-based design tools. Particularly a 'benchmarking journey mapping' art-based method was used in all three areas to understand visitor experiences through a traveller's point-of-view during the entire trip. All Living Labs also used a form of ice-breaker activity.

8.3. Key persons met

- Karin De Mulder – Coordinator of the destination management organization of Toerisme Klein-Brabant
- Liesbeth De Keersmaecker – Tourism coordinator of the municipality of Puurs-Sint-Amands
- Pieter Serwir – Expert on heritage and tourism at the municipality of Bornem
- Sander Schokkaert – project leader of Oevers VZW at Hof van Coolhem
- Maarten Lobbestael – VZW Stoomtreinen Dendermonde-Puurs
- Marieke De Coninck – City guide Dendermonde
- Lieve Willaert – Nature guide in Scheldeland
- Peter Van Wichelen – Heritage agency of the province of Eastern Flanders, Provincial heritage site

'Shipyards Baasrode'

- Eliane Van Slycken – City guide Dendermonde
- Sophie Detremmerie – Organizer of STOOM-festival, at Gent Festival van Vlaanderen

8.4. Main learnings and results

8.4.1. The travelling Living Labs

UTSJOKI LIVING LAB

"It was interesting to notice the differences and similarities between the different rural destinations: Utsjoki and Scheldeland. The cycling routes were well organised in Scheldeland, and electric biking was an easy and refreshing way to visit local places. The electric biking concept could be also developed further in Utsjoki, since the distances from the other villages are long and there is no public transport. It was also interesting to see how passionate the young volunteers were developing the train concept and maintaining the local heritage. The storytelling comes important in this too, and Utsjoki could also better integrate local cultural stories in the tourism products. Storytelling can be upheld to connect nature and history. Both Utsjoki and Scheldeland have big rivers giving a specific character to the destination. It was interesting to see the possibilities for combining the ferry and biking route. Opportunities shall be explored to link several activities as part of the tourism services so as to broaden and diversify the offer to explore the nature in Utsjoki.

The cooperation between tourism stakeholders was noteworthy in Scheldeland. Of course, there are many more workers than in Utsjoki. The stakeholder network expands opportunities and cooperation. This would have been inspiring and interesting to look into even more" (Mira Alhonsuo and Ella Björn, University of Lapland)

HUESCA LIVING LAB

"It was a very nice surprise to discover everything that the region of Scheldeland has to offer only at a stone's throw from mainstream destinations such as Brussels, Antwerp or Ghent. It was very interesting to see how the cycling node network serves as an itinerary to connect the different sites of tourist interest and integrates nature and heritage in a way that appeals to all kind of visitors either in a group or on themselves. The use of slow transportation modes such as the bicycle or the steam train was a great example of experiential tourism and a superb opportunity to connect history, culture and nature in a sustainable way" (Clara Guelbenzu, IAMZ-CIHEAM).

8.4.2. The hosting Living Lab

The exchange visit established the potential international interest for the cultural heritage products on offer in the Scheldeland region, and particularly underlined the opportunity for cycling routes as connective tissue linking these attractions, with the distances being moderate enough to remain enjoyable for a general population. However, there were a number of bottlenecks that could be identified as well:

- Reaching the accommodation offer in the Scheldeland region from main tourist centres (e.g. Antwerp, Mechelen, Brussels, Ghent) is challenging without a car. This is a bit less so for Dendermonde, which has a more urbanized centre, but is a limitation for Puurs-Sint-Amands and

Bornem.

- While Flanders has an extensive nodal cycling route network, with frequent signposting, these signs can be somewhat overwhelming and confusing for new visitors. If the goal is to have more general users take slow modes of transportation throughout the region, adequate information on the use of the cycling and walking networks will need to be provided at tourist information centres and accommodation providers.

