

Final framework of interventions, impacts and success conditions, updated with experiences from the living labs



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

Deliverable
D3.4



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Author List: Simone Moretti (Breda University of Applied Sciences)

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A bstract

This report serves as deliverable D3.4 of the SmartCulTour ‘Horizon 2020’ project (grant agreement number 870708). The goal of SmartCulTour is to support regional development in all European regions with important tangible and intangible cultural assets, including those located in rural peripheries and the urban fringe, through sustainable cultural tourism. To fulfil this supportive role, SmartCulTour Work Package 3 aimed at providing more clarity and in-depth knowledge on the state of art of ‘cultural tourism interventions’, which was the main objective of SmartCulTour Deliverable D3.1.

This deliverable is a continuation of SmartCulTour [Deliverable D3.1](#), which is also considered as an integral part of this deliverable. Deliverable D3.1 outlined and proposed a framework of different types of cultural tourism interventions, their impacts and success conditions. The framework represented more than just a summary but can be seen as a tool to start engaging stakeholders in conversations or decision-making processes concerning cultural tourism interventions. Based on the experiences of the SmartCulTour Living Labs, this deliverable contains an update of the framework proposed in D3.1,

Therefore, this report considers the experiences of the Living Labs and specifically the type of interventions that have been identified, discussed, planned or initiated within each of the Living Lab, as already introduced in the Deliverable D6.2 ‘Production of abstracts and practice videos on tested interventions’. Those insights have been compared with the ‘Framework of cultural tourism intervention’ provided with Deliverable D3.1, to identify similarities and differences among the Living Labs experiences and the proposed framework. Where necessary and reasonable, the framework has been revised, proposing a final framework of interventions, impacts and success conditions, updated with experiences from the Living Labs.

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01 Introduction

The overall goal of SmartCulTour is to support regional development in European regions with important tangible and intangible cultural assets, including those located in rural peripheries and the urban fringe, through sustainable cultural tourism (SmartCulTour, 2020). To fulfil this supportive role, SmartCulTour provided a wide range of theoretical and empirical inputs, tools and methodologies. These played an important role in supporting stakeholders at 6 Living Labs to discuss, identify, plan and pursue sustainable cultural tourism development paths.

Specifically, SmartCulTour Work Package 3 provided in-depth knowledge on the state of the art of cultural tourism interventions implemented in European cities and regions, focusing on analysing how cultural resources are practically utilised by tourism stakeholders, which impacts are determined and what the important successful conditions are. Figure 1 shows the methodological steps followed in the mentioned work package.

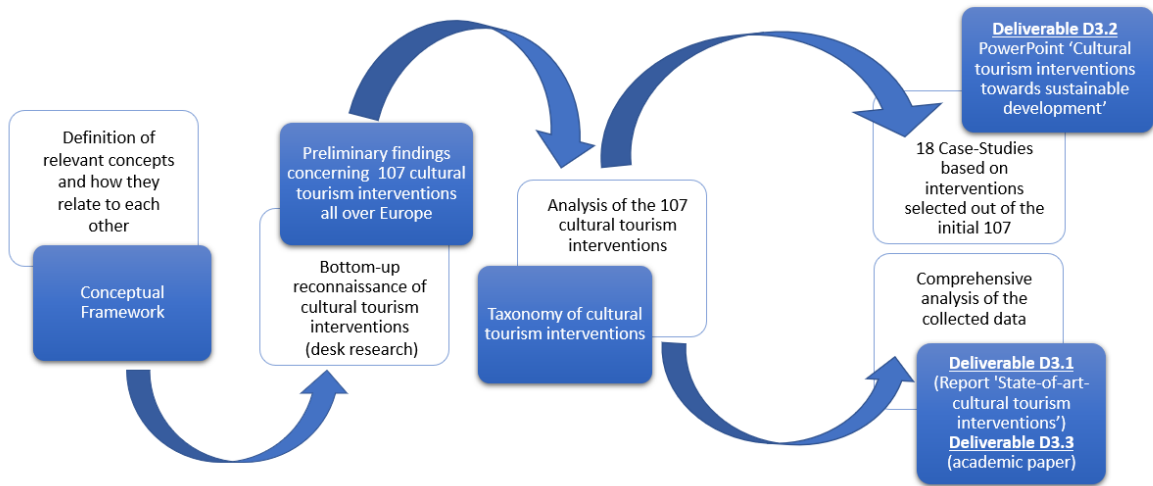


Figure 1: Methodological steps SmartCulTour Work Package 3. Elaboration of the author.

After the description of the theoretical framework, which included the definition and conceptualization of a “cultural tourism intervention”, more than 100 interventions implemented all over Europe were analysed to outline a taxonomy of cultural tourism interventions based on their ‘essential purpose’. The taxonomy is represented in Figure 2. Based on this taxonomy, 18 particularly interesting interventions were selected and further investigated through in-depth case studies, which also included interviews with relevant stakeholders for each of the analysed interventions. SmartCulTour [Deliverable 3.2](#) summarises essential elements of these 18 interventions and present them through a set of PowerPoint slides. For each of these interventions, specific “lessons learnt” were identified, providing strategic and practical insights valuable for stakeholders and professional practitioners in cultural tourism.

'Essential purpose' of the intervention	Scope of the intervention
To protect, restore, safeguard and promote	tangible cultural heritage and repositories
	intangible cultural heritage
	contemporary creative and cultural expressions / activities
To develop and innovate	skills and professional knowledge
	products and experiences
To interpret, understand and disseminate	tangible cultural heritage and repositories
	intangible cultural heritage
	contemporary creative and cultural expressions / activities
To involve and connect	visitors and locals to cultural heritage
	cultural heritage located in different places
	destination stakeholders to form partnerships
To manage and influence	destinations' strategies and plans
	visitor's behaviour and actions
	quality and features of the offer

Figure 2: Proposed taxonomy of cultural tourism interventions. Elaboration of the author.

Furthermore, SmartCulTour [Deliverable D3.1](#) presents a comprehensive analysis of the entire data set and proposes a Framework of cultural tourism interventions. This framework, for each intervention’s category of the proposed taxonomy, outlines:

- The sort of context in which a certain type of intervention is usually implemented;
- The ‘reason why’ a certain category of intervention is often initiated;
- The kind of resources normally necessary to successfully implement a certain type of intervention;
- Main impacts that should be expected (economic/social/cultural/environmental);
- Success conditions emerging from the data analysis.

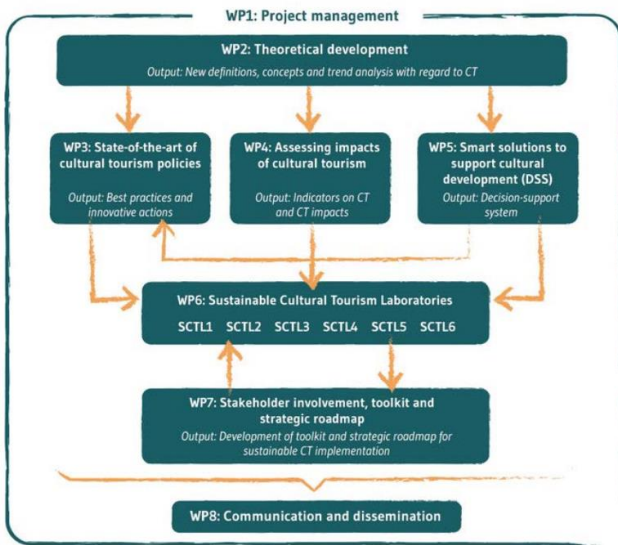


Figure 3: SmartCulTour Work Plan

As visible in Figure 3, Work Package 3 was one of the Work Packages providing useful inputs for the “Sustainable Cultural Tourism Laboratories” (Living Labs), which represented the core of SmartCulTour.

In the Living Labs, participatory and bottom-up approaches and methodologies were tested, providing local stakeholders with innovative tools for discussing, agreeing and initiating sustainable cultural tourism interventions. Further insights and details about the provided tools and methodologies can be found in the SmartCulTour [Deliverable D7.1](#) ‘Set of service design and art-based methods for co-design

and stakeholder work in cultural tourism’ and [D7.3 ‘The SmartCulTour Toolkit’](#).

