



# SUSTOURISMO WPT3 Output

## SUSTOURISMO strategy

### T3.4 SUSTOURISMO Strategy (based on SUSTOURISMO Del 3.3.1 and 3.4.1)

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## Engagement in sustainable tourism - mobility planning

Tourism is considered as a multi-stakeholder industry consisted of various stakeholders presenting a range of different interests and perspectives (Lane and Bramwell, 2000), all considered equal and valid (Donaldson and Preston, 1995). The same applies also with mobility sector - typical stakeholder groups involved in transport projects are many even in small scale projects (GUIDEMAPS Handbook 2004).

The idea of engaging tourists, local communities and stakeholders of local communities in the tourism and mobility planning process should be on the top of cities agendas as it is of utmost importance for all involved actors to well communicate needs and have a say in decision making that affects their operations (experience from travellers perspective, business models - marketing plans - investing opportunities from the side of stakeholders and daily lives from the site of the citizens). Thus, achieving the complex issue of participation of stakeholders in both sectors planning and decision-making, is deemed more than crucial for the determination of communities' long-term interest (Javier and Elazigue, 2011, Le Pira et al, 2018).

Looking in tourism sector, mobility seems to be a very crucial and interlinked field since the the moving from the usual residential place for leisure or entertainment represents the essential condition of tourism (La Rocca, 2015). As mentioned by Hall (2004), concepts of mobility provide an opportunity to connect understandings of broader patterns of tourist flows with individual life trajectories while both sectors can act as driving urban functions in order to promote more sustainable lifestyles (Mihalic, 2016; Grieco, 2015).

According to several researchers, the tourism planning strategy is more effective, equitable and legitimate when various stakeholders are involved, mainly due to the fact that concerns arising from personal interests of tourism destination communities as well as from society's general interests are taken into account (Murphy, 1988; Simmons, 1994). According to Jurowski et al, (1997), local communities need to be protected from tourism's adverse impacts and get benefited from its development, thus, special emphasis should be given to local communities' participation in the planning process and development (Riviera and Gutierrez, 2019; Roxas et al, 2020) while also a wide range of stakeholders should take advantage of the benefits arise from the tourism sector (Heslinga et al, 2019). Also the involvement of residents in tourism planning may lead to the enhancement of the planning institution legitimacy and can produce knowledge, deemed as necessary when developing well-informed plans (Faehnle, 2014; Forester, 1993). Both the interrelation and the independence of the tourism sector with other sectors (e.g. transport sector) indicate that anyone can demand and get a sufficient share from tourism's benefits (Yu, 2012). Hence, the coordination of several stakeholders (local authorities, visitors, residents, industry operators, tourism related organizations and tourism businesses) is vital in achieving sustainability (Bjork, 2000) and the development of synergetic interactions among stakeholders seems to play the role of the hidden asset for achieving an effective sharing of tourism benefits (Heslinga et al, 2019). Similarly, extensive cooperation between tourist companies and authorities (national, regional and local) are necessary for overpassing challenges and remaining competitive (Angelkova



et al, 2012). Tourism development should be based from one side on visitors' perspectives and personal experiences, a fact that almost poses the assessment of tourism development from visitors, a basic prerequisite for the tourism participatory planning management of sustainable tourism destinations (Grybovych, 2012; Clausen and Gyimothy, 2016). From the other side, interests and expectations of different stakeholders should be considered during the planning process in order the appropriate cooperative schemes to be created leading to the adoption of models promoting sustainable tourism (Byrd, 2007; Bhat & Gaur, 2012; Peric & Djurkin, 2014).

## The idea of SUSTOURMOB cycle - strategy

SUSTOURISMO Transnational Strategy or as also mentioned 'SUSTOURMOB cycle', designed with a transnational dimension to support common sustainable development goals achievement in the wider area, is a strategy that could be used by other ADRION areas to promote the SUSTOURISMO interventions - adoption should follow a concrete transferring based on local needs, capacities and characteristics. The development of SUSTOURMOB strategy should take no longer of two years (given the need of intense consultation) while it is recommended that the strategy is updated at regular intervals (every 5 years or in shorter periods in case of shock events presence that change radically the background). This need for updating the strategy every 5 years, it is essential due to the dynamic nature of the tourism industry and the significant changes that can occur within this timeframe;

- Market trends and consumer behavior: Tourism is influenced by evolving market trends and shifts in consumer behavior. Over a 5-year period, there can be significant changes in travelers' preferences, interests, and demands. Updating the strategy allows for aligning with these changing trends to ensure that the tourism offerings remain relevant and attractive to visitors.
- Technological advancements: The tourism industry is heavily impacted by technological advancements. Within a 5-year timeframe, there can be significant advancements in areas such as digitalization, online booking platforms, mobile applications, and virtual reality experiences.
- Sustainability and environmental considerations: There is a growing global emphasis on sustainable tourism practices and environmental conservation. Within a 5-year period, there can be advancements in sustainability frameworks, regulations, and best practices. Updating the strategy enables the integration of the latest sustainability approaches, ensuring that tourism activities are aligned with current environmental standards and goals.
- Policy and regulatory changes: Tourism policies and regulations are subject to continuous review and modification. Over a 5-year period, there may be changes in government policies, regional regulations, or international agreements that impact the tourism industry. Updating the strategy allows for adapting to these changes and ensuring compliance with the latest guidelines.



- Economic and geopolitical shifts: Economic and geopolitical factors can significantly influence the tourism industry. Over a 5-year period, there may be economic fluctuations, currency exchange rate changes, political developments, or shifts in travel restrictions and visa policies. Updating the strategy enables the formulation of appropriate responses to these changes, ensuring the resilience and adaptability of the tourism sector.
- Crisis and disaster management: The occurrence of crises or disasters, such as natural disasters, health emergencies, or political instability, can have a profound impact on tourism. Within a 5-year timeframe, unforeseen events may necessitate adjustments to the strategy to effectively address crisis management and recovery strategies.

Based on the above considerations, it becomes evident that updating the strategy is essential to ensure its alignment with the evolving landscape. This proactive approach helps to maintain the strategy's effectiveness, adaptability, and relevance in addressing the current and future challenges of the tourism industry.

Furthermore, it is recommended that the strategy is independent of political changes, presents continuity over the years while upgraded as proposed above (**required for Strategy, element No.5, ADRION programme manual**).

The SUSTOURMOB planning cycle helps decision makers be prepared for the obstacles ahead, keep on track, boost productivity and keep planning focused (**required for Strategy, element No.2 - 'to whom is addressed', ADRION programme manual**). Among benefits identified are the components of SUSTOURMOB cycle (**required for Strategy, element No.2 - 'mission statement', ADRION programme manual**);

- It is co-built and gives a clear direction; it highlights steps to be taken and when they should be completed
- It compiles needs and defines goals, all written down and planned out in steps which gives a reason to stay motivated and committed
- The monitoring step supports tracking progress toward goal achievement
- It helps understanding the loop in planning that entails 'analysis - development - real testing - evaluation - monitoring - improvement', all with the 'co' approach ('co-analysis - co-development - co-real testing - co-evaluation - co-monitoring - co-improvement')
- Helps towards transition and achievement of UNECE Sustainable Development Goals - linked to sustainable mobility and tourism sectors.





Figure 1: UNECE SDGs

**Summarizing, the Mission Statement linked to SUSTOURMOB cycle is:**

*SUSTOURMOB aims to facilitate the co-planning of sustainable tourism through the integration of sustainable mobility solutions. By utilizing the SUSTOURMOB planning cycle, decision-makers are empowered to overcome obstacles, maintain focus, and enhance productivity. The mission is to co-build a clear direction by identifying needs, defining goals, and outlining actionable steps, ensuring motivation and commitment throughout the process. Through monitoring progress, the cycle enables effective tracking of goal achievement. With its comprehensive and cooperative approach of analysis, development, real testing, evaluation, monitoring, and improvement, SUSTOURMOB supports the transition and attainment of UNECE Sustainable Development Goals within the sustainable mobility and tourism sectors.*

**SUSTOURMOB cycle** is a virtuous cycle for 'sustainable tourism hand in hand with mobility' planning procedure (SUSTOURMOB vision - required for Strategy, element No.1, ADRION programme manual). The SUSTOURMOB cycle is the reflection of the, well known in transport sector, Sustainable Urban Mobility Planning cycle (SUMP cycle - Rupprecht Consult, 2019) in tourism sector. The above stated vision is in fact in close relation to the SUSTOURISMO Programme



Priority Specific Objective 'Promote the sustainable valorisation and preservation of natural and cultural heritage as growth assets in the Adriatic-Ionian area' and to project's original goal 'Sustainable Tourism & Mobility Hand by Hand development';

The SUSTOURMOB cycle was designed with the initial contribution of promoting sustainable tourism hand in hand with mobility. The strategy vision is centered around integrating sustainable mobility solutions with sustainable tourism practices. This vision reflects the project's original goal of creating a symbiotic relationship between tourism and mobility, ensuring that both sectors work together to achieve sustainable development.

The strategy vision considers ADRION as a whole. It is designed to address the unique challenges, opportunities, and characteristics of the area as derived through project's activities.

Strategy vision update should follow strategy's review and update progress proposed above and should be periodically evaluated and adjusted to account for changes in the internal and external environment. This review process will ensure that the strategy remains aligned with the original goal and can effectively respond to evolving circumstances, such as changes in market trends, technological advancements, policy shifts, and community needs.

The SUSTOURMOB cycle is a virtuous cycle, which implies that it supports continuous improvement and adaptation. The strategy vision should embrace this concept by fostering a culture of learning and flexibility. Through ongoing monitoring, evaluation, and feedback mechanisms, the strategy can identify areas for improvement and make necessary adjustments to ensure its alignment with the original goal. This iterative approach allows the strategy to remain dynamic and responsive to changing conditions.

The review process, as the initial process followed, should involve active engagement and input from relevant stakeholders, including tourists, local communities, tourism authorities, mobility service providers, and other key actors. Their perspectives and insights should be considered when evaluating the strategy vision and its alignment with the original goal. By incorporating diverse viewpoints, the strategy can benefit from collective wisdom and ensure inclusivity in decision-making.



Figure 2: SUMP cycle edition 2.0 (source: Rupprecht Consult 2019)

Initiated and coordinated by a local facilitator, SUSTOURMOB approach is based on a strong co-planning and co-upgrading dimension. Elements of SeeRRI Horizon 2020 project are also incorporated in the SUSTOURMOB cycle (co-define, co-develop and co-implement).





SeeRRI process model for responsible regional planning 



Figure 3: SeeRRI project process model (source: SeeRRI presentation during MooC of Interref Euro-MED Academy course 'PROMOTING INNOVATION FOR SUSTAINABILITY TRANSITIONS IN THE MEDITERRANEAN', 2022)

It consists of 4 phases (in a loop) and 12 steps as depicted in the following figure.