- A number of primary cultural tourist attractions is currently still limited in accessibility. Castle Marnix de Sainte-Aldegonde is a private property, and even though it is included in the 'Castles of the Scheldt' cultural route, it provides limited opportunities for visitation. The steam train, being maintained and operated fully by volunteers, also cannot fully reach its potential under current circumstances, thus only offering train rides on Sundays throughout July, August and September, while out of season only being bookable for special occasions. This also extents to the workplace of the non-profit, which stores interesting rolling heritage but is not being used to display such heritage to outside visitors. Similarly, the library of the abbey of Bornem is only accessible via guided group visits – or when joining guided tours individually during the high season. While this is understandable given the vulnerable and precious nature of the manuscripts, this somewhat limits its tourist potential.

While not all bottlenecks can be immediately solved, steps have already been taken to improve the accessibility and tourist function of the Castle Marnix de Sainte-Aldegonde through the development of a visitor information centre and the institutionalization of more frequent guided tours that can be booked online. This visitor centre will also serve as a link to the prospective National Park Scheldt Valley and can serve to inform visitors on other cultural attractions in the vicinity – such as the abbey of Bornem. Together with the municipality of Puurs-Sint-Amands, the non-profit VZW Stoomtrein Dendermonde-Puurs has also been exploring opportunities to further integrate the steam train in other tourist experiences, potentially adding a stop at Sint-Pietersburcht – a former military fort and current children's playground – which would embed the train as a potential mode of transport for family trips. Furthermore, within the SmartCulTour Living Lab intervention, opportunities are being explored to offer overnight accommodation options in a historic train carriage.

8.5. Proposed follow-up

Potential further collaborations and links between the three Labs can first of all relate to the behavioural guidelines being trialled in Utsjoki. Particularly since the Scheldeland region wants to link cultural tourism with nature exploration, within the prospective National Park, effective behavioural guidelines can be important in order to inspire a responsible tourism experience. So observing the results from the Utsjoki-intervention is of interest to the Scheldeland region.

While the regions are diverse and the tourism product varies, the Alquézar region in Huesca is exemplary in linking local tangible cultural heritage, natural heritage, and local gastronomy, leading to a unique identity that can also be inspirational for Scheldeland. Indeed, also in Scheldeland there is a link between nature (e.g. prospective National Park Scheldt Valley, various river estuaries along Rupel, Dender and Scheldt), culture (e.g. Castle Marnix de Sainte-Aldegonde, Castle d'Ursel, abbey of Bornem, beguinage and belfry of Dendermonde, steam train, intangible heritage of Sint-Amands) and local gastronomy (e.g. asparagus, eels, Duvel brewery, etc.). While all these elements are included in the strategic vision for the region, it is

interesting to compare the development and marketing strategies to other areas such as Huesca and Utsjoki.

A9 Annex 9. Programme and agenda of the exchange visit learning

Monday, 20th June 2022	
Depending on arrival of flights/trains	Pick-up guests at Mechelen railway station and check-in at B&B Villa Tartine

Tuesday, 21st June 2022	
9:00 - 10:00	Welcome and introduction to programme at B&B Villa Tartine
10:00 – 12:00	Exploring Scheldeland by E-bike: Fotress of Liezele, Castle d'Ursel, Sanctuary of Hingene, Pavilion 'De Notelaer', Castle Marnix de Sainte-Aldegonde, Abbey of Bornem
12:00 – 13:00	Lunch at Abbey of Bornem
13:00 – 15:00	Exploring Scheldeland by E-bike: Sint-Amands village centre and Scheldt quays/Den Dam
15:00 – 18:00	Route by steam train: Sint-Amands – Baasrode – Puurs, with explanation by Maarten Lobbestael, exploration of rolling heritage at Baasrode station and workshop on the train
18:00	Cycling to B&B
20:00	Dinner in restaurant Skaldu