Chapters 2 to 7 of this report will take into consideration the experiences of the Living Labs and specifically the type of interventions that have been discussed, planned or initiated within each of the Living Labs, as already introduced in the [Deliverable D6.2](#) ‘Production of abstracts and practice videos on tested interventions’. Those insights will be compared with the ‘Framework of cultural tourism intervention’ provided in Deliverable D3.1, to identify similarities and differences among the Living Labs experiences and the proposed framework. Where necessary, the framework has been updated (and presented in chapter 8) to include the experiences of the SmartCulTour Living Labs. This has been done keeping an open minded approach regarding insights from the Living Labs, but also considering that the original framework was outlined based on the analysis of more than 100 interventions implemented all over Europe.

Although not included in the text of this report, [Deliverable D3.1](#) is considered as an integral part of this deliverable.

1.1 Defining Cultural Tourism Intervention

In the context of SmartCulTour, a “cultural tourism intervention” is defined as: *“A purposeful action planned and conducted by public institutions, NGOs, private organisations, local community actors and individuals, or any form of collaboration/partnership among them, that, in the complex framework of cultural tourism management, either proved to contribute or is/was designed to contribute to the socio-cultural, environmental and/or economic performance of an area where cultural tourism takes place”*. This definition focuses on intent – a planned, purposeful action – and objective – contributing to the sustainable development of a territory via cultural tourism – without specifying intervention types.

Broadly speaking, two categories can be conceptualized: direct and indirect interventions.

Indirect interventions take place at the level of the policy-making system and focus primarily on decision-making processes, including participative approaches. The tools and methodologies (see Work package 7) developed in the context of SmartCulTour can be seen as an example of such indirect interventions, when tested and/or adopted in the Living Labs.

Direct interventions take place at the level of the tourism system and cover tangible actions with the goal of product (re)development and visitor management.

Despite this conceptual and practical difference, sometimes the two categories overlap. For example when an indirect intervention (e.g. testing a methodology) is directly used to co-create a product redevelopment or intervene in terms of visitor management. As the objective of this report is provide “A Final framework of interventions, impacts and success conditions, updated with experiences from the living labs”, both conceptual interpretations of interventions (direct/indirect) will be taken into consideration.

Chapters 2 to 7 of this report are focusing on presenting the outcome of a comparison between the Living Labs’ interventions and the framework of cultural tourism interventions proposed in the SmartCulTour deliverable D3.1. Before, it can be useful to clarify certain aspects from a methodological point of view.

1.2 Methodological note

To fulfil the aim of this SmartCulTour deliverable, which is to outline “A Final framework of interventions, impacts and success conditions, updated with experiences from the living labs”, the following methodological steps have been followed and implemented:

- The experiences of the Living Labs included in Deliverable D6.2 ‘Production of abstracts and practice videos on tested interventions’ have been considered.
- Further data have been collected by asking Living Lab Managers to fill in the ‘Case studies Living Labs - data collection form’ which can be found in Annex 1.
- Based on the collected data, each of the mentioned interventions has been assigned to one of the categories of the proposed taxonomy. At a first sight, some interventions could potentially belong to multiple categories¹. Nevertheless, embracing the philosophy of the taxonomy, interventions have been assigned to a specific category by interpreting their ‘essential purpose’ in the context they were initiated.
- Each case study has been analysed on the basis of the collected information and is presented in chapter 2 to 7 of this report indicating, for each intervention: the contextual background, the ‘reason why’ of the intervention, the required resources, expected impacts and potential success conditions.
- The “context and background” of each Living Lab has been compiled based on the Living Lab information presented on the SmartCulTour website (Living Lab Section), integrated with primary data collected through the ‘Case studies Living Labs - data collection form’. The information regarding the ‘reason why’ of the intervention, the required resources, expected impacts and potential success conditions have been re-elaborated based on the primary data collected through the ‘Case studies Living Labs - data collection form’.
- The outcome of each case study has then been compared with the ‘Framework of cultural tourism intervention’ provided in Deliverable D3.1. Differences and mismatches have been highlighted for each case study.
- Considering an overview of the outcomes of the previous step, a certain number of changes have been suggested and some of them implemented, providing a final framework of interventions, impacts and success conditions, updated with experiences from the living labs.

¹ As mentioned in D3.1, “The taxonomy must be interpreted as a flexible instrument to categorise cultural tourism interventions. There are certainly overlaps and grey areas between the categories. Nevertheless, it is usually possible to identify a dominant ‘essential meaning’, especially when considering the context in which an intervention has been implemented.”

02 Scheldeland Living Lab

Context and background

Scheldeland is a tourist region which forms a corridor between four important art cities in Belgium: Brussels, Ghent, Mechelen, and Antwerp. The region follows the basins of the Scheldt, Dender, and Rupel rivers, offering a tourism and recreation product primarily focused on leisure activities such as cycling, walking or boating along the waterways. The region combines urban and peri-urban municipalities, with more rural areas and as such offers a variety of cultural and recreational experiences.

The higher-level theme of the Scheldeland Lab is the strong link with the Scheldt river and its tidal character, which can be translated into region-specific heritage, both from an industrial perspective (e.g. ship building industry) and a historic perspective (e.g. fortresses and castles). Around the Rupel river, historic industrial heritage can be found, linked to centuries old clay and brickmaking and leaving a heritage track of clay pits, ovens, and chimneys that testify the industrial role played by the area in the past. Moreover, several monumental castles and fortresses of various periods can also be visited in the region, most notably the Castle of Laarne (originally 11th-12th century), Castle Marnix de Sainte Aldegonde (originally 10th-11th century), Castle d'Ursel (mid-18th century), and Fortress of Liezele (early 20th century).

Overall, the tourist area of Scheldeland only accounts for 1% of tourist arrivals, mostly by Belgian and Dutch tourists. Scheldeland seems to have untapped potential when analysing the available opportunities in terms of nature, history, and location. Accessibility and connections among elements of the cultural tourism attraction network represent a challenge for further sustainable development, as well as the connection between nature and the visitor markets. This also determines a centre-periphery imbalance with tourism concentrated in the surrounding urban regions of Ghent, Antwerp, and Brussels, rejecting the more rural areas in-between.

The following sub-chapters review the experiences of the Scheldeland Living Lab included in Deliverable 6.2 'Production of abstracts and practice videos on tested interventions' and provide an overview on 5 dimensions that will be compared with the 'Framework of cultural tourism intervention' provided in Deliverable D3.1.

2.1 Bornem Castle: Upgrading of historical exhibits and creation of a visitor information centre

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework	
Taxonomy category	To involve and connect		
Reason why of the intervention	Improving accessibility of the cultural heritage and the involvement of visitors through: <ul style="list-style-type: none"> • Creation of a visitor centre as a tool to improve the guided visitor accessibility to the castle and ensure an adequate and updated interpretation of the cultural heritage site • Linking the castle to an overlaying regional project aiming to create a route network of castles along the river 	-	
Resources and tools	Distinctive	Storytelling and heritage interpretation skills	-
	Important	<i>Marketing and Promotion skills</i>	Resource/tool not included in the framework
	Supportive	<i>Engineering and architecture skills, building permission and regulation knowledge</i>	Resource/tool not included in the framework
Expected Impacts	Primary impacts	Significant cultural impact in terms of: <ul style="list-style-type: none"> • Increased accessibility, understanding and interpretation of the castle’s cultural heritage • Linking the castle to a network of castles along the Scheldt river, connecting its cultural heritage to a broader local cultural narrative • Cultural heritage preservation (as a consequence of the increased revenue stream) 	-
	Other impacts	Modest economic impact (visitor centre income useful to support castle maintenance, increased revenues for existing businesses in the visitors sector)	-
Success conditions	<ul style="list-style-type: none"> • Creation of a stakeholders network to enhance dialogue and cooperation • Financial and operational support at a governmental level • Overcome the disconnection from other attractions in the area (e.g. from the cultural heritage of other castles). 	-	