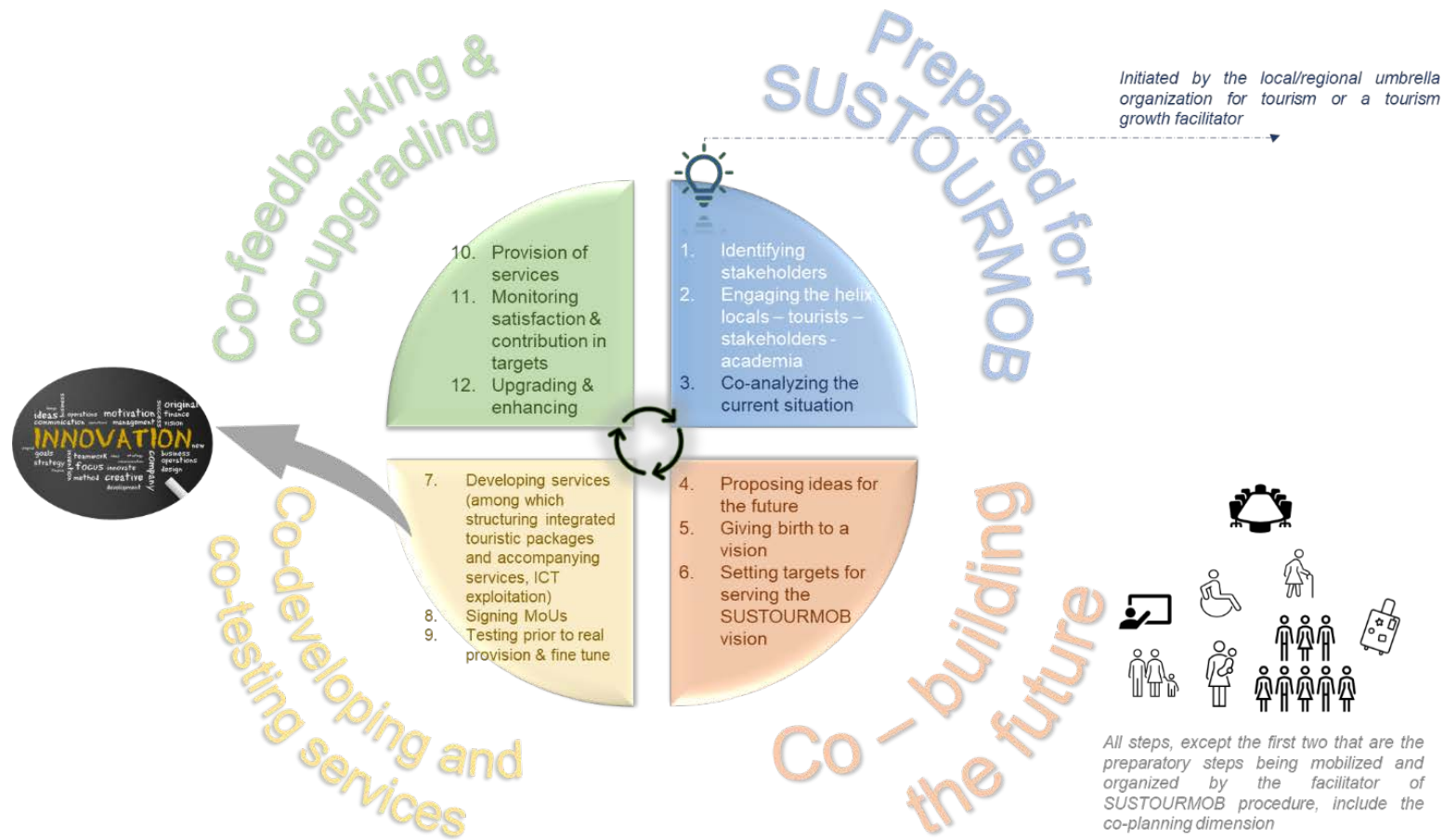


Figure 4: The SUSTOURMOB cycle



## The rational behind SUSTOURMOB cycle

SUSTOURMOB cycle was built open the experience gained throughout the whole SUSTOURISMO project lifecycle. The (time) sequence of activities of SUSTOURISMO project perfectly fit the time sequence of SUSTOURMOB cycle (Table 1) (required for Strategy, element No.3, ADRION programme manual).

Table 1: Link among SUSTOURISMO activities and SUSTOURMOB steps

SUSTOURISMO activity	Action	SUSTOURMOB step
Preparation step	Partners that are interested in bringing sustainable tourism via sustainable mobility steps ahead	Facilitator's mining
C1.1 Communication and dissemination strategy adaptation &  Act. 1.1 The tourism culture of ADRION; EU, ADRION and national/local strategies	Preliminary understanding of tourism complexity  &  Stakeholders' identification and mapping	1. Identifying stakeholders
Dissemination events, webinars, round tables	Engaging stakeholders and users (citizens/travellers)	2. Engaging the helix locals - tourists - stakeholders - academia
Act. 1.3 Common tourism identity in ADRION; needs and challenges	Surveys, data and information collection	3. Co-analyzing the current situation
Act. 1.2 Capitalizing on past and ongoing experience on sustainable tourism & on initiatives for users engagement in sustainable planning &  Act. 1.4 Preparing the ground for SUSTOURISMO testing phase	Good practices mining  &  Understanding what is feasible per case	4. Proposing ideas for the future  &  5. Giving birth to a vision



1 <sup>st</sup> Round Table	Co-agreeing with key actors for what is needed to serve sustainable tourism and mobility vision	6. Setting targets for serving the SUSTOURMOB vision
Act. 2.1 Design and development of the SUSTOURISMO Functionalities	Developing the app serving wide needs &	7. Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)
& incorporating TPs (from Act. 1.4)	Finalizing the TPs	
Part of 1.4	Signing MoUs with the key actors involved per TP	8. Signing MoUs
Act. 2.1 Design and development of the SUSTOURISMO functionalities	Testing the solutions before launching them	9. Testing prior to real provision & fine tune
Act. 2.2 SUSTOURISMO testing phase	Testing the pilots	10. Provision of services
Act. 2.3 Assessment of the SUSTOURISMO Implications	Understanding impact	11. Monitoring satisfaction & contribution in targets
Act. 3.4 Business models for the pilot apps take up	Detailed plan for enhancement	12. Upgrading & enhancing

The identification of numerous shared opportunities across the project areas as derived from the joint elaboration on the case-specific SWOTs at deliverable 1.4.1 (also in ANNEX A here), highlights the need for an integrated strategy on mobility and tourism since a holistic approach is required so as to support sustainable destinations. Below are the most crucial aspects of the SWOTs that supported understanding needs and proposing steps for the SUSTOURMOB cycle;

- Upward trend in tourist arrivals and revenues at national levels are indicating the need to handle cases as destinations and engage into planning also the special group of tourists.
- Seasonality and tourist flow demand management should be taken into account - tourists are mobility users so there is a need to embrace the whole ecosystem - tourists and citizens, stakeholders and decision makers.
- There is a strong demand for new co-produced services.
- There is an identified need for mutual support and collaboration among cities or regions, leading to increased synergies and cooperation for sustainable tourism and mobility development.



- Areas are seeking for introduction of new technologies to enhance tourism and mobility services, improving the overall visitor experience. Embracing digitalization and innovative services to enhance the tourism product and meet the expectations of tech-savvy travelers.
- Cases have pinpointed the need for creation of collaborative networks among the public and private sectors, academia, and research institutions, fostering innovation and knowledge-sharing.
- There is an observed potential for slow tourism growth, such as walking and cycling trips, to promote cultural and historical heritage preservation and enhance visitor engagement.
- Areas agree that there is a need to attract private funds to support sustainable tourism and mobility initiatives and investments and to optimally exploit financial resources and mechanisms for promoting sustainable tourism practices.
- ADRION should leverage lessons learned from events like the COVID-19 pandemic to restart tourism in a more structured and safer manner; inclusive planning is needed.
- SUSTOURISMO cases have all highlighted the need to enhance intermodal transport solutions and investing in efficient public transport services, bike lane networks, and the promotion of active mobility (**element No3 of Programme manual - The state of play according to which SUSTOURISMO STRATEGY is based on results from cases analysis as briefly presented in ANNEX A and extensively presented in del. 1.4.1).**

Considering the shared opportunities and the need for collaborative efforts, an integrated strategy like SUSTOURMOB becomes crucial. All SUSTOURISMO cases have agreed that providing a stable mobility and tourism co-planning framework and offering integrated touristic packages (combined services promoting responsible behaviours and green mobility) is what is needed. Furthermore, as presented in 1.4.1 deliverable, technology-savvy travellers is the new target group so integrating smart solutions into apps like SUSTOURISMO are showing the way forward.

SUSTOURMOB is estimated to provide a coordinated framework to address these opportunities, maximize synergies, and overcome common challenges. By adopting a holistic approach, the strategy fosters collaboration among the project areas, facilitate knowledge exchange, and optimize resource allocation to achieve sustainable tourism development and mobility solutions. The integrated nature of SUSTOURMOB ensures a unified approach that leverages the strengths of each area while promoting cross-case learning and cooperation.

## The SUSTOURMOB cycle steps detailed description

In this chapter, SUSTOURMOB cycle step-specific details are given in order to be able for each case to tailor it and use it as a tool for planning sustainable tourism via sustainable mobility.

### Phase 1; Prepared for SUSTOURMOB





The preparatory steps for developing the SUSTOURMOB plan are:

- to initiate the whole procedure - a 'volunteer' facilitator, a Visionaire to launch the procedure - this can be a local or a regional authority, a development agency, a tourism organization, a research institute/ university. If existing, the Destination Marketing Organization DMO can be the facilitator of such an initiative however it is considered necessary to have the support of research bodies on transport issues if not included in its structure since the SUSTOURMOB cycle takes highly into account sustainable mobility promotion.
- to co-agree /commit (decision makers) that sustainable tourism and sustainable mobility are closely interrelated sectors, and that mutual support is a key to unlock sustainable solutions and growth.
- to recognize the need for intervening and accepting the co-creation approach of decision making in 'sustainable tourism via sustainable mobility'.

Before starting with the main steps of this phase, it is necessary to:

- define internal working structures among the two departments - tourism and mobility - and map existing capacities, knowledge and resources (financial, human, institutional and technological) - project manager appointment, core team, roles and responsibilities allocation, role of the facilitator clarification, communication protocols, information sharing etc.
- frame the geographical coverage of the plan (touristic functional area)
- collect all previous plans, make exhaustive research on previous initiatives, understand wider national or regional/local strategies and priorities linked to tourism and mobility and be organized as for the next steps.