Wednesday, 22nd June 2022	
9:00 - 9:30	By car to Dendermonde
9:30 – 11:00	Visit main square and city hall with city guide (Eliane Van Slycken)
11:00 - 12:30	Unguided exploration of Dendermonde in groups, while conducting emotional mapping exercise. Workshop in Dendermonde city hall: presenting findings of emotional mapping to other group
12:30 – 13:00	Presentation of STROOM cultural festival by Sophie Detremmerie
13:00 - 14:30	Lunch at restaurant Kokarde
14:30	End of programme: transfer back to Mechelen

A10 Annex 10. List of participants

UTSJOKI LIVING LAB:
- Ella Björn, University of Lapland
- Mira Alhonsuo, University of Lapland, Utsjoki Living Lab Manager

HUESCA LIVING LAB:
- Clara Guelbenzu, IAMZ-CIHEAM, Head of Communication
- Fernando Blasco, Tu Huesca Manager
- Raquel Latre, CEO Enodestino

SCHELDELAND LIVING LAB:
- Griet Geudens, Visit Flanders, Scheldeland Living Lab Manager
- Bart Neuts, KU Leuven
- Vanessa Ágata de Abreu Santos, KU Leuven
- Karin De Mulder, Toerisme Klein-Brabant
- Liesbeth De Keersmaecker, Municipality of Puurs-Sint-Amands
- Pieter Serwir, Municipality of Bornem
- Sander Schokkaert, Oevers VZW
- Maarten Lobbestael, VZW Stoomtreinen Dendermonde-Puurs
- Marieke De Coninck, City guide Dendermonde
- Lieve Willaert, Nature guide in Scheldeland
- Peter Van Wichelen, Heritage agency of the province of Eastern Flanders
- Eliane Van Slycken, City guide Dendermonde
- Sophie Detremmerie, Gent Festival van Vlaanderen

09 Exchange visit learning in the Huesca Living Lab

9.1. Rationale and purpose of the exchange programme in the Huesca LL

From 26 to 27 October 2022, the Huesca Living Lab hosted the exchange visit learning with the Utsjoki and the Scheldeland Living Labs. During the two-day programme, participants discovered the Aragonese province of Huesca with a specific focus on cultural and sustainable tourism strategies aimed at promoting its rural landscapes and economies, the eno-gastronomic identity and all the best practices that are contributing to the development of the territory. Participants were accompanied by key actors from the regional tourism sector, including representatives of regional tourism agencies, local mayors and private companies who guided the activities towards the discovery of the Province's most peculiar tourism strategies.

Soon after becoming acquainted with Alquézar and its history of courageous revenge against phenomena of depopulation and isolation, participants experienced the historical and cultural heritage of the centennial local olive varieties preserved in Buera. Likewise, the Alquézar walkways in the Vero River Canyon (Cañón del Río Vero) and the routes revealing the Neolithic rock paintings helped demonstrate how accessibility and protection can work hand in hand to define innovative strategies that uphold the destination's sustainability. Finally, participants learnt the entrepreneurial ideas of the "Ruta del Vino Somontano", and heard more about the local eno-gastronomic identity. The latter, when properly communicated and valued, demonstrates the strong influence of the relationship between tourists and the territory.

All the activities have been coordinated to drive the progress of the SmartCulTour project objectives forward. Each best practice proposed by the Living Lab exchange has been crucial to share innovative local examples that provided new visions and knowledge to the international participants.

9.1.1. Day 1

SESSION ON INTEGRATED CONSCIOUSNESS "HERE AND NOW"

This activity was carried out with the aim of breaking the ice and fostering exchange between the participants from the different Living Labs, while helping them focus on the local nature and on the visits in which they will participate. The aim of integrated consciousness is to use various exercises and dynamics belonging to different psychophysical disciplines to heighten self-awareness by activating self-exploration. The objective was for participants to release tensions, increase awareness and thus fully enjoy the following activities. Exercises included: self-observation or self-exploration, dynamics of movement and release of tension, laughter therapy, energetic focus, Jacobson progressive relaxation, guided meditation and Vichara yoga.