2.2 Hof van Coolhem: social employment and care project in tourism

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework	
Taxonomy category	To involve and connect		
Reason why of the intervention	<p>Strengthen the involvement of Hof van Coolhem in the visitor network of the Scheldeland tourist region, particularly connecting visitors to the socio-cultural role of Hof van Coolhem, meaning:</p> <ul style="list-style-type: none"> Contemporary use and preservation of a former religious heritage site (Hof van Coolhem) as brasserie and event location Providing nature education activities to visitors and locals to serve as inclusive workplace offering on the job trainings for disadvantaged people who experience thresholds to enter the job market. 	-	
Resources and tools	Distinctive	Networking and collaborative skills	-
	Important	<i>Marketing and Promotion skills, Legal knowledge, Financial support</i>	Resource/tool not included in the framework
	Supportive	Organisational skills	-
Expected Impacts	Primary impacts	<p>Significant social impact in terms of:</p> <ul style="list-style-type: none"> Strengthened inclusion of vulnerable people from the local community into the tourism sector, also allowing them to improve hospitality skills and their social capital Social cohesion <p>Significant cultural impact in terms of:</p> <ul style="list-style-type: none"> Contribution to the conservation of heritage site through a contemporary use of it Increased awareness of existing cultural heritage 	-
	Other impacts	<p>Modest economic impact:</p> <ul style="list-style-type: none"> A strengthened connection with the visitor economy might support a basic income for a few people who are experiencing thresholds to enter the job market. Hof van Coolhem supply chain might also experience positive but limited impacts) <p>Modest environmental impact:</p> <ul style="list-style-type: none"> Environmental awareness (nature education activities to visitors and locals) 	-
Success conditions	<ul style="list-style-type: none"> Financial support at a governmental level Creation of a network with the relevant policy levels and local entrepreneurs 	-	

2.3 Steam train Dendermonde-Puurs: volunteers protecting industrial heritage

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework
Taxonomy category	To involve and connect	
Reason why of the intervention	Strengthen the connection of the steam train Dendermonde-Puurs to the visitor network of the Scheldeland tourist region, particularly connecting visitors experiencing the region to the old railway heritage.	-
Resources and tools	Distinctive Networking and collaborative skills (among volunteers and government stakeholders)	-
	Important <i>Marketing and Promotion skills, Financial support (also reachable through grant writing skills), Legal knowledge, technical knowledge</i>	Resource/tool not included in the framework
	Supportive -	-
Expected Impacts	Primary impacts Significant cultural impact in terms of: <ul style="list-style-type: none"> • Contribution to the conservation of old railway heritage • Increased accessibility and visibility of existing cultural heritage 	Moderate social impact (instead of Primary)
	Other impacts <i>Moderate social impact in terms of:</i> <ul style="list-style-type: none"> • <i>Strengthened sense of belonging and social cohesion among the volunteers</i> Moderate economic impact: <ul style="list-style-type: none"> • A better connection with the visitor economy might support higher income for the volunteer organisation, strengthening their opportunities to invest in maintenance and expansion plans. Other tourist attractions on the route might experience a limited beneficial economic impact) Modest environmental impact: <ul style="list-style-type: none"> • Environmental footprint of the steam train and noise generated by the locomotive 	Moderate social impact (instead of Primary)
Success conditions	<i>Dedication and availability of volunteers with specific technical skills</i>	New Success conditions

03 Huesca Living Lab

Context and background

The Spanish province of Huesca is located in the Pyrenees and it has a very diverse tourism offering, including rural adventure activity routes in and around the Pyrenees and an important part of the Camino de Santiago. Huesca contains areas of outstanding natural beauty (Pyrenees), cultural monument beauty (castles, Roman and Arab ruins, medieval towns), has a strong wine and gastronomy tourism potential (four relatively unknown wine denominations of excellent quality, an emerging olive oil industry, cheese, meats and restaurants/cuisine). The province is located in the periphery and has a strong cross-border cooperation with France.

The region of Aragon, of which Huesca is one of the three provinces, faces a significant problem of depopulation and is the area of Europe with the highest number of abandoned villages; more than 200. In addition, the migration rate of the Province of Huesca is between -6 and 0. Moreover, the province has a gross rate of total population change lower than -6 per every 1000 inhabitants.

Huesca still has not reached the level of both foreign and national visitors that other Spanish regions have reached and could become an alternative tourist destination for other more saturated regions in Spain. Nonetheless, in peak Summer months it does already suffers from over-tourism at particular cultural monuments.

In terms of tourism, Huesca suffers from limited development of the rich offering of cultural and nature-based tourism, low tourist occupancy rates, concentration of tourist offer in certain localities and the disconnection between the different tourist resources, products and destinations.

Huesca aspires to be a world class destination and has all the tourist infrastructure available, including both cultural and natural beauty sites. Mostly unknown outside of Spain, Huesca is almost an unexplored paradise of cultural heritage. There is definitely room for growth in terms of numbers of tourists, but it is a growth which would need to be carefully managed to preserve the integrity of both natural and cultural sites. Ironically, Huesca experiences saturation during the peak Summer months and this would also be one of the challenges, where it would need help in sustainably managing such increasingly large flows.

In addition to depopulation other socio-economic and environmental challenges include the abandonment of farming as an economic activity, the impact of climate change, environmental sustainability of the natural environment and the degradation of natural resources through human activity.

The following sub-chapters review the experiences of the Huesca Living Lab included in Deliverable 6.2 ‘Production of abstracts and practice videos on tested interventions’ and provide an overview on 5 dimensions that will be compared with the ‘Framework of cultural tourism intervention’ provided in Deliverable D3.1.

3.1 The Somontano Wine Route: a resilient strategy for Huesca

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework
Taxonomy category	To involve and connect	
Reason why of the intervention	By connecting and integrating Somontano Wine Route within a wider Huesca tourism strategy, synergies can be created between local businesses, leveraging good practices and further developing a real local network which <i>helps to innovate the tourism offer and provide a more immersive experience to visitors and potentially exploit unexplored opportunities of further developing cultural tourism.</i>	-
Resources and tools	Distinctive	-
	Important	financial resources, technical and professional skills <i>Marketing and Promotion skills, Knowledge of laws and regulations</i>
	Supportive	Management and organisational skills
Expected Impacts	Primary impacts	<i>Significant economic (number of visitors, jobs, tourism incomes, entrepreneurial opportunities), social (more opportunities for the local population to stay because of strengthened participation in the socio-economic life of the villages) and cultural (increase knowledge, awareness and preservation of eno-gastronomic cultural heritage) impacts</i>
	Other impacts	Limited negative environmental impact (due to the expected increase of visitors)
Success conditions	<ul style="list-style-type: none"> • Creation of a stakeholders network to enhance dialogue and cooperation • <i>Involvement of local population</i> • <i>Promotional efforts</i> 	New Success conditions

3.2 The Río Vero Cultural Park. From Palaeolithic human history to the present

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework
Taxonomy category	To involve and connect	
Reason why of the intervention	By connecting and integrating the Río Vero Cultural Park within a wider Huesca tourism strategy, the reduced accessibility and awareness that is affecting the tourism potential the Park can be addressed. Synergies can then improve the connection of the Park with other elements of the local cultural heritage, providing an improved accessibility also due to a better connection with the market.	-
Resources and tools	Distinctive	-
	Important	Financial means, IT skill for communication, <i>Legal and regulatory knowledge</i>
	Supportive	Management and organisational skills
Expected Impacts	Primary impacts	Significant cultural impact in terms of: <ul style="list-style-type: none"> Increased accessibility and understanding of archaeological cultural heritage Cultural heritage preservation
	Other impacts	Moderate positive economic impact: <ul style="list-style-type: none"> increase of visitors and tourism-related income Mixed environmental impact: <ul style="list-style-type: none"> positive: conservation of natural areas; negative: environmental footprint of increased number of visitors.
Success conditions	Financial and operational support at a governmental level	-

04 Rotterdam Living Lab

Context and background

Rotterdam is an international city, which has one of the largest harbours in the world and is a key port of entrance for products entering the EU. In spite of its global outlook in the context of business, and its good accessibility, Rotterdam has historically received relatively few visitors. With the new millennium, Rotterdam started to attract more and more tourists, especially the ones visiting the city for cultural purposes. Rotterdam was named the European capital of Culture in 2001 and since then the city has received increasing interests from travellers, international travel blogs and magazines. The city continued to develop as an attractive destination for cultural tourists; in 2017 the city was named as ‘the capital of cool’ in an article by CNN and it was chosen as the host city for the 2020 Eurovision song contest.