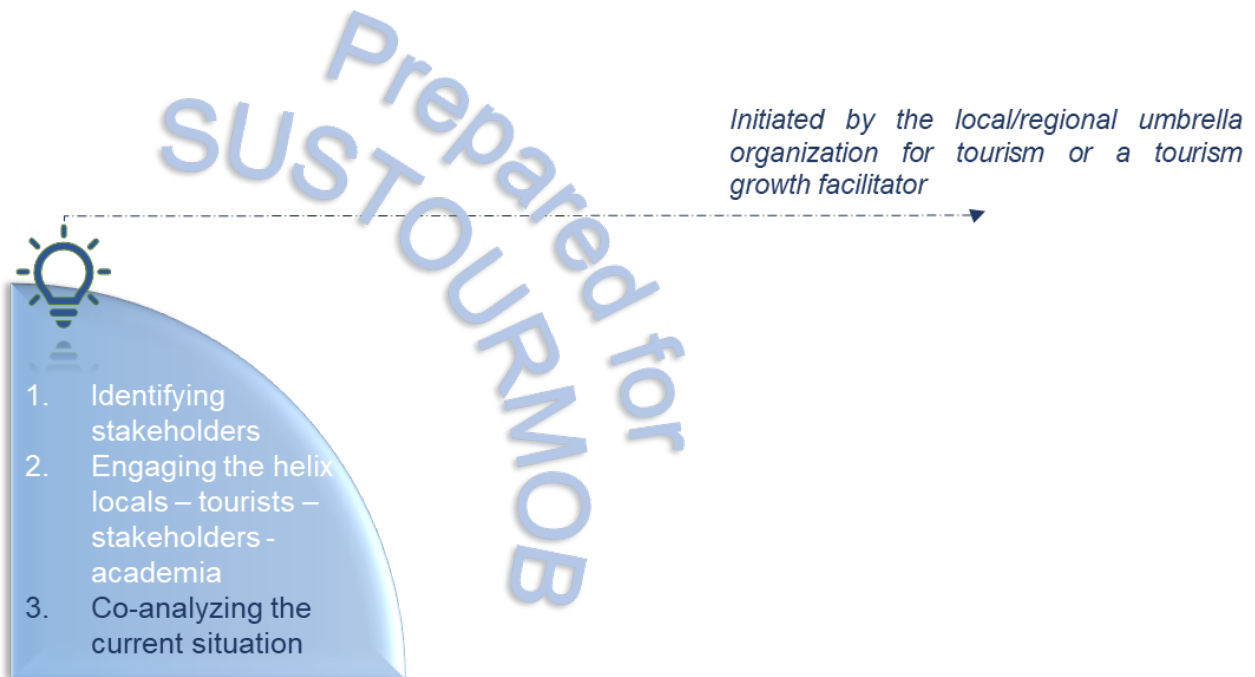


Figure 5: The first SUSTOURMOB phase

1. Identifying stakeholders

The good screening of the ‘until now’ movements and actions in both tourism and mobility sectors that is a preparatory step for the strategy building, will lead to the matrix of close and not-close stakeholders.

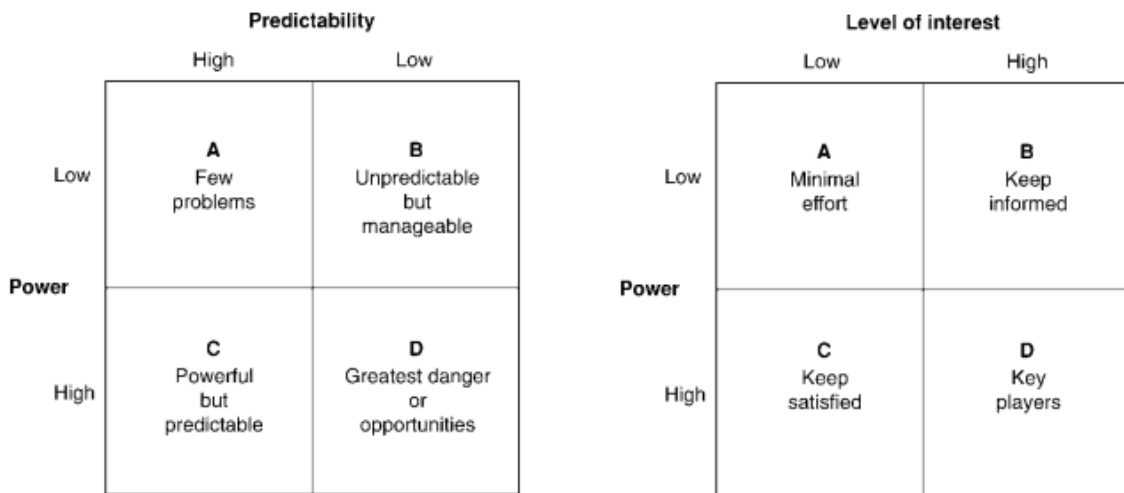


Figure 6: Stakeholder mapping: power/predictability - level of interest matrix



According to Newcombe (2003), the matrices of Figure 4 that show the power/predictability - interest relations can be used as a blackboard for plotting the stakeholders, an exercise that can facilitate decisions and engagement actions in the next steps. The stakeholders matrices can be done separately per sector and then joining will result in the SUSTOURMOB stakeholders matrix.

Stakeholder Theory is all about the way in which stakeholders should be taken into account when making business decisions (<https://tourismteacher.com/stakeholders-in-tourism/>). A non-exhaustive list of tourism stakeholders is depicted in the following figure.



# STAKEHOLDERS IN TOURISM

**Definition:** Anyone who is involved with a particular project, organisation or tourism-based industry

	<b>1</b>	<b>TOURISTS</b> e.g. backpackers, families, luxury, business, adventure, gap-year, students
	<b>2</b>	<b>SUPPLIERS</b> e.g. farmers, factories, manufacturers
	<b>3</b>	<b>EMPLOYEES</b> e.g. waiters, taxi drivers, Holiday Reps, call-centre operatives, CEOs
	<b>6</b>	<b>EDUCATION</b> e.g. students, employees undertaking training and development
	<b>5</b>	<b>UTILITIES AND INFRASTRUCTURE</b> e.g. powerplants, utility companies, road maintenance
	<b>6</b>	<b>NGOS</b> e.g. the Tourism Society, The Travel Foundation
	<b>7</b>	<b>SMALL AND MEDIUM ENTERPRISES</b> e.g. travel agent, restaurant, hotel
	<b>8</b>	<b>TRANSPORT</b> e.g. airlines, taxi companies, cruises, trains
	<b>9</b>	<b>TOURISM ORGANISATIONS AND OPERATORS</b> e.g. travel agents, DMOs, travel bloggers
	<b>10</b>	<b>GOVERNMENT</b> e.g. local, regional, international
	<b>11</b>	<b>COMMUNITIES</b> e.g. host community, tourist community, international community

WWW.TOURISMTEACHER.COM

Figure 7: Tourism stakeholders categories, <https://tourismteacher.com>

Mobility related, both directly and less strictly connected / connected under a wider view, stakeholders have been mapped during the last years (from 2013 and the first Sustainable Mobility Plans development). Typical stakeholders involved in transport projects are presented in the following table mapped by Bosetti et al., 2014.



Table 2: Typical mobility stakeholders (Bosetti et al., 2014)

Government/Authorities	Businesses/Operators	Communities/ Local neighbourhoods	Others
European Union	National business associations	National environmental NGOs	Research institutions
Ministry of Transport	Major employers	Motorist associations	Universities
Other national ministries	Private financiers	Trade unions	Training institutions
Regional government	International/national businesses	Media	Experts from other cities
Local authorities	Regional/local businesses	Local authority forums	Foundations
Neighbouring cities	Local business associations	Local community organisations	
Local transport authority	Small businesses	Local interest groups	
Traffic police	Retailers	Cycling/walking groups	
Other local transport bodies	Utility services (e.g. electricity, telecommunications)	Public transport user groups	
Other local authority bodies	Engineers/Contractors	Transport users	
Politicians	Transport operators/providers	Citizens	
Other decision makers	Transport consultants	Visitors	
Partnership bodies	Car-sharing companies	Citizens in neighbouring cities	
Project managers	Bicycle rental operators	Disabled people	
Professional staff	Other mobility providers	Landowners	
Emergency services		Transport staff	
Health & safety executives		Parents/Children	
		Older people	

What is needed in the case of SUSTOURMOB cycle is a well-balanced mixture of necessary and crucial mobility related stakeholders with the tourism stakeholders; this means as minimum bringing into touch and involving the Transport Department of the competent authorities at regional and local level and public and active transport providers (e-scooters, shared bike and e-bike companies etc) in SUSTOURMOB planning.

Very important is the engagement of local communities in sustainable tourism - mobility planning. The involvement of local communities at responsible tourism practices (= "tourism that promotes responsibility to the environment through its sustainable use; responsibility to involve local communities in the tourism industry; responsibility for the safety and security of visitors and responsible government, employees, employers, unions and local communities". Definition according to DEAT,1996) are seen as critical to mitigating potential tourism related negative impacts to society and environment [Chan et al. 2021].

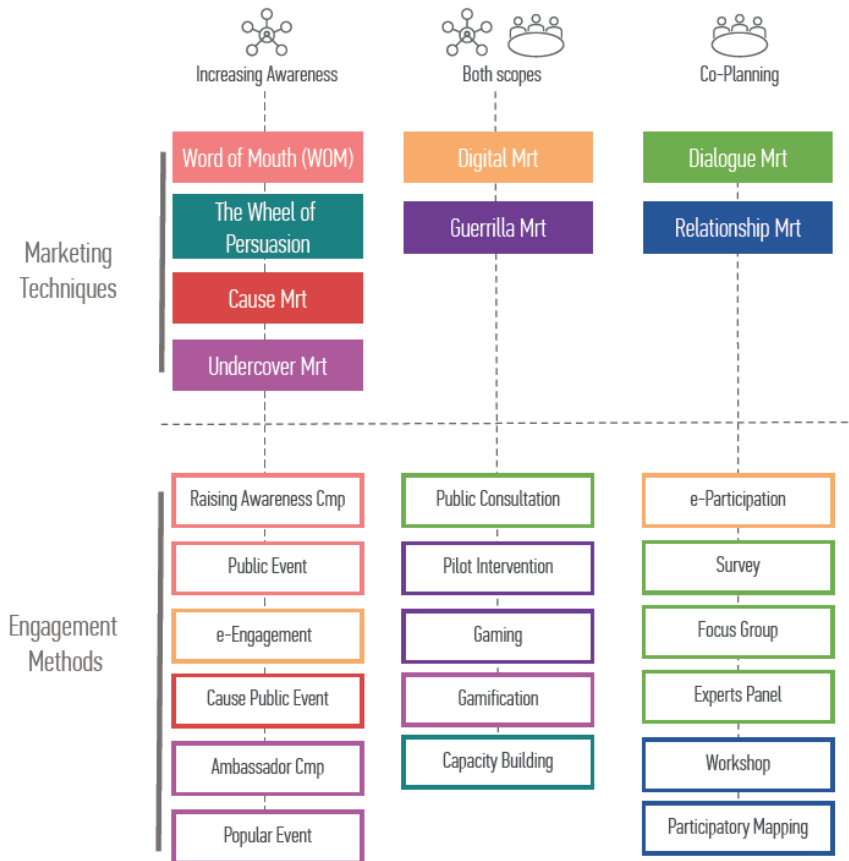
## 2. Engaging the helix locals - tourists - stakeholders - academia

Engagement in sustainable planning is a 'hot' issue. There are plenty engagement techniques and methods that can be adopted in the SUSTOURMOB planning approach. The e-smartec project,





having in depth dealt with marketing techniques for sustainable mobility planning engagement (both awareness raising and co-planning tools) is a fruitful base for SUSTOURMOB engagement too.



**Marketing Techniques & Engagement methods diagram\*.**  
**The engagement methods are the tools for delivering the selected marketing techniques.**

*Figure 8: e-smartec marketing techniques mapping for engagement (e-smartec project Handbook, 2020)*

The timing, way of contacting and involvement of the stakeholders per phase should be defined from the beginning and regularly updated depending on emerging needs.

Part of the SUSTOURISMO communication strategy key messages as presented in the above chapter can also help stakeholders' and citizens' engagement.