ICE BREAKING ACTIVITY

The ice-breaking activity was conceived so that participants could introduce themselves to the group and,

at the same time, build a collective memory of the landscape that would have been visited over the two days. The activity was divided into three different stages. In the first phase, each participant chose a coloured piece of paper. The colour had to be linked to a participant's innermost memory that, in turn, would have been explained to the group. The second phase consisted of contrasting the past memory and, this time, every participant, keeping in mind the colour chosen, had to find a new colour representing a recent memory of the two days of activity in Huesca. These memories were pinned on the personal coloured sheets and, during the last phase, were revealed to the group. The main purpose of the last phase was to give shape to a collective memory of the experience just concluded.

Such collective memory was composed of all the recent memories collected by the participants. Each memory was then displayed in a more general scheme, so as to meet the following objectives: strengthen cohesion within the group and enhance forms of collective thinking and action, as well as give value to all participants' observations and facilitate their engagement during the proposed activities.

The results of the exercise were jointly discussed and analysed during the wrap-up session that was held on Teams on 14 November 2022 (see below section 10 - "Online wrap-up session among the rural Living Labs").

BENCHMARKING JOURNEY MAPPING METHOD

The Benchmarking journey mapping method was used to document the destination (Alquézar) through the visitors' eyes. The method had already been resorted to in the previous exchange visits in Scheldeland and Utsjoki. Benchmarking journey mapping is a tool for understanding, learning, getting inspired, and networking while visiting other locations. It helps visitors document the interesting and educational parts of their journey while also providing valuable information to local destination managers on how to develop sustainable cultural tourism services based on visitors' needs.

The PolarSteps application[2] was used for documenting the guided tour in Alquézar through pictures, videos, and/or descriptive texts. During the journey, participants were asked to look at the destination through sustainability, memorability, accessibility, credibility, findability and experiential lens. After the tour, participants shared their journeys with the facilitator, who collected them for the wrap-up session that was held on Teams on 14 November 2022 (see below section 10 - "Online wrap-up session among the rural Living Labs").

SIGHTSEEING AROUND ALQUÉZAR

Declared a national Historic-Artistic Site, the town of Alquézar takes visitors back in time on a relaxing stroll through its narrow cobbled streets and most emblematic corners. The town spreads out at the foot of its castle of Islamic origin, converted into a collegiate church after the Christian reconquest. The River Vero crosses its last canyon before opening out into the valley.

The visit to the town was completed with a stop at the Plaza Mayor, one of the most charming places in the town, the Casa Fabián Ethnological Museum, located in a typical 17th century Somontano house, its Gothic façade, Pedro Arnal Cavero street - the old main street leading into the mediaeval quarter of Alquézar, the Monchirigüel Fountain, the Plaza Cruz de Buil square or the parish church of San Miguel Arcángel. A particularly beautiful stop at the 'Sonrisa del Viento' viewpoint offered participants one of the most beautiful panoramic views of the town.

SANTA MARIA COLLEGIATE CHURCH

The Collegiate Church of Santa María was built upon the remains of a Muslim castle that gave its name to

---

[2] See above, footnote n. 1, section on the "Exchange visit learning in the Utsjoki Living Lab".

the town of "Al-Qasr" and holds many treasures of artistic heritage. Dedicated to Santa María, the monumental collegiate church bears witness to the different artistic currents that have unfolded over the centuries. Some sections of the walls, the Albarrana tower, and the ruins of a quadrangular tower and some fragments of the Romanesque church integrated into the magnificent 14th century cloister still remain from the 11th century.

The present collegiate church has two clearly differentiated spaces: on the one hand, the church that replaced the primitive Romanesque construction; on the other, a beautiful cloister that was extended with the construction of a first floor, today hosting the Museum of Sacred Art, displaying some of the most important pieces of painting and goldsmith work of the sacred art of Guara Somontano.

The central tower of the highest part of the wall of Alquézar is known as the *"esconjuradero"*. In the past, it was believed that storms were caused by witches, and therefore it was necessary to undo their spell. To this end, at the beginning of the 18th century the Collegiate Church of Alquézar had *"esconjuradores"* who daily blessed the grounds and conjured up clouds and storms by ringing the bells.