As a city, Rotterdam is highly diverse and multicultural. It is rich in (immaterial) heritage and houses proud residents, who give the city a strong local but open-minded identity. Rotterdam is also known as a city of events and festivals, where locals, regional visitors and tourists can enjoy a wide range of activities. This fits very well with tourism trends like New Urban Tourism where tourists also are attracted by the ‘lived experience of everyday life’.

Due to the increasing numbers of visitors, local stakeholders are very much aware of the dangers of overtourism. While there is still room for tourism growth in the city, they want to ensure tourism developments will end up contributing to the quality of life in the city, for example by managing the tourism pressure on areas that are already over-visited and explore the tourism opportunities existing in less visited and peripheral areas. Local involvement and embeddedness in tourism development are emphasized as crucial, and the visitor economy, including cultural tourism, is seen as having a potential to uplift economically impoverished areas. To achieve this, the city considers of crucial importance to create a shared vision for development of place-related heritage and develop appropriate active tourism strategies and management plans to support this vision, supporting this by collaborations among different stakeholders and identification of opportunities concerning new cultural tourism products and experiences.

The following sub-chapters review the experiences of the Rotterdam Living Lab included in Deliverable 6.2 ‘Production of abstracts and practice videos on tested interventions’ and provide an overview on 5 dimensions that will be compared with the ‘Framework of cultural tourism intervention’ provided in Deliverable D3.1.

4.1. Planning for the future of Hoek van Holland & Bospolder-Tussendijken

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework	
Taxonomy category	To manage and influence		
Reason why of the intervention	Design a roadmap to plan and manage the tourism development of Hoek van Holland & Bospolder-Tussendijken, <i>catching the missed opportunities</i> (e.g. more visitors to ‘unseen’ cultural heritage) and addressing challenges (e.g. lack of visibility of cultural initiatives, missing elements of the FAITH model (facilities, accommodation, infrastructure, transport, hospitality)).	“Managing” is not only related to solving issues but also aims at catching opportunities.	
Resources and tools	Distinctive	<i>Co-creation expertise, dialogue facilitation skills</i>	Resource/tool not included in the framework
	Important	Financial means, legal knowledge	-
	Supportive	Communication skills	-
Expected Impacts	Primary impacts	Significant socio- cultural impact in terms of: <ul style="list-style-type: none"> Social cohesion and respect for different cultural identities, as a consequence of the co-creation principles applied in creating a roadmap Increased sense of pride and belonging to the local community, as a consequence of the co-creation principles applied in creating a roadmap 	-
	Other impacts	Modest economic impact (increase in the number of visitors and opportunities for local entrepreneurs)	-
Success conditions	Participative approach, listening to different types of stakeholders	-	

05 Utsjoki Living Lab

Context and background

Utsjoki is the northernmost municipality in Finland and it represents the only municipality of the country with a Sámi-majority, having 46 % of its population Indigenous Sámi. It is situated above the Arctic Circle and it serves as a gateway to the region's polar landscapes and natural events such as the Northern Lights, and the midnight sun. Offering a blend of striking wilderness, rich history, and vibrant traditions, Utsjoki can offer stunning fells, pristine rivers, untamed wilderness, a stunning stage for an array of outdoor activities, such as hiking, fishing, and observing diverse wildlife. Utsjoki has become an increasingly sought-after destination for travellers in pursuit of authentic and novel experiences.

Being one of the remaining strongholds of the Sami people, Utsjoki is a living testament to this indigenous community's vibrant heritage. The millennia-old traditions, including reindeer herding, handicrafts (duodji), and the unique Sami language, are ingrained in the fabric of local life. The Sami's spiritual connection to the land and nature, provides an interesting narrative in a tourism perspective. As a matter of fact, both nature-based activities and cultural attractions are marketed to the tourists. In the Sámi culture nature is seen as an important part of the culture and the two are strongly intertwined.

As tourism in Utsjoki is increasing and becoming more international, there is a need to combine tourism with respect for the Sámi culture and nature in a sustainable way for a socio-cultural and environmental point of view. As the demand for sustainable and responsible tourism is growing, coupled with a search for authentic, immersive travel experiences, Utsjoki seems to be well-positioned to embrace these trends, with its blend of natural beauty, cultural richness, and potential for innovation.

Nevertheless, there is a need for giving correct information for tourists about the culture, local way of life and respect and preservation for the stunning natural landscape the region is offering. Visitors' management will be crucial for the preservation of the local culture and environment and ineffective plans, actions and strategies might result in a commercialization of the indigenous culture and irreparable damages to the natural and environmental assets of the regions, compromising the delicate balance between human and nature, that characterize the area and makes it so special.

The following sub-chapters review the experiences of the Utsjoki Living Lab included in Deliverable 6.2 'Production of abstracts and practice videos on tested interventions' and provide an overview on 5 dimensions that will be compared with the 'Framework of cultural tourism intervention' provided in Deliverable D3.1.

5.1 Traces in Utsjoki: inspiring respectful visitor behaviour in nature areas

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch.*

Analysis on the intervention		Significant mismatches with the proposed Framework
Taxonomy category	To Manage and influence	
Reason why of the intervention	Provide guidance and information to tourists with the aim of influencing their behaviour and make sure they respect the natural environment they are visiting.	-
Resources and tools	Distinctive Organisational skills	-
	Important Financial means	-
	Supportive Digital and IT expertise, financial means	-
Expected Impacts	Primary impacts Significant socio- cultural impact in terms of: <ul style="list-style-type: none"> • More positive attitude of locals towards tourism (if the intervention is effective in influencing tourist behaviours) • Strengthen respect for local cultural identity • Raise awareness about Sami culture, safeguard and protect local cultural heritage Significant environmental impact in terms of: <ul style="list-style-type: none"> • Safeguard nature, protect the environment, reduce littering 	-
	Other impacts Moderate economic impact in terms of: <ul style="list-style-type: none"> • Possible increase of revenues for local entrepreneurs, if the idea gets scaled and provides new marketing channels for them 	-
Success conditions	<i>Presence of an inspired actor able to organise and coordinate the implementation of the intervention.</i>	New Success condition

5.2 Placemaking as a technique to support meaningful visitor experiences

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework
Taxonomy category	Manage and influence	
Reason why of the intervention	Provide visitors with a meaningful experience of deeper connection to the place, time, nature and local culture, <i>catching the opportunity to leverage this connection to influence their behaviour</i> and make sure they respect the natural environment they are visiting.	Managing interpreted not only as solving and issue but also linked to the concept of catching an opportunity
Resources and tools	Distinctive	Organisation and coordination skills
	Important	Facilitating skills
	Supportive	-
Expected Impacts	Primary impacts	Significant socio- cultural impact in terms of: <ul style="list-style-type: none"> • More positive attitude of locals towards tourism (if the intervention is effective in influencing tourist behaviours) • Strengthen respect for local cultural identity Significant environmental impact in terms of: <ul style="list-style-type: none"> • Safeguard nature, protect the environment, reduce littering
	Other impacts	Moderate possible economic impact: <ul style="list-style-type: none"> • Possible entrepreneurial opportunities (e.g. new cultural tourism products inspired or facilitated by the intervention) • Improved quality of the visitor experience
Success conditions	<i>Presence of an inspired actor able to organise and coordinate the implementation of the intervention.</i>	New Success condition

06 Split Living Lab

Context and background

The Split-Dalmatian County (SDC) is one of 21 Croatian counties and its biggest city and administrative centre is Split, with approximately 190,000 inhabitants living in the city itself, and more than 300,000 in its metropolitan area. The metropolitan area of the city of Split consists of 13 cities and municipalities, out of which 7 of them, i.e. Split, Trogir, Kaštela, Solin, Klis, Dugopolje and Sinj are part of the SmartCulTour Living Lab.