## Tips

- *Ways and proposals for involving stakeholders and rest parties under this common future of sustainable tourism-transport planning ->*
  - ✓ *information campaigns*
  - ✓ *exhibitions where DMOs are participating*
  - ✓ *inclusion in the national strategic tourism plans & in national recovery plans of SUSTOURMOB vision serving actions*
  - ✓ *tourism business and students in tourism sector awareness raising, education on sustainability principles and how to achieve sustainable tourism (communication of the added value and proposal of tools)*
- *When is the correct moment to engage tourists? How to keep them hot?*
  - ✓ *before coming to the destination, via booking services. We need to capture tourists from the very early trip planning. when booking an air ticket or the accommodation - link with relevant platforms in order to start involving them in a way of responsible tourism thinking.*

*Establishing a sustainable tourism living lab will be a great idea for co-development of SUSTOURMOB solutions; living lab idea originally emerged through the process of testing new products in the early 2000s (Markopoulos & Rauterberg, 2000) and has continued to gain popularity. Living labs aim to involve citizens in innovation development as a new element of the decision-making process by connecting research with the actual living environment. A tourism living lab, involving also tourists in the pool of parties (not an easy to long-termly engage target but the most crucial one), is a very good starting point for co-developing acceptable sustainable solutions for both tourists' and areas' benefits.*

*All steps, except this first two that are the preparatory steps being mobilized and organized by the facilitator of SUSTOURMOB procedure, include the co-planning dimension.*

### 3. Co-analyzing the current situation

Based on the first screening of the previous actions, policies and initiatives in sustainable tourism and sustainable mobility sectors, the co-analysis of the current situation takes place. What is needed in this step is to record in detail the current situation (having in mind the interrelation of the two sectors - needs, gaps, goals - and their link with wider sustainable development goals). All available data (and sources) are recorded, additional data are gathered, problems and needs (inclusive planning) are mapped and a joint analysis (i.e. strengths, weaknesses, opportunities and threats) based on citizens' and stakeholders' view is developed depicting the current situation.

For tourism sector a large list of data (both supply and demand data) can show the way towards intervening; EUROSTAT and World Tourism Organization (UNWTO) provide methodological



frameworks for tourism statistics. Grand categories of statistics to be collected are related too (UNWTO):

- Inbound tourism
- Domestic tourism
- Outbound tourism
- Tourism industries
- Employment
- Macroeconomic indicators.

The majority of data as for national level are collected. What is needed when coming to local level is the need to have also the micro-scale understanding of the contribution of the tourism sector at city level. This (quantitative data), in line with area's wider vision, will help understanding which are the potentials for increase of areas' touristic attractiveness.

In addition to the above, SUSTOURMOB calls for sustainable planning therefore, based on the UNWTO initiative 'Towards a Statistical Framework for Measuring the Sustainability of Tourism (MST)', it requires keeping track of tourism contribution in sustainable development, including economic, environmental and social dimensions. *The UNWTO is custodian to two SDG indicators from the Global indicator framework. These two indicators are:*

- ✓ *Indicator 8.9.1: Tourism Direct Gross Domestic Product*
- ✓ *Indicator 12.b.1: Implementation of standard accounting tools to monitor the economic and environmental aspects of tourism sustainability.*

An ongoing Statistical Framework for Measuring the Sustainability of Tourism can be found at UNWTO website (<https://www.unwto.org/standards/statistical-framework-for-measuring-the-sustainability-of-tourism>).

Furthermore, 'European Tourism Indicators System' (ETIS), developed by the European Commission, helps areas' measure their performance in relation to sustainability. Core and supplementary indicators are presented in the figures below.



### Section A: Destination management

Criteria	Indicator reference#	ETIS core indicators
A.1 Sustainable tourism public policy	A.1.1	Percentage of tourism enterprises/establishments in the destination using a voluntary certification/labelling for environmental /quality/sustainability and/or Corporate Social Responsibility
A.2 Customer satisfaction	A.2.1	Percentage of tourists and same-day visitors that are satisfied with their overall experience in the destination
	A.2.2	Percentage of repeat/return visitors (within 5 years)

### Section B: Economic value

Criteria	Indicator reference#	ETIS core indicators
B.1 Tourism flow (volume and value) at destination	B.1.1	Number of tourist nights per month
	B.1.2	Number of same-day visitors per month
	B.1.3	Relative contribution of tourism to the destination's economy (% GDP)
	B.1.4	Daily spending per overnight tourist
	B.1.5	Daily spending per same-day visitors
B.2 Tourism enterprise(s) performance	B.2.1	Average length of stay of tourists (nights)
	B.2.2	Occupancy rate in commercial accommodation per month and average for the year
B.3 Quantity and quality of employment	B.3.1	Direct tourism employment as percentage of total employment in the destination
	B.3.2	Percentage of jobs in tourism that are seasonal
B.4 Tourism supply chain	B.4.1	Percentage of locally produced food, drinks, goods and services sourced by the destination's tourism enterprises

<b>Section C: Social and cultural impact</b>		
<b>Criteria</b>	<b>Indicator reference#</b>	<b>ETIS core indicators</b>
C.1 Community/social impact	<b>C.1.1</b>	Number of tourists/visitors per 100 residents
	<b>C.1.2</b>	Percentage of residents who are satisfied with tourism in the destination (per month/season)
	<b>C.1.3</b>	Number of beds available in commercial accommodation establishments per 100 residents
	<b>C.1.4</b>	Number of second homes per 100 homes
C.2 Health and safety	<b>C.2.1</b>	Percentage of tourists who register a complaint with the police
C.3 Gender equality	<b>C.3.1</b>	Percentage of men and women employed in the tourism sector
	<b>C.3.2</b>	Percentage of tourism enterprises where the general manager position is held by a woman
C.4 Inclusion/accessibility	<b>C.4.1</b>	Percentage of rooms in commercial accommodation establishments accessible for people with disabilities
	<b>C.4.2</b>	Percentage of commercial accommodation establishments participating in recognised accessibility information schemes
	<b>C.4.3</b>	Percentage of public transport that is accessible to people with disabilities and specific access requirements
	<b>C.4.4</b>	Percentage of tourist attractions that are accessible to people with disabilities and/or participating in recognised accessibility information schemes
C.5 Protecting and enhancing cultural heritage, local identity and assets	<b>C.5.1</b>	Percentage of residents that are satisfied with the impacts of tourism on the destination's identity
	<b>C.5.2</b>	Percentage of the destination's events that are focused on traditional/local culture and heritage



<b>Section D: Environmental impact</b>		
<b>Criteria</b>	<b>Indicator reference#</b>	<b>ETIS core indicators</b>
D.1 Reducing transport impact	<b>D.1.1</b>	Percentage of tourists and same-day visitors using different modes of transport to arrive at the destination
	<b>D.1.2</b>	Percentage of tourists and same-day visitors using local/soft mobility/public transport services to get around the destination
	<b>D.1.3</b>	Average travel (km) by tourists and same-day visitors from home to the destination
	<b>D.1.4</b>	Average carbon footprint of tourists and same-day visitors travelling from home to the destination
D.2 Climate change	<b>D.2.1</b>	Percentage of tourism enterprises involved in climate change mitigation schemes — such as: CO <sub>2</sub> offset, low energy systems, etc.— and ‘adaptation’ responses and actions
	<b>D.2.2</b>	Percentage of tourism accommodation and attraction infrastructure located in ‘vulnerable zones’
D.3 Solid waste management	<b>D.3.1</b>	Waste production per tourist night compared to general population waste production per person (kg)
	<b>D.3.2</b>	Percentage of tourism enterprises separating different types of waste
	<b>D.3.3</b>	Percentage of total waste recycled per tourist compared to total waste recycled per resident per year
D.4 Sewage treatment	<b>D.4.1</b>	Percentage of sewage from the destination treated to at least secondary level prior to discharge
D.5 Water management	<b>D.5.1</b>	Water consumption per tourist night compared to general population water consumption per resident night
	<b>D.5.2</b>	Percentage of tourism enterprises taking actions to reduce water consumption
	<b>D.5.3</b>	Percentage of tourism enterprises using recycled water
D.6 Energy usage	<b>D.6.1</b>	Energy consumption per tourist night compared to general population energy consumption per resident night
	<b>D.6.2</b>	Percentage of tourism enterprises that take actions to reduce energy consumption
	<b>D.6.3</b>	Percentage of annual amount of energy consumed from renewable sources (Mwh) compared to overall energy consumption at destination level per year
D.7 Landscape and biodiversity protection	<b>D.7.1</b>	Percentage of local enterprises in the tourism sector actively supporting protection, conservation and management of local biodiversity and landscapes

Figure 9: ETIS core indicators (ETIS)

### Maritime and coastal tourism

#### Passengers and ports

Number of incoming and outgoing passengers per port per month

Number of berths and moorings for recreational boating

#### Water quality

Level of pollution in seawater per 100 ml (faecal coliforms, campylobacter)

#### Beaches

Percentage of beaches awarded the Blue Flag

Area and volume of sand nourishment

Total km of free beaches relative to total km of beaches

Percentage of beaches accessible to all

Number of days per year the beach/shore is closed due to contamination

### Accessible tourism

#### Sustainable tourism policy

Percentage of the destination with an accessible tourism strategy/action plan, with agreed monitoring, development control and evaluation arrangement

#### Equality/accessibility

Percentage of commercial accommodation with rooms accessible to people with disabilities and/or participating in recognised accessibility information schemes

Does the destination have an identified accessibility management office or person available to the public?

Percentage of businesses that have a budget for accessibility improvements

#### Reducing transport impact

Percentage of each category of transport in the destination that is accessible, i.e. public transport and private hire coaches, minibuses, taxis or minicabs

<b>Transnational cultural routes</b>	
<b>Destination management survey</b>	
	Is your destination part of a cultural route certified by the Council of Europe?
	If yes, is there any policy in place for the cultural route's visibility?
	If yes, does the local community participate in this policy?
	Do cultural/tourist events linked to the cultural route take place in your destination?
	Is the logo of the cultural route of the Council of Europe present on the documents or visible in tourist offices?
	Percentage of tourist offers available in your destination highlighting the theme of the cultural route
<b>Enterprise survey</b>	
	Is your enterprise located along a cultural route certified by the Council of Europe?
	If yes, are the products of your enterprise linked within the theme/activities of the cultural route?
	If yes, is the communication on your enterprise/products mentioning the links with the cultural route?
	Is the cultural route promoting/making visible your enterprise/products?
<b>Resident survey</b>	
	Benefits for the community from the cultural route involving my destination
	Is the community informed about the cultural route?
	Is the local community involved in the actions organised within the framework of the cultural route's activities?
	Are there benefits for me from the cultural route involving my destination?
	Percentage of residents satisfied with their involvement and their influence in the planning and development of the cultural route
	Percentage of residents who have positive or negative views on the impact of the cultural route on my destination's identity
	Effect of the cultural route on the distinctiveness and local identity, culture and heritage of the destination
	Effect of the cultural route on the quality of life in the destination
	Percentage of residents who have positive views on the impact of the cultural route on tourism
	Effect of the cultural route on cultural and tourism offers of the destination

Figure 10: ETIS supplementary indicators (ETIS)



*ETIS is a system of indicators suitable for all tourist destinations, encouraging them to adopt a more intelligent approach to tourism planning. It is*

- *a management tool, supporting destinations that want to take a sustainable approach to destination management*
- *a monitoring system, easy to use for collecting data and detailed information and to let destinations monitor their performance from one year to another*
- *an information tool (not a certification scheme), useful for policymakers, tourism enterprises and other stakeholders.*

Satisfaction, needs - preferences and intercept (= a research method used to gather on-site feedback from an audience) surveys at tourists at local level are of great importance as for analysing the current situation while building the future. A survey is also a great chance to collect tourists that are willing to be part of areas' living lab.