THE ALQUÉZAR WALKWAY

This route takes the visitor to the final stretch of the River Vero canyon, where the harmony between rock and water can be fully appreciated. In this environment, it is possible to learn about the enormous effort that man has made over the years to harness the power of the river's water. The walk began in the Plaza Mayor, in the centre of Alquézar, taking visitors to the first of the wooden bridges, wedged between the Castibián crag, on the left, and the castle walls, on the right. The Picamartillo cave is located on the left bank of the river bed and just opposite the mouth of the canyon. The path follows the river downstream along four sections of metal footbridges attached to the rock face leading to an old dam, a former hydroelectric mill and a deep pool of turquoise water. The path leaves the river behind and winds up through olive groves back to Alquézar.

OIL MILL OF BUERA, SHRINE OF NUESTRA SEÑORA DE DULCIS AND OLIVE TREE GROVE

The former oil mill in Buera has its origins between the 17th and 18th centuries. There is a grinding wheel and a huge press with heavy weights that was still in use up to the 20th century, when new technology was brought in. All the equipment that was used to extract oil has been recovered and put to work again, and the building has been restored to create a museum dedicated to oil-making and other traditions of the Somontano.

The Shrine of Nuestra Señora de Dulcis (17th century) is located close to Buera with its magnificent plaster decoration. Nearby, a great ice well (Pozo d'os Moros) can be visited as well as an olive tree grove (Bosque de los Olivos) with 18 of the more than 20 varieties that exist in the Somontano. Every tree has a small informative panel explaining its biological characteristics, its peculiarities and many other aspects related to the oil, its history and uses.

9.1.2. Day 2

RIVER VERO CAVE ART ROUTE

The Sierra de Guara and the environment of the River Vero boast an extraordinary group of more than 60 caves with cave art, including Arpán, Mallata, Barfaluy and Lecina Superior. The cave art dates from 3 historical periods: Palaeolithic Art, Levantine Art and Schematic Art. The exchange visit included a visit to the Shelter of Mallata. The cliffs and hollows of the Tozal de Mallata are located in a spectacular setting, overlooking the gorges of the Vero and La Choca rivers. Although the reasons for this are unknown, successive prehistoric cultures were attracted to this place, as is shown by the concentration of painted

stations.

Between 5,000 and 1,500 BC, the Neolithic and Metal Age societies, with an agrarian and livestock farming economy, used their own Schematic style. In small shelters, such as those at Mallata, motifs were represented in a markedly synthesized and schematic way. At Mallata, three scenes stand out, depicting men holding deer by the snout with ropes. The shelter also has several anthropomorphic figures, a curious horned animal, a possible wild boar and various linear, circular and cruciform signs. The shelter offers a scene made up of thirteen people wearing headdresses or prominent hairstyles. One of them is holding a rope to tie a 4-legged animal by the snout. Several branch-shaped signs complete the pictorial ensemble.

In 1998, this universal legacy was designated as a UNESCO World Heritage property as part of the serial inscription of the European Itinerary "Prehistoric Rock Art Trails".

WINE TASTING

The aim of this session was to introduce participants to a local wine tasting experience, providing them with the opportunity to learn how to appreciate a wine by its colour, aroma and taste, while showing the great quality of the wine from the Somontano area as represented in the related Wine Route. The Wine Route is a wonderful way to discover the magic of Somontano, with wine making practices that are part of the local culture as key attractions. With this in mind, the Route highlights a selection of wineries, and tourism establishments that are linked to wine, for both tourists and professional visitors. Strict quality criteria must be met for a winery to be granted access to this prestigious club.