Over the centuries, the territory of the Living Lab was under the influence of different religions and cultures, which became manifested in various languages, traditions and architecture. These elements represent not only tangible and intangible heritage, but also significant tourist resources. The wider territory of the SDC is well-known for its cultural properties inscribed on the World Heritage List: The Historical Complex of Split with the Diocletian's Palace, Historic City of Trogir, and Stari Grad Plain on the island of Hvar (2008). The Representative List of the Intangible Cultural Heritage of Humanity includes: Procession 'Za Krizen' ('Following the cross') on the island of Hvar; Sinjska Alka, a knight's tournament in Sinj and Nijemo kolo, silent circle dance, both in the Dalmatian Hinterland. Moreover, the analysis of the cultural tourism resources in the SDC, undertaken in the Development Plan of SDC (2009), has led to the identification of approximately 40 archaeological sites, 35 urban and urban-rural entities, 160 rural entities, 80 sacral buildings, 60 fortresses and forts, around 40 castles, palaces and mansions, approximately 50 museums, galleries and collections and 50 cultural events.

This cultural heritage richness has been globally recognized, also through the inscription on the World Heritage List and has already become an attractive force for internationally tourists. Nevertheless, the area is characterized by a huge concentration of cultural-historical heritage in urban cores and there is an enormous wealth of material and immaterial heritage in the Hinterland that still waits for its recognition and tourism valorisation.

In the long-term it would be very important for the area of the Living Lab to develop a more sustainable year-round cultural tourism offer, able to valorise both coastal and rural areas (which are also rich of 'forgotten' but interesting cultural heritage) and change the current situation characterized by high seasonality and spatial pressures in the urban communities of the coastal strip. This would require to overcome current challenges that are preventing the more peripheral areas to find their spots in the highly touristic global positioning of the region, and challenge the current status quo of being more marginalised, in tourism terms. Some of these challenges are related to limited existing infrastructures, facilities and heritage-focused experiences to attract tourists, lack of cultural awareness and promotion of cultural assets, lack of preservation and conservation efforts.

The following sub-chapters review the experiences of the Split Living Lab included in Deliverable 6.2 'Production of abstracts and practice videos on tested interventions' and provide an overview on 5 dimensions that will be compared with the 'Framework of cultural tourism intervention' provided in Deliverable D3.1.

6.1 Making traditional Easter bread-Sirnica in Solin - the link between the past and the future

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework
Taxonomy category	To protect, restore, safeguard and promote	
Reason why of the intervention	Safeguard and promote a sustainable valorisation of local gastronomic and rich cultural heritage, using cultural tourism to provide opportunities for locals living in an era not so visited and with not many other opportunities for socio-economic development.	-
Resources and tools	Distinctive Specific technical skills (traditional baking expertise) Communication and marketing skills (to promote) <i>Sustainable tourism planning expertise</i> Knowledge of laws and regulations	Resource/tool not included in the framework
	Important	-
	Supportive	-
Expected Impacts	Primary impacts <i>Significant social impact in terms of:</i> <ul style="list-style-type: none"> <i>Increased community participation in tourism practices and in the societies, with potential impacts in terms of social cohesion</i> <i>Diffusion of ethical and inclusive tourism practices with impacts on social justice</i> Significant cultural impact in terms of: <ul style="list-style-type: none"> Preservation of cultural identity and intangible cultural heritage raise awareness of local culture, regionally and internationally 	Social impact “Primary” instead of “moderate”
	Other impacts	Moderate positive economic impact: <ul style="list-style-type: none"> Possible increase of visitors due visitor experience improvements, leading to discrete entrepreneurial opportunities for local businesses and additional jobs available of revenues for local entrepreneurs, if the idea gets scaled and provides new marketing channels for them Moderate mix environmental impact in terms of: <ul style="list-style-type: none"> Marginal negative impact determined by the increase of energy consumption and waste production Marginal positive impact determined by a possible increase in availability of green areas for the public
Success conditions	<ul style="list-style-type: none"> Access to funding resources Inclusive and participatory approach Vision to connect the past and the present <i>Marketing and communication expertise</i> 	New Success condition

6.2 The cultural heritage of Sinj: the story of Alka

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework
Taxonomy category	To develop and innovate	
Reason why of the intervention	Develop and introduce deeper and engaging heritage experiences for visitors to unlock new and unexplored opportunities for sustainable cultural tourism in a less visited areas of the region.	-
Resources and tools	Distinctive Professional & technical skills to develop new products (e.g. training, storytelling)	-
	Important Financial means	-
	Supportive Planning skills	-
Expected Impacts	Primary impacts Significant social impact in terms of: <ul style="list-style-type: none"> Increased community participation in tourism practices and in the society, with potential impacts in terms of social cohesion, living conditions and social justice Significant cultural impact in terms of: <ul style="list-style-type: none"> Preservation of cultural identity and cultural heritage raise awareness of local culture, regionally and internationally intercultural understanding 	-
	Other impacts <i>Moderate positive economic impact:</i> <ul style="list-style-type: none"> <i>Possible increase expected in the number of visitors and their expenditure, due to improvements off the visitor experience, leading to discrete entrepreneurial opportunities for local businesses</i> Marginal environmental impact in terms of: <ul style="list-style-type: none"> Increase of energy/water consumption and waste production 	Moderate economic impact instead of Primary impact
Success conditions	Stakeholders cooperation and engagement, <i>marketing and communication expertise, availability of financial resources</i>	New Success condition

07 Vicenza Living Lab

Context and background

Vicenza is often referred to as the "City of Palladio," due to the stunning architectural treasures nestled in the north-eastern region of Veneto, Italy. Its remarkable history dates back to the ancient Roman times, however, it gained significant recognition during the Renaissance under the influence of the visionary architect, Andrea Palladio. This prominence has led to Vicenza's inclusion in the UNESCO World Heritage List, due to its wealth of Palladian architecture. The "City of Vicenza and the Palladian Villas of the Veneto" is a serial World Heritage property that includes the city of Vicenza and twenty-four Palladian villas scattered throughout the Veneto region.

Vicenza presents itself to tourists as the city of Andrea Palladio, but surveys and interviews show that only a few know Vicenza as the city of Palladio or choose the destination for its Renaissance architecture. In fact, the city, situated between the bustling cities of Venice and Verona, is mostly known to domestic tourists as the perfect setting for enjoying the local culture and landscapes away from more crowded and already well-known destinations. The city's surrounding stunning natural landscapes also open up opportunities for eco-tourism: wine tasting tours, exploring vineyards, olive groves, and truffle farms, coupled with active pursuits such as hiking and biking along its picturesque trails, offer a myriad of experiences for the nature-loving tourist. The strategic location in the Veneto region, a renowned wine-producing area, presents additional opportunities for eno-tourism. Nowadays Vicenza is also known in the world for being the City of Gold: here many goldsmith activities are concentrated and one of the most important trade fairs in the world of this sector takes place.

Despite its abundant historical and cultural allure, Vicenza has traditionally been overshadowed as a tourist hotspot by its more renowned neighbours Padua, Verona and Venezia. However this is also seen as a strength, as it ensures the quality of both tourism experience and of the life in the city at the same time. Therefore, any cultural tourism development action will aim to maintain this equilibrium.

Since years there has been discussions at different levels on how to become more attractive for tourists that are already visiting the region, intercepting very specific niches of tourists that would allow to maintain the above-mentioned equilibrium and match well with the cultural heritage the city has to offer, such as architecture lovers, enthusiasts of theatre, dance and music, food lovers looking for slow experiences in contact with culture and nature, and cultural explorers. Unfortunately, these discussions did not bring many concrete results, which is also why SmartCulTour was seen as an opportunity to "shake" the *status quo* and overcome structural challenges that didn't allow the city to fully benefit from the sustainable cultural tourism opportunities. Just to mention some of these challenges: the need to build a cultural network connecting stakeholders and cultural offer, the need of a dialogue among stakeholders, the valorisation and diversification of the cultural offer beyond the main architectural focus on Palladio.