#### *Tips for tourists surveys*

- ✓ Place SUSTOURMOB vision at the heart of surveys desing
- ✓ Keep it easy
- ✓ Keep it quick
- ✓ Do them preferably on the spot
- ✓ Train the interviewers
- ✓ Give incentives for participation
- ✓ Make the whole procedure inclusive
- ✓ In case surveys are repeated it would be good for comparison to have the same

## Phase 2; Co - building the future

The second phase of the SUSTOURMOB planning cycle consists of analysis of likely changes for tourism and mobility in the next years (short, medium and long term horizons) that results in scenarios of proposals, vision co-creation and specific (SMART) targets that will feed monitor and upgrade phase.





Figure 11: The second SUSTOURMOB phase

Sustainable tourism is the core goal of SUSTOURMOB cycle - injecting sustainable mobility for supporting this core goal is also on a the top priorities.

*According to the recital 27 of the Regulation (EU) 2021/1058 on the European Regional Development Fund and on the Cohesion Fund:*

*“Sustainable tourism requires a balance between economic, social, cultural, and environmental sustainability. The approach to supporting sustainable tourism should be in accordance with the Commission Communication ‘Agenda for a sustainable and competitive European tourism’. In particular, it should take into account the welfare of tourists, respect the natural and cultural environment and ensure the socio-economic development and competitiveness of destinations and businesses through an integrated and holistic policy approach.”*

4. Proposing ideas for the future





Planning, and in our case tourism planning, is a complex issue - it asks for keeping good track of global trends and taking into consideration global directions - i.e. tourism contribution in SDGs achievement should be in the heart of planning.

**Key principles upon which to build the SUSTOURMOB future are:**

- ✓ Integration/Coordination among tourism and transport goals
- ✓ Continuity of efforts & long term vision
- ✓ Planning at local level having global context in mind
- ✓ Participation
- ✓ Inclusion
- ✓ Respect / ethical / responsible behaviors
- ✓ Human capital training
- ✓ Safety & security

Step No4 is a very crucial step of SUSTOURMOB cycle that should be based on a strong co-creational approach. Stakeholders and end users/targets (citizens and tourists) need to come into a fruitful dialogue for the next desired day of 'sustainable tourism and mobility' era. This dialogue, having as starting point the analysis of current situation in Step No3, aims to answer in the question 'how will be the future we want' taking into account different possible scenarios of the external environment and game changers - according to Avelino et al. (2017) a wide variety of issues can be game changers towards sustainability transitions i.e. *weather storms, socio-technical movements, the economic crisis, the Anthropocene and World Wars, but also narratives, conflict, policy interventions, or social innovations.*

A definition of scenarios that is close to SUSTOURMOB rational is provided by Andersen and Rasmussen (2014): '*Scenarios are characterized by: focusing on elements in the future that are unforeseeable (or difficult to foresee); structuring presently existing knowledge in a systematic way; identifying plausible alternative futures; ability to contain discontinuities; ability to be both qualitative and quantitative.*'.

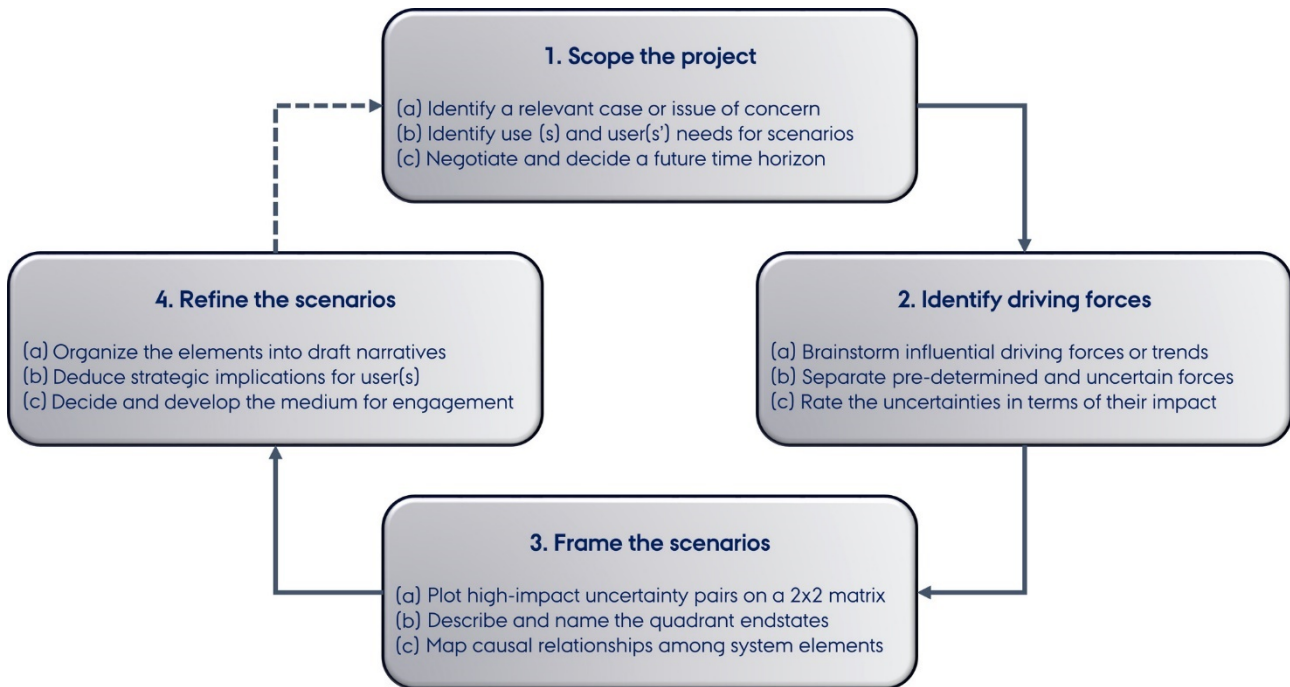


Figure 12: Intuitive Logics scenario development process according to Spaniol & Rowland (2019)

What is essential is the identification of causal relationships among tourism-mobility systems, these relations will refine the initial noted scenarios (Figure 13). Afterwards, proposals making for better serving the sustainable future goal per scenario should be recorded. Best practices in the combined issue of ‘tourism - mobility’ identification and transferability potentials understanding is a very significant assistant for identifying proposals to fit in the different framed scenarios. SUSTOURISMO project pilots can be a good base for proposals making in SUSTOURMOB cycle (Figure 14).



Figure 13: SUSTOURISMO pilot cases - experience to be shared

5. Giving birth to a vision

Common vision and objectives are now set in Step No5 - vision is linked with scenarios and should serve inclusivity aspects ('planning for all - planning with all' and planning for the whole system, posing sustainability in the heart of the procedure). Sustainable mobility should be included in this vision even if not clearly stated.

6. Setting targets for serving the SUSTOURMOB vision

During this step, a set of strategic indicators allowing the monitoring of progress of the interventions in the period after their realization is set. As shown in the following box, there are different types of indicators (input, process and output, outcome and impact) that differ - the clearer they are described from the beginning and the more precisely measured, the easier the monitoring and enhancement processes. The indicators here are in line with the data collection framework presented above.



## Type of indicators (according to World Health Organization)

### ✓ **Input indicators**

*These indicators refer to the resources needed for the implementation of an activity or intervention. Policies, human resources, materials, financial resources are examples of input indicators.*

### ✓ **Process and output indicators**

*Process indicators refer to indicators to measure whether planned activities took place. Examples include holding of meetings, conduct of training courses, distribution of medicines, development and testing of health education materials.*

*Output indicators add more details in relation to the product ("output") of the activity, e.g. the number and categories of health providers trained in case management or communications skills, the number and type of radio spots produced and broadcast.*

### ✓ **Outcome indicators**

*Outcome indicators refer more specifically to the objectives of an intervention, that is its 'results', its outcome. These indicators refer to the reason why it was decided to conduct certain interventions in the first place. They are the result of both the "quantity" ("how many") and quality ("how well") of the activities implemented.*

*It may take time before final outcomes can be measured. A number of intermediate outcome indicators should therefore be identified for all the intermediate changes that the intervention is expected to bring about and that will eventually lead to the final outcome. This helps us know whether we are progressing towards achieving the expected final outcome.*

### ✓ **Impact indicators**

*Impact indicators refer to the health status of the target population. These indicators do not show progress over relatively short periods of time. It is then the logical flow of indicators described above which enables a more regular and frequent monitoring of changes.*

A good way to develop clear indicators is to use the SMART criteria;

- **Specific:** The indicator should accurately describe what is intended to be measured, and should not include multiple measurements in one indicator.
- **Measurable:** Regardless of who uses the indicator, consistent results should be obtained and tracked under the same conditions.
- **Attainable:** Collecting data for the indicator should be simple, straightforward, and cost-effective.
- **Relevant:** The indicator should be closely connected with each respective input, output or outcome.

- Time-bound: The indicator should include a specific time frame.

## Phase 3; Co-developing and co-testing services

The third phase of the SUSTOURMOB planning cycle refers to the pre-provision final steps; final measures are proposed, MoUs seal the cooperation and pre-testing of interventions/provisions take place in order to fine tune them before wide-scale implementation.



Figure 14: The third SUSTOURMOB phase

7. Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)

Following the above steps, is now the time to propose specific measures and packages of measures tourism-mobility related to serve the alternative scenarios identified (risks mitigation and threats overpassing).

Finally agreed, estimated to be effective from a wide review and engagement exercise, measures to promote sustainable tourism via sustainable mobility are selected. They are precisely described









agreed and a detailed timeline is set. Financial issues are also clarified while financial sources are precisely examined.

#### 9. Testing prior to real provision & fine tune

A pre-testing phase before the real-life testing is proposed; pre-testing is the administration of the instrument with a small set of users from the population for the full scale intervention. If problems occur in the pre-test, it is likely that similar problems will arise in full-scale administration. The purpose of pre-testing is to identify problems and find possible solutions. It is not possible to anticipate all of the problems that will be encountered during services provision but it is possible that the mostly met and common issues can be identified and solved.

### Phase 4; Co-feedingbacking and co-upgrading

The last phase of SUSTOURMOB cycle refers to real wide-scale provision of final decided interventions and the virtuous loop of monitoring and enhancing.



Figure 16: The fourth SUSTOURMOB phase

#### 10. Provision of services

This is the most tangible step of SUSTOURMOB cycle - it refers to the provision of decided services that boost sustainable tourism via sustainable mobility.

## 11. Monitoring satisfaction & contribution in targets

The current steps asks for strong engagement by stakeholders and users that have a first-level understanding of the effectiveness of measures, their role is to make their voice be heard and the role of decision makers is to give them the motivation to be part of this open dialogue for the benefit of the society, economy and environment.