The Wine Route incorporates a professional and comprehensive selection of services that a "wine tourist" may require during a visit to the Somontano. These include winery visits, tasting courses and innovative activities, a carefully chosen selection of charming accommodation establishments (hotels, hostels, rural tourism houses and tourist apartments), the best restaurants and wine bars of the region, specialized shops, a varied selection of visitor centres, cheese-making dairies and olive oil mills, active tourism companies, urban spas, transport companies and incoming travel agencies. This wide-ranging and attractive leisure offer, together with the landscape and historic legacy, make Somontano a unique destination, ideal for a relaxing break or an unusual business trip.

The Somontano Wine Route is part of the "Wine Routes of Spain". The development of this association focuses on the creation of new, quality routes in areas with a strong wine-growing tradition that are considered to be key wine destinations at a national and international level. In a market that contains thousands of wineries and wines, there are just eleven destinations certified by the "Wine Routes of Spain", and Somontano is one of its exclusive and privileged members.

9.2. Complementarity with other Labs' exchange programmes

The Huesca exchange programme was complementary to the Utsjoki and Scheldeland exchange visits since they all had guided tours, which made it easy to compare the three rural destinations and their similar priorities and problems. The distances both in Utsjoki and Huesca (Alquézar) are long and the population density is low, which makes them similar when it comes to tourism planning. Although in Alquézar there are more tourism service providers than in Utsjoki compared to the respective sizes of the two areas, local people seem to have the same willingness to develop sustainable tourism based on local cultural resources.

The Placemaking method, which was used in Utsjoki, was also resorted to in Alquézar during the session on integrated consciousness "Here and Now". This was interesting since it opened new ideas on how to use

the method in the future, such as at the beginning of any collective visiting experience, as it eases building participants' connection to the place and helps them concentrate on the current moment. Such methodology can cut across both tourism and well-being sectors and be applied both in open-air and indoor environments.

The Scheldeland exchange mainly aimed to show the potential of a rural region for tourism development, with the river Scheldt as its DNA. Visitors love cycling or hiking next to the river, as well as stopping by at one of the terraces of the several bars and restaurants therein located. The culture heritage sites situated along the river are developed as small tourist attractions, but the cooperation among the different towns that are part of the Scheldt route is a challenge. The focus of the Scheldeland LL was to bring about more cohesion among the towns so that they can work on the development of a joint product, which is a common challenge to the Utsjoki and Huesca LLs.

9.3. Key persons met

- Fernando Blasco – Tu Huesca, Manager
- Raquel Latre – Enodestino, CEO
- Toño Escartín – CEDER Somontano, Rural Development Technician
- Francisco García – Santa Maria Collegiate Church, Tourist guide
- Rosa Berges – River Vero cave art route, Tourist guide
- José María Gómez – Alquézar, Tourist guide
- Mariano Altemir – Alquézar, Mayor
- Mariano Lisa – Buera, Mayor

9.4. Main learnings and results

9.4.1. The travelling Living Labs

Below, some insights on the main lessons learnt from the point of view of the visiting Living Labs:

UTSJOKI LIVING LAB

"The exchange visit in Huesca was a very inspirational experience since the local tourism entrepreneurs and people were deemed to have a strong willingness to develop tourism in Alquézar. It was interesting to see how local stories and gastronomy can be used in sustainable ways to enhance the tourism experience while supporting the local people's well-being and the liveliness of the area. The experience also inspired the Utsjoki Municipality representative towards fostering storytelling within local tourism products" (Ella Björn, Utsjoki Living Lab).

SCHELDELAND LIVING LAB

"We were surprised by the great potential of the region Aragon, the hidden gems. But what struck us the most was the vision of tourism development behind the beautiful heritage and landscape sites. You can see and feel well planned sustainable development processes and strategies. The hiking trail, the construction, the idea behind it, its practical functioning, are all good examples of inclusive nature tourism. The passionate entrepreneurs who believe in their products (olive oil and wine) and who were amazing

storytellers contributed to an enriching visiting experience alike. History, culture and economy came fluently together. The presentation, combined with tasting, was innovative and interesting not only for experts but for every visitor.