The following sub-chapters review the experiences of the Vicenza Living Lab included in Deliverable 6.2 'Production of abstracts and practice videos on tested interventions' and provide an overview on 5 dimensions that will be compared with the 'Framework of cultural tourism intervention' provided in Deliverable D3.1.

7.1 The International Library “La Vigna” becomes an open innovation Living Lab

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework
Taxonomy category	To involve and connect	
Reason why of the intervention	Provide local cultural tourism stakeholders a physical place where they can meet and connect to discuss, initiate and develop other sustainable cultural tourism interventions, giving a continuity to the SmartCulTour Living Lab.	-
Resources and tools	Distinctive Connective skills (cooperation and mediation expertise)	-
	Important Financial means, complementary skills to facilitate the connective process (territorial design, advocacy, data analysis and interpretation)	-
	Supportive Project Management and organisational skills	-
Expected Impacts	Primary impacts Significant social impact in terms of: <ul style="list-style-type: none"> Strengthened social cohesion due to increased space for discussion, dialogue and socialisation Sense of identity and ownership of the cultural assets among the stakeholders part of the network, including residents Positive attitude of locals towards tourism Significant cultural impact in terms of: <ul style="list-style-type: none"> Strengthened awareness local of local cultural heritage and identity Local pride and sense of belonging 	-
	Other impacts Moderate economic impact: <ul style="list-style-type: none"> Possible local entrepreneurial opportunities (leveraging the network potential) Value of properties and assets Marginal positive environmental impact in terms of: <ul style="list-style-type: none"> Restoration and preservation of green areas Raised awareness concerning agricultural supply chain 	-
Success conditions	Coordination and cooperation among stakeholders	-

7.2 Vicenza: the city of Palladio

An overview of the intervention can be seen [here](#). The table below summarises the analysis of the intervention and a comparison with the framework initially proposed. When a significant mismatch is identified, it is mentioned in the right column, *while the textual description in the central column is in italic when it refers to the mentioned mismatch*.

Analysis on the intervention		Significant mismatches with the proposed Framework
Taxonomy category	To develop and innovate	
Reason why of the intervention	Develop and innovate skills and knowledge of cultural tourism operators (including restaurateurs, hoteliers, shopkeepers, event organizers, travel agencies, managers of UNESCO designated sites, museums and theatres, etc.) to overcome structural challenges that didn't allow the city to fully benefit from the sustainable cultural tourism opportunities.	-
Resources and tools	Distinctive Professional and technical skills (e.g. spatial planning & development, data analysis, IT skills) for training & planning & development	-
	Important Financial means	-
	Supportive Organisational skills, <i>networking expertise</i>	Resource/tool not included in the framework
Expected Impacts	Primary impacts Significant economic impact in terms of <ul style="list-style-type: none"> Possible local entrepreneurial opportunities (leveraging the training and network potential) Increase number of visitors, tourists expenditures etc. Significant social impact in terms of: <ul style="list-style-type: none"> Sense of identity and ownership of the cultural assets among the stakeholders part of the network, including residents Positive attitude of locals towards tourism Strengthened social cohesion Significant cultural impact in terms of: <ul style="list-style-type: none"> Strengthened awareness of local cultural heritage and identity beyond the Palladio's heritage 	-
	Other impacts Marginal positive environmental impact in terms of: <ul style="list-style-type: none"> Restoration and preservation of green areas Raised awareness concerning agricultural supply chain 	-
Success conditions	Coordination and cooperation among stakeholders	-

08 Updated framework of cultural tourism interventions

For each category of the taxonomy, this chapter summarises significant mismatches that have been identified, when comparing the framework of cultural tourism interventions introduced in the SmartCulTour deliverable D3.1 with the experiences of the Living Labs. Each mismatch has been initially interpreted as a “suggested change” to be considered for updating the framework. For each suggested change, the tables below clarify if the suggestion will actually determine an actual change in the updated framework. Moreover, for each choice (including or not a specific suggested change in the updated framework) a motivation is provided.

As clear from the tables presented in chapters 2 to 7, the majority of the Living Lab interventions could be related to the “Involve and connect” type of interventions. This is coherent with:

- The philosophy and the main objective of SmartCulTour, for which the involvement of stakeholder in co-designing cultural tourism interventions was a crucial point
- The outcomes of the evaluation of Living Labs carried out in Deliverable D6.5, where participants identified the connection and dialogue with other stakeholders as one of the most valuable aspects of the Living Labs
- The fact that within the SmartCulTour Research and Innovation action, there was no specific funds available for initiating and implementing hard interventions with significant investment needs. Procedures to acquire significant external funds by the Living Lab stakeholders would require timelines exceeding the length of the project and have been reflected on within “D6.5 Final report on experiences and findings from the Living Labs”, as well as a SmartCulTour webinar organized around the potentials of EU funding mechanisms for the cultural tourism sector. Therefore, what has been observable within the time span of the project are mostly low capital-intensive type of interventions, which emerged as better fitting the category “to involve and connect”, rather than other categories of interventions. For instance, to protect and restore cultural heritage generally require significant financial resources, developing new expertise or sophisticated new product on the market also often require a certain amount of funds, etc. Nevertheless, the Living Lab activities can also be interpreted as “starting point”, where co-creation of ideas might lead in the future to access further fundings and implement more capital-intensive types of interventions.

As a matter of fact, this determined a situation in which not every category of the taxonomy was represented, or equally represented, in terms of Living Lab interventions. A total of 6 interventions have been recognized as belonging to the category “to involve and connect”, 3 to the category “to manage and influence”, 2 to the category “to develop and innovate”, while none of the Living Labs interventions were linked to the category “to interpret, understand and disseminate”.

This has practical implications in terms of updating the Framework for cultural tourism interventions. Even when a significative mismatch was identified by analysing the experience of a Living Lab, a single case or intervention doesn't provide enough evidence to justify changes to a framework generated through the

analysis of a larger amount of cases forming a solid base of data. This is the reason why the majority of the identified mismatches have not been translated into actual changes to the framework, unless similar mismatches emerged in at least two Living Lab interventions and the potential change is deemed as coherent and reasonable, considering the different size of the analysed datasets compared to the initial framework.

Based on the analysis illustrated in the following chapters (8.1 to 8.4), an updated version of the framework is provided in chapter 8.5.

8.1 Interventions “to protect, restore, safeguard and promote”: mismatches summary

Taxonomy category: “To protect, restore, safeguard and promote” (1 LL intervention)				
		Suggested change (based on LL experience)	Change implemented?	Motivation
Reason why		None	-	-
Resources and tools	Distinctive	(SPLIT 6.1) Add “Sustainable tourism planning expertise”	NO	Not enough evidence
	Important	None	-	-
	Supportive	None	-	-
Expected Impacts	Primary impacts	(SPLIT 6.1) Social impact “Primary” instead of “moderate”, in terms of: <ul style="list-style-type: none"> Increased community participation in tourism practices and in the societies, with potential impacts in terms of social cohesion Diffusion of ethical and inclusive tourism practices with impacts in terms of social justice 	NO	Not enough evidence
	Other impacts	(SPLIT 6.1) See primary impacts	NO	Not enough evidence
Success conditions		None	-	-

8.2 Interventions “to develop and innovate”: mismatches summary

Taxonomy category: “to develop and innovate” (2 LL intervention)				
		Suggested change (based on LL experience)	Change implemented?	Motivation
Reason why		None	-	-
Resources and tools	Distinctive	None		
	Important	None	-	-
	Supportive	(VICENZA 6.2) Add “networking expertise”	NO	Not enough evidence
Expected Impacts	Primary impacts	None		
	Other impacts	(SPLIT 6.2) Economic impact “moderate” instead of “Primary”, in terms of “Possible increase expected in the n. of visitors and their expenditure, leading to discrete entrepreneurial opportunities”	NO	Not enough evidence
Success conditions		(SPLIT 6.2) Add the success condition: “marketing and communication expertise” and “availability of financial resources”	NO	Not enough evidence