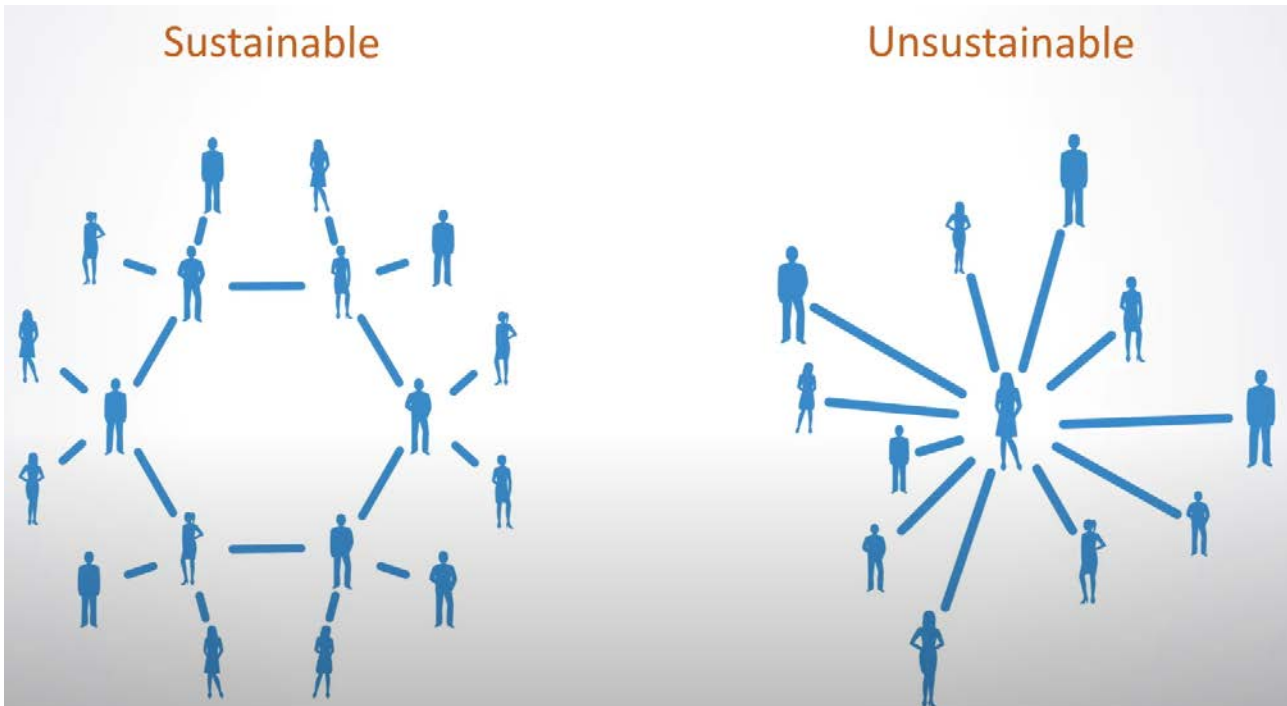


Figure 17: A sustainable interaction (source: presentation during MooC of Interref Euro-MED Academy course 'PROMOTING INNOVATION FOR SUSTAINABILITY TRANSITIONS IN THE MEDITERRANEAN', 2022)

Many marketing techniques and tools can be exploit in this last step in order to achieve high level of interaction among the system users/beneficiaries (e-smartec project legacy). A sustainable system is a system that listens to all user needs and not a centrally decided one (Figure 18).

Monitoring KPIs as described in Step No6 are calculated in the current step showing the effectiveness of the provided services and giving the floor to upgrading actions.

*Quick satisfaction / intercept surveys through booking services / relative apps / hoteliers / at the airport and on the spot at key points can act as 'upgrade radars'! During that surveys, asking tourists to become value members of an area-specific network (living lab first steps) from which you can open a co-creation procedure, it will support the whole SUSTOURMOB cycle.*

## 12. Upgrading & enhancing



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The last step of SUSTOURMOB cycle contains the notion of sustainability itself - there is a need of continuous upgrade and transition according to the game changers that helps the effectiveness of interventions to boost. Continuous feedbacking by users and stakeholders is necessary in order to upgrade provisions and support Sustainable Development Goals.



**EXTRA!!!**

*Thoughts on COVID-19 lessons learned while planning for a sustainable tourism era*

- ✓ Restoring traveller confidence
- ✓ Supporting tourism businesses to adapt and survive
- ✓ Promoting domestic tourism and supporting safe return of international tourism
- ✓ Providing clear information to travellers and businesses, and limiting uncertainty (to the extent possible)
- ✓ Evolving response measures to maintain capacity in the sector and address gaps in supports
- ✓ Strengthening co-operation within and between countries
- ✓ Building more resilient, sustainable tourism

*OECD Tourism Paper: Mitigating the impact of COVID-19 and preparing for recovery: <https://doi.org/10.1787/47045bae-en>*



## Elements of SUSTOURMOB cycle

According to the ADRION Programme manual (§27.2), a Strategy should contain at least 3 of the elements below:

- 1. Strategy vision in relation to the initial contribution provided by the project in relation to the affected geographical area through the involvement of partners, how it is intended to review it in relation to endogenous and exogenous situation to ensure its alignment with the original goal;*
- 2. A mission statement according to which what the project is currently doing in relation to the said goal, to whom is addressed and how;*
- 3. The state of play according to which your strategy is based on: it can be, e.g.: the result of one of the outcomes of the funded project or an ad hoc swot analysis, or any other analysis able to support the strategy vision and related action plan;*
- 4. Identification and definition of long-term goals that the strategy intends to achieve; they are related to the duration of the strategy (from 3 to 5 years);*
- 5. Strategy duration: it is expected that the strategy lasts from at least 3 to 5 years in order to ensure time enough for achieving the set goals. Set goals should be further disentangled according to sub-year/shorter goals;*
- 6. Goals definition: the SMART approach (Specific, Measurable, Achievable, Realistic, and Time-based) is to be adopted;*
- 7. Must be publicly available.*

The SUSTOURMOB cycle as a Strategy takes into account all the above elements given that;

- 1. Strategy vision; to achieve a high shift in sustainable mobility options by tourists in ADRION area in the next decade (Sustainable tourism enhancement through sustainable mobility shift)*
- 2. Mission statement; SUSTOURMOB - co-planning sustainable tourism via sustainable mobility benefits*
- 3. As described at the beginning, the Strategy is based on the results of the whole project that are born from intense research and stakeholders' consultation, SWOT analysis per case, transnational tourist surveys analysis, stakeholders' meetings, policies and best practices deep understanding gave place to the formulation of the current output. The whole strategy as presented in the chapter 'The rationale behind SUSTOURMOB cycle' is based in one-by-one the activities of SUSTOURISMO project; we identified common needs (WPT1), we involved in needs assessment both tourists (extended surveys in 1.3) and locals/stakeholders (3 rounds of Round Tables in WPC), we analysed cases (policies in 1.1, SWOT analysis based on a stable methodology in 1.4) and we identified good practices of ICT tools (1.2) and we proposed (and generated) solutions that can bring mobility and*



*tourism planning ahead (testing phase - WPT2), we re-evaluated with stakeholders SUSTOURISMO pilots impact (2.3) and we proposed effective business model (3.4). All the above knowledge on how to build mobility and tourism measures that positively affects destinations and are accepted by the end users (tourists and citizens) were then became the planning steps proposed in SUSTOURMOB cycle.*

*4. Identification and definition of long-term goals that the strategy intends to achieve; they are related to the duration of the strategy (from 3 to 5 years);*

*5. Strategy duration: the measures are presented up to the long-term horizon taking into account that different maturity level and capacity (resources, knowledge, time) is required per case.*

*6. The SMART approach (Specific, Measurable, Achievable, Realistic, and Time-based) was followed; the results of the strategy presented were born through an intense research activity on sustainable tourism and transport sectors followed by an intense consultation of stakeholders that validated the time horizon and the effectiveness of measures proposed.*

*7. It will be publicly available through project and programme websites and also through PPs institutional websites, it will be also presented in relevant occasions.*



# The ADRION SUSTOURMOB cycle

Based on the above descriptions, the co-created and co-agreed among SUSTOURISMO network, SUSTOURISMO transnational strategy is depicted in the following figure.