The town of Alquezar is a good example of preserving the old architecture and is a lively economic place. The perfect place to visit and to live in thanks to the long-term vision of the mayor who combines passion with talent for sustainable development" (Griet Geudens, Scheldeland Living Lab Manager).

9.4.2. The hosting Living Lab

Below, a list of the main lessons learnt from the point of view of the hosting Living Lab:

- Discovery of the great amount of heritage of the Somontano county, including the town of Alquézar, its collegiate church, churches, entrance gates to the town, Shrine of Nuestra Señora de Dulcis, and cave art, etc.
- The crucial role played by people believing in the tourist potential of the area and carrying out projects to make the destination grow. An outstanding example was provided by the mayor of Alquézar, a city that until 30 years ago was a non-touristic village with a small population, and that now has become a tourist reference in the province of Huesca.
- The complementarity of the different types of tourism co-existing in Huesca, linked to the local culture, nature, sports, gastronomy, festivals, history, routes, and attracting different target audiences, including families.
- The importance of the agrofood sector in the province of Huesca, gastronomy and oenology, and how it has favoured the growth of the area and helped contrast depopulation.
- The differences, despite the common features of the three rural areas, between tourism trends and strategies in Scheldeland, Utsjoki and Huesca.

9.5. Proposed follow-up

- The interventions and strategies shown in Huesca could be replicated in Utsjoki and Scheldeland, and especially the experience shared by Mariano Altemir, mayor of Alquézar, who has done a great job in the area that could be useful for the rest of the LLs.
- Alquézar has played a prominent role in developing the tourism of the Somontano region, so it would be a good idea to try to transfer these strategies to attract tourism and expand stakeholders' networks in neighbouring villages, such as Buera, Colungo, Ponzano, and Radiquero.
- Regular sessions could be organized during the remainder of the project and afterwards, to find out whether the strategies presented in the different Living Lab exchanges have been replicated and to share good practices that may arise.

A11 Annex 11. Programme and agenda of the exchange visit learning

Tuesday, 25th October 2022	
18:00	Collection of participants and travel to Alquézar
20:30	Supper and night walk (Casa Jabonero)
Overnight stay at Hotel Villa de Alquézar	

Wednesday, 26th October 2022	
08:00	Breakfast
09:00	Session on integrated consciousness "Here and Now"
09:45	Ice breaking activity
10:30	Benchmarking journey mapping method
11:00	Sightseeing around Alquézar
13:15	Lunch (Cueva Reina)
15:15	The Alquézar walkway
18:00	Visit to the oil mill of Buera and olive forest (local varieties)
19:30	Evening walk around Alquézar and supper (El Mirador de Alquézar)
Overnight stay at Hotel Villa de Alquézar	

Thursday, 27th October 2022	
08:15	Breakfast
09:00	River Vero cave art route
12:15	Wine tasting. LL exchange wrap up during the session
14:00	Lunch (Mesón del Vero)
16:00	Departure for Zaragoza

A12 Annex 12. List of participants

UTSJOKI LIVING LAB

- Ella Björn, University of Lapland, Living Lab Manager
- Sonja Sistonen, Economic Development Manager, Project Manager, Sustainable Tourism in Utsjoki (Utsjoki municipality)

SCHELDELAND LIVING LAB

- Griet Geudens, Visit Flanders, Living Lab Manager
- Liesbeth De Keersmaecker, Tourism Manager in Puurs St Amands

HUESCA LIVING LAB

- Diego Lozano – CIHEAM Zaragoza, Living Lab Manager
- Clara Guelbenzu – CIHEAM Zaragoza, Head of Communication
- Marie Louise Tall – CIHEAM Zaragoza, Interpreter
- Ellio Sallustio – CIHEAM Zaragoza, Intern
- Fernando Blasco – Tu Huesca, Manager
- Raquel Latre – Enodestino, CEO
- Toño Escartín – CEDER Somontano, Rural Development Technician

OTHER LOCAL STAKEHOLDERS

- Rosa Berges – Tourist guide of River Vero cave art route
- José María Gómez – Tourist guide of Alquézar
- Mariano Altemir – Mayor of Alquézar
- Mariano Lisa – Mayor of Buera

10 Online wrap-up session among the rural Living Labs

In order to provide participants from the three rural Living Labs with a platform to reflect upon and exchange significant insights on their visits to the respective destinations, an online Living Lab Exchange wrap-up session was organized on 14 November 2022.