8.3 Interventions “to involve and connect”: mismatches summary

Taxonomy category: “to involve and connect” (6 LL interventions)				
Reason why		Suggested change (based on LL experience)	Change implemented?	Motivation
Reason why		None	-	-
Resources and tools	Distinctive	None	-	-
	Important	(SCHELDELAND 2.1, 2.2 and 2.3) Add “marketing and promotion skills” (HUESCA 3.1) Add “marketing and promotion skills” (SCHELDELAND 2.1 and 2.3) Add “legal knowledge” (HUESCA 3.1 and 3.2) Add “knowledge of law and regulation”	YES	Enough evidence, coherent and reasonable
	Supportive	(SCHELDELAND 2.1) Add “engineering and architecture skills. Building permission and regulatory knowledge”	NO	Not enough evidence
Expected Impacts	Primary impacts	(SCHELDELAND 2.3) Social impact “moderate” instead of “Primary”, in terms of “Strengthened sense of belonging and social cohesion” (HUESCA 3.1) Economic impact “primary” instead of “moderate/others”, in terms of “n. visitors, job, tourism incomes, entrepreneurial opportunities”.	NO	Not enough evidence
	Other impacts	(SCHELDELAND 2.3) See primary impacts	NO	Not enough evidence
Success conditions		(SCHELDELAND 2.3) Add “dedication and availability of volunteers” as success condition (HUESCA 3.1) Add “involvement of local population” and “promotional efforts” as success conditions	NO	Not enough evidence

8.4 Interventions “to manage and influence”: mismatches summary

Taxonomy category: “to manage and influence” (3 LL interventions)				
		Suggested change (based on LL experience)	Change implemented?	Motivation
Reason why		(ROTTERDAM 4.1) “to manage” not only related to address issues but also aiming at catching opportunities. (UTSJOKI 5.2) “To manage interpreted not only as solving and issue but also linked to the concept of catching an opportunity”	YES	Enough evidence, coherent and reasonable
Resources and tools	Distinctive	(ROTTERDAM 4.1) Add “Co-creation expertise” and “dialogue facilitation skills” to the framework	NO	Not enough evidence
	Important	None	-	-
	Supportive	None	-	-
Expected Impacts	Primary impacts	None		
	Other impacts	None	-	-
Success conditions		(UTSJOKI 5.1 and 5.2) Add the condition “presence of an inspired actor able to organise and coordinate the intervention”	YES	Enough evidence, coherent and reasonable

8.5 Conclusions: An updated version of the framework of cultural tourism interventions

As visible from the analysis conducted in this chapter, there are very few (minor) changes that will be considered in terms of updating the framework of cultural tourism interventions introduced in the Deliverable 3.1. Specifically:

- Interventions “to involve and connect”:
 - Add “marketing and promotion skills” and “legal knowledge” to the important resources to implement this type of intervention
- Interventions “to manage and influence”:
 - The “management” aim of this type of interventions is not only focused on addressing issues and problematic situations but can also be interpreted as aiming to catch promising opportunities for a better cultural tourism management
 - “Organisation and coordination” added as success condition for this type of intervention

As already clear from the analysis of the Living Lab experiences in chapters 2 to 7, there were not many significant suggestions for change. The actual number of changes considered for updating the framework is even lower and marginal. This should not be interpreted as a negative outcome that is undermining the value of this deliverable. In fact, the analysis included in this report has been extremely useful to validate the proposed framework through a comparison with additional case studies (experiences from the Living Labs). The used taxonomy and the proposed framework proved to be a useful and innovative tool to categorise cultural tourism interventions based on their “essential purpose”. Together, they provide useful guidelines on what type of resources are expected to be needed to implement certain types of interventions, what are the most significant impacts that should be expected and what main success conditions must be considered. Therefore, this framework can be a useful tool to initiate and support discussions among stakeholders and co-ideation of cultural tourism interventions.

As mentioned in the conclusions of Deliverable D3.1, selecting and designing interventions is complex and, if not appropriately guided, discussions on interventions can be long, inconclusive and ineffective. Guidance, commitment and engagement of a variety of stakeholders are paramount for an effective outcome. SmartCulTour, as a project, provides tool to support cultural tourism stakeholders in the whole process of discussing, ideating, designing and implementing cultural tourism interventions.

In the next page the reader can find the final framework of interventions, impacts and success conditions, updated with experiences from the Living Labs.

Category of intervention	Context	'Reason Why'	Distinctive Resources	Important Resources	Supportive Resources	Primary Impacts	Other Impacts	Success conditions
To protect, restore, safeguard and promote	Areas (rich in fragile cultural resources) challenged by a transition from the role they had in the past (e.g., industrial centres, vibrant rural communities) and the new role they might have in the current European society (which is increasingly urban & service focused).	Promoting protected and restored cultural resources enhance cultural tourism, which contributes to socio-economic revitalisation and support destinations in their transition to a new socio-economic setting.	<ul style="list-style-type: none"> a) Communication and marketing skills to promote. b) Professional & technical skills to preserve, restore or safeguard (e.g., conservation experts, architects, ethnologists). c) Knowledge of laws and regulations concerning heritage conservation and restoration. 	<ul style="list-style-type: none"> a) Financial means to protect, restore and safeguard. b) Especially: PR ability and procedural knowledge enabling access to external funding from governments and EU. 	<ul style="list-style-type: none"> a) Management and organisational skills. 	<ul style="list-style-type: none"> a) Significant cultural impacts (conservation and restoration of cultural heritage, participation of locals in the cultural life, awareness about cultural heritage and cultural identity). 	<ul style="list-style-type: none"> a) Moderate positive economic impacts (jobs and business opportunities due to moderate increase of tourism). b) Moderate positive social impacts (living conditions, socio-economic revival of the area). c) Mixed environmental impacts (positive and negative). 	<ul style="list-style-type: none"> a) Availability of financial resources. b) Uniqueness and authenticity of cultural resources. c) Inclusive and participatory approach. d) Vision able to connect the past and the present.
To develop and innovate	Areas, rich in cultural resources, where certain challenges limited the development of sustainable cultural tourism, resulting in a prolonged <i>status quo</i> and/or determining unexplored opportunities in sustainable cultural tourism.	Attempt to shake and disrupt the <i>status quo</i> , by introducing a change that enables opportunities to further develop sustainable cultural tourism (e.g., new knowledge, skills, products or experiences).	<ul style="list-style-type: none"> a) Professional & technical skills to develop and innovate (e.g., training and education skills, IT skills, storytelling abilities). b) Vision on opportunities determined by breaking the <i>status quo</i>. 	<ul style="list-style-type: none"> a) Financial means to develop and innovate. b) Creative and entrepreneurial mindset. c) Knowledge of sustainable experience design principles. 	<ul style="list-style-type: none"> a) Project management and organisational skills. 	<ul style="list-style-type: none"> a) Substantial positive economic impacts (jobs, incomes, business opportunities due to a balanced increase of tourism). b) Substantial positive socio-cultural impacts (living conditions, education/training opportunities, social cohesion, cultural identity awareness). 	<ul style="list-style-type: none"> a) Mixed environmental impacts (positive and negative). 	<ul style="list-style-type: none"> a) Stakeholders acting as change-agents to disrupt a <i>status quo</i>. b) Complementary skills and expertise, allowing to look at change-opportunities from different angles. c) Cooperation among stakeholders.
To interpret, understand and disseminate	Presence of forgotten/neglected heritage or heritage subject to unclear or dissonant interpretations, determined by profound socio-economic and cultural changes (e.g., new socio-economic paradigm, conflicts, tragic events, socio-cultural or political tensions, etc.).	Usage of cultural tourism as a viable instrument to promote interpretations of forgotten/neglected heritage or heritage subject to unclear or dissonant interpretations, mitigating different perspectives on its meaning & significance.	<ul style="list-style-type: none"> a) Ability to listen to people embracing an open-minded and bottom-up approach. b) Communication and storytelling skills. 	<ul style="list-style-type: none"> a) Financial means to fund interpretative processes and acquire necessary skills. b) Support of scientific and academic knowledge (e.g., historians, sociologists or anthropologists). 	<ul style="list-style-type: none"> a) Organisational skills and business/project management expertise. b) Creative and entrepreneurial mindset. 	<ul style="list-style-type: none"> a) Substantial positive social impacts (e.g., social cohesion, social inclusion of minorities, sense of community). Risks: gentrification & 'zoo effect'. b) Substantial positive cultural impacts (awareness & knowledge of cultural heritage, intercultural understanding, reconciliation of dissonant heritage interpretations). 	<ul style="list-style-type: none"> a) Moderate positive economic impacts (jobs, incomes and business opportunities), although often limited to a reduced number of (local) individuals or businesses. b) Minor environmental impacts (positive and negative). 	<ul style="list-style-type: none"> a) Availability of financial resources. b) Listen and let territories/people to express and narrate themselves. c) Engaging communication (e.g., storytelling skills). d) Connection with cultural tourism markets.