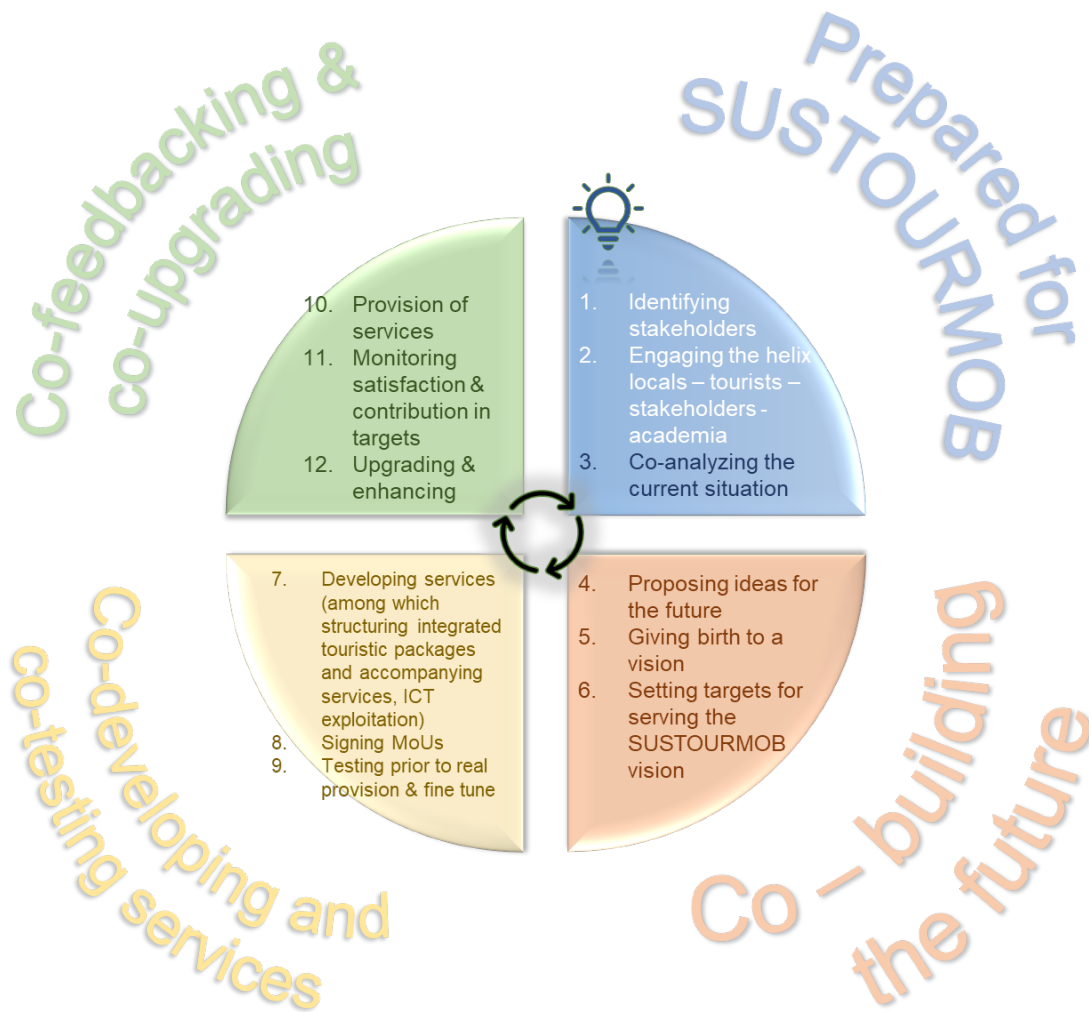
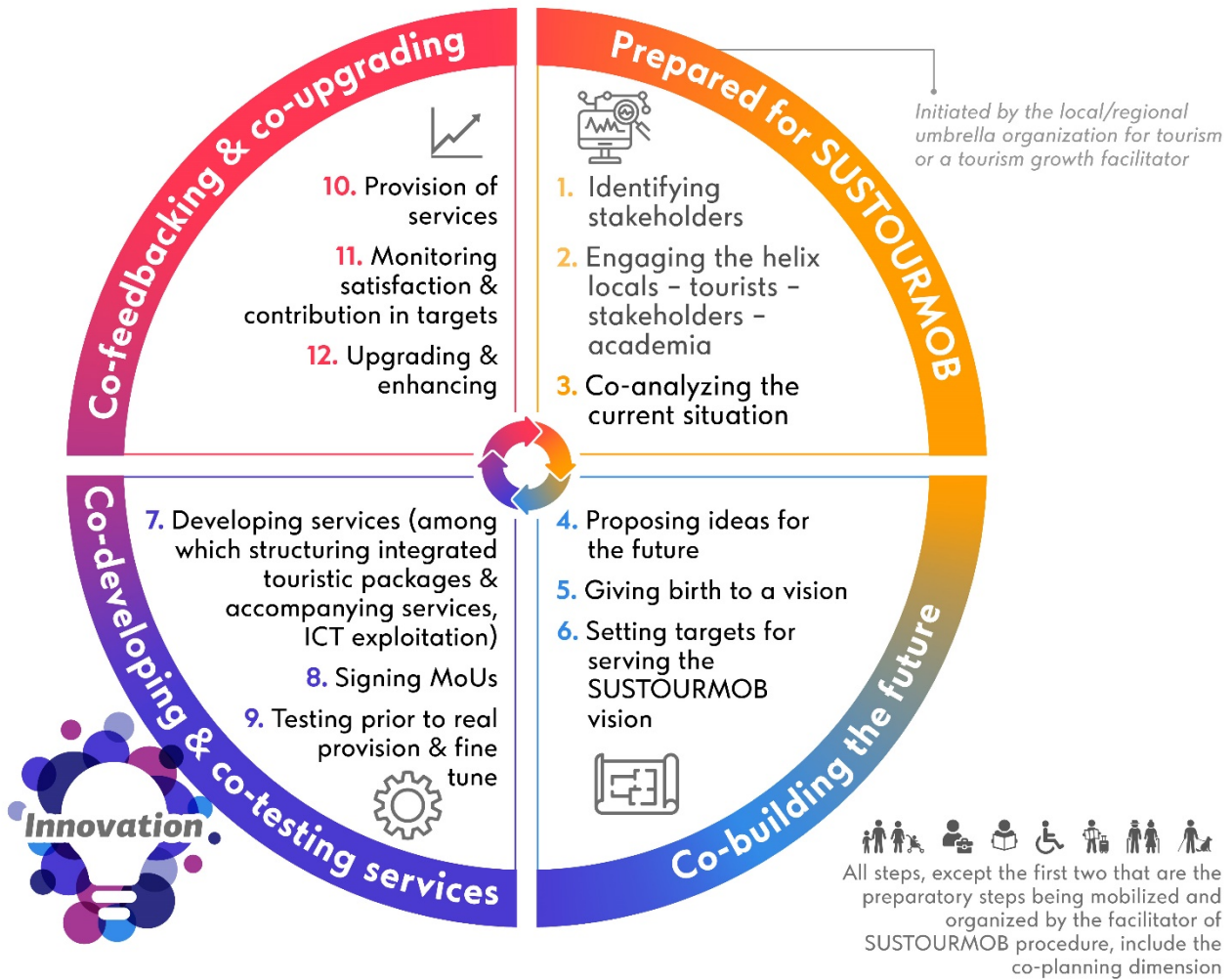


Figure 18: The ADRION SUSTOURMOB cycle - SUSTOURISMO transnational strategy

In the following chapters, SUSTOURMOB cycle is accompanied with specific tips and recommendations as derived per SUSTOURISMO case - these are the cases-tailored SUSTOURMOB cycles.

# The SUSTOURISMO Strategy - infographic



The SUSTOURMOB cycle is presented in SUSTOURISMO website and SUSTOURISMO PPs websites.



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**ANNEX A: SWOT analysis per SUSTOURISMO case from SUSTOURISMO del.1.4.1 linked to SUSTOURISMO strategy**

**The case of Thessaloniki (Greece)**

*SWOT for Thessaloniki in the context of SUSTOURISMO project*

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Thessaloniki has the 2<sup>nd</sup> largest airport in Greece that offers a good level of connectivity. Charter flights are also serving other origin countries.</li> <li>• Thessaloniki attracts visitors from Northern European countries and Russia which shows a dynamic also outside Balkans which were main countries of origin for many years.</li> <li>• Thessaloniki being the second largest city in Greece with the reputation of a 'hospitable and romantic' city attracts also domestic tourists - the frequent air connectivity among Athens, the capital city, and Thessaloniki supports domestic tourism (domestic tourism is a trend in tourism after the COVID-19 outbreak).</li> <li>• Thessaloniki is the country's second most important commercial centre</li> <li>• Coherent historical city centre where numerous of monuments and archaeological sites are concentrated</li> <li>• Several museums are located within the city centre</li> <li>• Rich and famous gastronomy tradition</li> <li>• Beautiful beaches offering 'Sea &amp; Sun' activities are located in 30 minutes distance from the city centre</li> <li>• It can offer diversified products among which creative industries</li> </ul>	<ul style="list-style-type: none"> <li>• Thessaloniki attracts traditionally many tourists from Balkans which due to the low connectivity with Public Transport they are using for the long trip their private vehicles, a fact that is transferred also to intra-city trips. A hidden opportunity is however found here, providing them with good public transport services within the city while offering good visibility of provisions and services can shift them to active mobility and Public Transport.</li> <li>• Relatively low interest for international rail services from tourists side / Thessaloniki lies at the last leg of Balkans and the current structure of rail services asks for high trip travel times which is a big drawback for rail tourism boost</li> <li>• Relatively low current level of digitalization</li> <li>• Absence of strong collaboration between tourism and mobility industry key players</li> <li>• Lack of information points</li> <li>• Lack of organized touristic packages offers and propositions for individual visitors</li> <li>• Absence of an integrated touristic card (pre-paid card) combining both the provision of tourism and transport services to visitors</li> <li>• Low public transport connectivity of Thessaloniki to the rest Southeast Europe (including rail connections) - when the</li> </ul>



<p>and conventional tourism needs' coverage</p> <ul style="list-style-type: none"> <li>• Proximity to the region of Halkidiki (Greece's premier tourism destinations), to the archaeological site of Vergina in the west, to Mt. Olympus in the south and to the monastic colony of Mt. Athos in the east.</li> <li>• Thessaloniki's recently renovated sea front is one of the most frequented places for both tourists and residents. Environmentally friendly connections between the the city centre and the east and west part of the city can be strongly supported via walking, use of the city's rental bicycle system and sea transport</li> <li>• Thessaloniki's transport hubs; international airport, growing port, city's central position as a rail hub (gate to Balkans)</li> <li>• Thessaloniki's location serving the wider area of Balkans</li> <li>• Alliances among stakeholders as the Great Partnership of Central Macedonia consisting of the following partners: Region of Central Macedonia, City of Thessaloniki, Hoteliers of Thessaloniki, Aegean Airlines, Thessaloniki Tourism Organization, Halkidiki Tourism Organization, Eurobank and Marketing Greece S.A.</li> <li>• Initiatives that have already started towards getting Thessaloniki to a digital era</li> </ul>	<p>transnational part of the trip cannot be implemented by Public or mass Transport, the use of private vehicles also at the last legs of the trip (intracity trips) is easier to be conducted by cars.</p>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• The last years there is an upward trend in tourist arrivals and revenues from tourism sector at national level from which</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Not to get full benefits from Greek high recognition as a destination</li> <li>• Not fully benefit from cruise passengers' excursions (cruise</li> </ul>



Thessaloniki can benefit - Greek has started becoming a strong European destination, a fact from which opportunities arise.

- Northern European countries rank at the top of arrivals in Greece - therefore the tourists arriving have a relative good economic background and spending is high enough. Furthermore, tourists from Northern European countries have traditionally showed a high interest for cultural sites and alternative tourism products which Greece and Thessaloniki can serve (i.e. eco-tourism).
- Thessaloniki is the capital city of Region of Central Macedonia, a region that was the 'winner' of tourist arrivals before the outbreak of COVID-19 pandemic. Although Thessaloniki does not capture the total of arrivals, there is a great opportunity of mutual support cities of RCM from this great number of arrivals.
- The port of Thessaloniki is trying to be part of the transnational cruise industry - cruise can be a strong pool of tourists for the city.
- Introduction of new and innovative technologies for enhancing the 'tourism and mobility' services provision
- Enhancement of tourists' satisfaction through the provision of attractive offers
- Creation of strong collaborative networks among the public and the private sector - involvement of academia and research as moderator/facilitator
- Potential for 'slow tourism' growth (walking and cycling trips for leisure) as an instrument to share

passengers are mainly taking advantage of organized trips that do not include so far visiting the city center - they are often visiting Olympus mountain in the neighborhood Prefecture of Pieria)

- Poor infrastructure supporting the use of alternative transport modes
- Public Transport services that need enhancement
- Minimum participation in financing innovative activities and initiatives by the private sector
- Negative effects for tourism at meta COVID-19 era (travel restrictions, slow virus containment and low consumer confidence)
- Leaving Covid-19 pandemic knowledge unexploited, turn back on traditional approached
- Low interest of local community to participate in coordinated efforts, low current bottom up approaches
- Discontinuity of efforts and initiatives (risk)



interest and protect the cultural and historical heritage of the city

- Alternative offers; eco-tourism, agro-food tourism
- Thessaloniki belongs to the most visited region of Greece and to a Region that has much supported and continues to support innovation, digitalization and smart entrepreneurship all areas where tourism can add on and can benefit from
- COVID-19 fight through increase of safety - tourism restart in a more structured way taking advantage of the knowledge created during this period
- Digitalization of tourism product, offer of innovative services, enter in the blockchain era
- Becoming part of wider networks promoting sustainable tourism, getting involved in promotional campaigns, exploiting marketing techniques for promoting city's products and services (\*e-smartec Interreg Europe 2014 - 2020 project proposes some very interest channels to reach audience, engage and raise awareness)
- Attraction of private funds
- Optimal exploitation of financial resources and mechanisms for promoting sustainable tourism
- Thessaloniki as a home port opportunity