The results of the Collective Memory activity (see above, section 1.1.1. of the report on the exchange visit in Huesca) were displayed during the session. Participants were invited to add their memories to a personalized MIRO Board with the aim to share all the ideas in one place. Collected memories showed the particular attention that participants paid to their observation of the Huesca province. The memories that were linked to a single specific colour gave back a rainbow of shades, and participants' specific points of view came together to form a consolidated vision of their experience.

A new strategy for the development of the Huesca's tourism sector was launched starting from a narrative-based thinking linking its co-creation to innovative and interactive activities. The overall activity was built accordingly to some research findings, the most relevant of which are those of J. Assmann and J. Czaplicka (1995), called "Collective Memory and Cultural Identity", as well as the more recent study by Bryan S. R. Grimwood and Corey W. Johnson, entitled "Collective Memory work as an Unsettling Methodology in tourism" (2019).

As a follow-up to the Benchmarking Journey Mapping Method (see above, section 1.1.1. of the report on the exchange visit in Huesca), participants shared their journeys with the facilitator, who collected them with an aim to reflect on the experiences of all three exchanges through the "User experiences in cultural tourism development", based on Peter Morville's User Experience Honeycomb model. Such template allowed to visualise the benchmarking journey mappings according to sustainability, memorability (including educational), accessibility, credibility, findability, and experiential aspects.

Below, the main results and lessons learnt stemming from the wrap-up session among the three rural living Labs:

OVERALL LEARNINGS
- Rurality means different things to different destinations and it is not necessarily comparable in terms of challenges and needs;
- In Huesca, tourism stakeholders are really good in storytelling and connecting experiences to the area, and this shall be leveraged also in other destinations;
- A destination's major strength lays in the stories of local communities and cultures and in the capacity to bring them to the visitors;
- The typical Belgian "problematic" landscape with rising tides and canals was turned into an opportunity as part of the local tourism offer;
- It was empowering to see different rural destinations, including services, facing similar tourism-related challenges;
- Taking inspiration from the working modalities, processes and dynamics in the other Living Labs can bring benefits to the overall LL experience;

- How multiple destinations are developing new tourism strategies and how they are communicating them;
- Experiencing the cultural and landscape change in Finland was very enriching.

BENCHMARKED GOOD PRACTICES

- Multi-model accessibility is key for regional sustainable development;
- Interaction with passionate local community members shall be pursued by any means;
- Designing innovative experiences and products, such as oil and wine tasting, can be conducive to sustainable cultural tourism development;
- Sharing experiences with similar tourism destinations and foster exchange of good practices;
- Using a place-making method at the very beginning of a trip;
- Learn from the local cultures and build upon your regional strategies;
- Be proud of your area and show that to the visitors;
- Utilizing storytelling in tourism by connecting visitors with real local stories;
- Fostering nature conservation through awareness-raising actions, especially when the amount of visitors is big.

RECOMMENDATIONS FOR IMPROVING EXCHANGE VISITS

- Clearly explain and ensure space for brainstorming on the underlying objectives and key messages of the programme, while thinking about a joint way to organize the destination's tour;
- Start with providing overall information on the destination, its tourism strategies and main challenges;
- Increase the focus of the visit on how the Living Labs work towards common goals so as to strengthen a shared vision of before the visit;
- Attention shall be paid to the afterlife: what will happen in each Living Lab after the end of the project?
- Ensure that the length of the exchange is sufficient to fulfil the programme's objectives.