Category of intervention	Context	'Reason Why'	Distinctive Resources	Important Resources	Supportive Resources	Primary Impacts	Other Impacts	Success conditions
To involve and connect	Failure in the connection among and between cultural tourism stakeholders and cultural heritage. One/more elements of this connection are detached or not meaningfully and inclusively connected with the others.	Attempt to create the conditions for meaningful and inclusive connections among and between cultural tourism stakeholders and cultural heritage.	<ul style="list-style-type: none"> a) Connective skills to include and create connections (e.g., cooperation, negotiation, PR and networking skills). b) Storytelling and communication skills to involve and generate connections. 	<ul style="list-style-type: none"> a) Financial means to acquire, apply and implement connective skills. b) Set of complementary skills to facilitate connective processes (e.g., artistic talent, IT skills, knowledge of sustainability and experience design principles). c) <i>marketing and promotion skills</i> d) <i>legal knowledge</i> 	<ul style="list-style-type: none"> a) Project Management, logistic and organisational skills. b) Leadership to inspire and guide connective processes. 	<ul style="list-style-type: none"> a) Substantial positive social impact (living conditions, availability of infrastructure, social cohesion and inclusion, cross-border cooperation). Risks: socio-cultural frictions among stakeholders due to different priorities. b) Substantial positive cultural impacts (cultural identity, intercultural dialogue and cooperation, awareness and preservation of cultural heritage). 	<ul style="list-style-type: none"> a) Moderate positive economic impacts (jobs, incomes and business opportunities), in the short term. If the intervention is successful in the long term, economic impacts might be more significant. b) Mixed environmental impacts (positive and negative). 	<ul style="list-style-type: none"> a) Effective connective strategies and tools (e.g., ability to use storytelling). b) Availability of financial resources. c) Enhanced dialogue and cooperation. d) Stable legal framework and reduced bureaucracy.
To manage and influence	Areas impacted by problematic issues concerning economic, socio-cultural or environmental sustainability of cultural tourism and its impact on the well-being of locals (e.g., Overtourism).	Attempt to address the problematic issues <i>or catch promising opportunities</i> through a better cultural tourism management and/or trying to regulate or influence stakeholders' decisions and behaviours.	<ul style="list-style-type: none"> a) Planning, managerial and organisational skills. b) Negotiation and persuasion skills. c) Legal and regulatory knowledge. 	<ul style="list-style-type: none"> a) Financial means to support the management or regulation process. b) Variety of expertise and knowledge required by the specific intervention (e.g., visitor management tools, sustainable development principles, quality audit, etc.). 	<ul style="list-style-type: none"> a) Digital and IT expertise. b) Communication skills. 	<ul style="list-style-type: none"> a) No clear predominance of a particular type of impact. b) Regulating the demand or the supply side tends to determine a prevalence of socio-cultural and environmental positive impacts. c) Cultural tourism development plans and strategies tend to have a mix impact (the prevalence of economic, social, environmental or cultural impacts depends on the specific issue the intervention aims to address). 		<ul style="list-style-type: none"> a) Embracing participative and inclusive management approaches. b) Producing positive impacts for multiple stakeholders. c) Cross-sectorial approach (going beyond the involvement of cultural tourism stakeholders). d) <i>organisation and coordination</i>

A1 Annex 1: Case-studies Living Labs – data collection form

LIVING LAB:

INTERVENTION:

FORM FILLED IN BY:

CONTEXT & BACKGROUND	Imagine you can only use 4 (separate) words to explain and describe the context/area where the intervention is taking place (or the context of the Living Lab in general). Mention these 4 separate words.	<ul style="list-style-type: none"> • X • X • X • X
	List at least 3 challenges the area is facing in terms of tourism development and tourism valorisation of cultural resources ² .	<ul style="list-style-type: none"> • X • X • X
REASON WHY	Was any of the mentioned challenges the reason why the intervention was ideated/initiated? If not, what was the reason why the intervention was initiated?	
	How would you describe the objective of the intervention, in one sentence?	
RESOURCES AND TOOLS	Are financial resources necessary to implement the intervention and reach the desired objectives? If yes: A) Where these financial resources come from? B) What are these financial resources needed for?	
	What kind of skills and expertise are necessary in order to design, plan and implement the intervention and reach the desired objectives?	
	Are digital technologies necessary to design, plan and implement the intervention and reach the desired objectives? If yes, in which way?	
	Are legal aspects necessary to implement the intervention (e.g. knowledge of laws and regulation, permits, change in legislation, etc.)? If yes, in which way?	
EXPECTED ECONOMIC IMPACT	What types of economic impact the intervention is expected to have (or already had)? (e.g. impacts on: number of tourists, tourists' expenditure, tourism and cultural industry's revenues, number of jobs, public expenditure in (cultural) tourism, value of assets & properties, entrepreneurial opportunities for locals, variety of cultural tourism offer, quality of the tourist's experience, other...). Briefly list and explain the impacts (and, when possible, provide a quantification).	
	Who is/will be positively affected by this impact? Who is/will be negatively affected?	<ul style="list-style-type: none"> • Positively affected: • Negatively affected:
EXPECTED SOCIAL IMPACT	What types of social impact the intervention is expected to have (or already had)? (e.g. living conditions, facilities and infrastructures available for locals, affordable accommodations available for locals, socio-demographics trends, local community attitude towards tourism, local community participation in tourism, social cohesion, social justice, respect of cultural identity, participation of minorities and indigenous groups in the social life, ethics, etc.). Briefly list and explain the impacts.	
	Who is/will be positively affected by this impact? Who is/will be negatively affected?	<ul style="list-style-type: none"> • Positively affected: • Negatively affected:

² With "tourism valorisation of cultural resources", we refer to the inclusion of cultural heritage (tangible and intangible) and contemporary creative and cultural expressions in the set of elements that attract (or can potentially attract) tourists and visitors to a destination.

EXPECTED CULTURAL IMPACT	What types of cultural impact the intervention is expected to have (or already had)? (e.g. protection, restoration and safeguard of cultural heritage – both tangible and intangible, valorisation of cultural heritage and contemporary creative and cultural expressions, activities and/or industries, number of visitors to cultural attractions, inter-cultural understanding, awareness of the local culture, pride of the local community about the local culture, participation of minorities and indigenous groups in the local cultural life, management of heritage sites, etc). Briefly list and explain the impacts.	
	Who is/will be positively affected by this impact? Who is/will be negatively affected?	<ul style="list-style-type: none"> • Positively affected: • Negatively affected:
EXPECTED ENVIRONMENTAL IMPACT	What types of environmental impacts the intervention is expected to have (or already had)? (e.g. pollution and CO ² emissions, waste production, green areas available for public, conservation or depletion of natural resources, water and energy consumption, biodiversity, etc.). Briefly list and explain the impacts.	
	Who is/will be positively affected by this impact? Who is/will be negatively affected?	<ul style="list-style-type: none"> • Positively affected: • Negatively affected:
SUCCESS CONDITIONS	<p>A) Name few factors, elements and conditions you consider as essentials to make sure the intervention is/will be successful and reach the desired objectives.</p> <p>B) Are there any specific barrier or challenge that have to be overcome (or have been overcome) to make the interventions successful?</p>	