### The case of Epirus (Greece)

### The case of Igoumenitsa

*Table 3: SWOT Analysis for Igoumenitsa in the context of SUSTOURISMO project*

<h3>Strengths</h3> <ul style="list-style-type: none"> <li>• Igoumenitsa is a coastal city in northwestern Greece and it is located in northern-western Epirus.</li> <li>• Igoumenitsa attracts visitors from all over Europe, which shows a dynamic as the last years the interest of tourists for the city has upgraded.</li> <li>• Regarding the city's position in the transport networks, Igoumenitsa's port is the second most important in Greece and it is in a key position, since it is geographically the closest port of Greece to Italy and the Balkan countries of the Adriatic Sea, thus being an important bridge of people and goods to and from Western Europe. Moreover, Egnatia Highway, the central artery of Northern Greece, starts from the Port of Igoumenitsa and ends at the Greek-Turkish border.</li> <li>• The area has a rich and famous gastronomy tradition.</li> <li>• Beautiful beaches are located very close to the city center.</li> <li>• Creative industries can offer diversified products that meet tourist needs.</li> <li>• Friendly connections between the city center and nearby locations can be strongly supported via walking and bicycling</li> </ul>	<h3>Weaknesses</h3> <ul style="list-style-type: none"> <li>• Relatively low current level of digitalization.</li> <li>• Absence of strong collaboration between tourism and mobility industry key players.</li> <li>• Lack of information points.</li> <li>• Lack of organized touristic packages, offers and propositions for individual visitors.</li> <li>• Inadequate public transport services provision.</li> <li>• Lack of appropriate infrastructure for alternative transport modes (bicycle paths)</li> <li>• Absence of an integrated touristic card (pre-paid card) combining both the provision of tourism and transport services to visitors.</li> <li>• Absence of organized network / routes for cycling,</li> </ul>
<h3>Opportunities</h3> <ul style="list-style-type: none"> <li>• The last years there is an upward trend in tourist arrivals and revenues from tourism sector at national level from which Igoumenitsa can benefit - Greek has started becoming a strong European destination, a fact from which opportunities arise.</li> <li>• Introduction of new and innovative technologies for enhancing the</li> </ul>	<h3>Threats</h3> <ul style="list-style-type: none"> <li>• Not to get full benefits from Greek high recognition as a destination</li> <li>• Poor infrastructure supporting the use of alternative transport modes.</li> <li>• Minimum participation in financing innovative activities and initiatives by the private sector.</li> <li>• Negative effects for tourism at post COVID-19 era (travel restrictions,</li> </ul>





<p>'tourism and mobility' services provision.</p> <ul style="list-style-type: none"> <li>• Enhancement of tourists' satisfaction through the provision of attractive offers.</li> <li>• Creation of strong collaborative networks among the public and the private sector.</li> <li>• Creating an organized network of bicycles.</li> <li>• Potential for 'slow tourism' growth (walking and cycling trips for leisure).</li> <li>• Alternative offers; eco-tourism, agro-food tourism.</li> <li>• COVID-19 fight through increase of safety - tourism restart in a more structured way taking advantage of the knowledge created during this period.</li> <li>• Digitalization of tourism product, offer of innovative services.</li> <li>• Attraction of private funds</li> <li>• Alliances among stakeholders, consisting of the following partners: Regional Unit of Thesprotia, Municipality of Igoumenitsa, Chamber of Commerce of Thesprotia, Association of Hotels of Igoumenitsa, New Association of Hotels of Preveza, Union of Rented Rooms of Parga, Federation of Tourism</li> <li>• Optimal exploitation of financial resources and mechanisms for promoting sustainable tourism.</li> </ul>	<p>slow virus containment and low consumer confidence).</p> <ul style="list-style-type: none"> <li>• Leaving Covid-19 pandemic knowledge unexploited, turn back on traditional approaches.</li> <li>• Low interest of local community to participate in coordinated efforts.</li> </ul>
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**The case of Preveza**

*SWOT Analysis for Preveza in the context of SUSTOURISMO project*

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• The city of Preveza is located in the southern tip of Epirus and in the middle</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Relatively low current level of digitalization</li> </ul>
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of the north-western coastline of Greece that connects the Amvrakikos Gulf with the Ionian Sea.

- Preveza attracts visitors from all over Europe, which shows a dynamic as the last years the interest of tourists for the city has upgraded.
- Preveza is known for the protected wetland of the Amvrakikos Gulf, the interesting archeological and historical monuments.
- Preveza is served by Aktion airport which is a few kilometres away. Its commercial port serves the needs of the area in many sectors, such as energy (oil, gas).
- The underwater road crossing Aktio-Preveza ensures the fastest connection of Aitolokarnania and Southern Greece with the coastal zone of the prefectures of Preveza- Thesprotia and the port of Igoumenitsa.
- Several museums are located within the city center.
- Coherent historical city center where monuments are concentrated.
- Rich and famous gastronomy tradition.
- Beautiful beaches offering 'Sea & Sun' activities are located near the city center.
- Creative industries can offer diversified products that meet tourism needs.
- Friendly connections between the city center and nearby locations can be strongly supported via walking and bicycling.

- Absence of strong collaboration between tourism and mobility industry key players
- Lack of information points
- Lack of organized touristic packages offers and propositions for individual visitors.
- Absence of an integrated touristic card (pre-paid card) combining both the provision of tourism and transport services to visitors.
- Absence of organized network / routes for cycling,
- Inadequate public transport services provision.
- Lack of appropriate infrastructure for alternative transport modes (bicycle paths)

### Opportunities

- The last years there is an upward trend in tourist arrivals and revenues from tourism sector at national level from which Preveza can benefit - Greece has started becoming a strong European destination, a fact from which opportunities arise.

### Threats

- Not to get full benefits from Greek high recognition as a destination
- Poor infrastructure supporting the use of alternative transport modes.
- Public Transport services that need enhancement
- Minimum participation in financing innovative activities and initiatives by the private sector



- Introduction of new and innovative technologies for enhancing the 'tourism and mobility' services provision.
  - Enhancement of tourists' satisfaction through the provision of attractive offers.
  - Creation of strong collaborative networks among the public and the private sector.
  - Creating an organized network of bicycles
  - Potential for 'slow tourism' growth (walking and cycling trips for leisure).
  - Alternative offers; eco-tourism, agro-food tourism.
  - COVID-19 fight through increase of safety - tourism restart in a more structured way taking advantage of the knowledge created during this period.
  - Digitalization of tourism product, offer of innovative services.
  - Attraction of private funds.
  - Alliances among stakeholders, consisting of the following partners: Regional Unit of Thesprotia, Municipality of Thesprotia, Municipality of Preveza, Chamber of Commerce of Thesprotia, Association of Hotels of Preveza, New Association of Hotels of Preveza, Union of Rented Rooms of Parga, Federation of Tourism
  - Optimal exploitation of financial resources and mechanisms for promoting sustainable tourism.
- Negative effects for tourism at post COVID-19 era (travel restrictions, slow virus containment and low consumer confidence)
  - Leaving Covid-19 pandemic knowledge unexploited, turn back on traditional approaches.
  - Low interest of local community to participate in coordinated efforts, low current bottom-up approaches.

### The case of Region Emilia Romagna (Italy)

*SWOT analysis for Emilia-Romagna and Ravenna in the context of SUSTOURISMO project*

<p><b>Strengths</b></p> <p>Long tradition in the promotion of sustainable mobility both for tourists and commuters (several investments in the last years for rail service improvement, etc.);          Rich cultural and natural assets, with a lot of variety (from seaside tourism to mountain trekking);          Growing role and numbers of the sustainable tourism in the Romagna area (and at regional level in general) mainly related to thematic tourism (food, etc.), trekking and biking.</p>	<p><b>Weaknesses</b></p> <p>Public transport offers often not adequately known by tourists;          Difficulties in promoting integrating ticketing systems, its friendly use and convenient fares;          Lack of touristic offers integrated with sustainable transport solutions;          Lack of coordination among touristic and mobility regional and local departments.</p>
<p><b>Opportunities</b></p> <p>Definition of better cooperation platforms and solutions for key tourism regional transports;          Consistent investments for the promotion of more attractive and efficient public transport services (in particular the “Metromare” service, a surface high speed bus service connecting Rimini with Riccione);          Improvement of the bike lines network (significant investments activated in the last years).</p>	<p><b>Threats</b></p> <p>Covid-19 emergency for tourist presences and reduction of the availability in promoting innovative touristic and mobility services;          Difficult change of mentality in Romagna where private car is still considered the main means of transport.</p>

**The case of Friuli Venezia Giulia (Italy)**

*SWOT for SUSTOURISMO FVG case*

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>✓ Geographical position</li> <li>✓ Variety of landscapes</li> <li>✓ Richness of cultural heritage</li> <li>✓ Agri-Food excellence</li> <li>✓ Proximity with destinations in AT, HR, SI</li> <li>✓ Consolidated flows and emerging opportunities</li> <li>✓ Consistent infrastructure (cycling)</li> <li>✓ Possibility to design coherent packages</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>! Limited accessibility</li> <li>! Insufficient visibility and lack of recognition as a consolidated destination</li> <li>! Lack of coordination among institutions</li> <li>! Lack of coordination among stakeholders and with institutions</li> <li>! Infrastructural gaps</li> <li>! Lack of integrated offers</li> <li>! Lack of dedicated services</li> </ul>
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<ul style="list-style-type: none"> <li>✓ Strong and diversified HORECA</li> </ul>	
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>✓ Assets matching with current trends (slow-, eco-, gastro- tourism)</li> <li>✓ Supportive regional administration</li> <li>✓ Committed key stakeholders</li> <li>✓ Growing demand for intermodal services (bike-train)</li> <li>✓ Growing cruising sector which might entail positive impacts on local destinations (transformation from hub to destination)</li> <li>✓ Proximity tourism from CEE</li> <li>✓ Growing awareness of the value of natural heritage and active holidays</li> <li>✓ Consolidation of flows linked to cultural events</li> <li>✓ Valorisation of the “pass-through” flows</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>! Limited flexibility and capacity to adapt to new trends</li> <li>! Insufficient prioritization of the sustainability factor in tourism</li> <li>! Lack of innovation in businesses</li> <li>! Competition with neighbouring countries and Italian regions, instead of synergies</li> <li>! Inability to bridge the infrastructural gaps</li> <li>! Incapacity to intercept new travellers and consolidate the region as a top destination</li> <li>! Reliance on established/traditional flows, particularly internal/domestic</li> </ul>

**The case of Ljubljana (Slovenia)**

*SWOT for Ljubljana in the context of SUSTOURISMO project*

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Ljubljana has the only international airport in Slovenia and is therefore the main Slovenian hub. It is also an economic and cultural hub of Slovenia.</li> <li>• Ljubljana is an attractive and modern European capital with a diverse touristic offer. Before Covid-19 the tourism sector was growing steadily.</li> <li>• The city centre has been completely renovated in the last 15 years.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Poor quality of railway infrastructure and other sustainable mobility infrastructure.</li> <li>• Poor and outdated public transport in need of a through renovation on infrastructural and organisational level.</li> <li>• Insufficient financial resources of the state for the promotion of sustainable tourism.</li> <li>• Several different tourism focuses, cultural and leisure strategies</li> </ul>
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<ul style="list-style-type: none"> <li>• Ljubljana offers top culinary experiences, relaxation and is also a conference and congress city.</li> <li>• The history of Ljubljana dates to the Roman empire. Its rich historical development is reflected in appealing city centre. It is also where the most prominent states museums and galleries are.</li> </ul>	<p>address a small area, conflict of interest.</p> <ul style="list-style-type: none"> <li>• Absence of strong collaboration between tourism and mobility industry key players.</li> <li>• Spatial and transport development in Slovenia are still urging for a paradigm shift from car-oriented mobility towards more sustainable means of transport.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Regional tourism needs a strong intervention in the restructuring and renewal of tourism infrastructure.</li> <li>• A growing tourist demand for natural and sustainable destinations.</li> <li>• Ljubljana hinterlands is rich with nature and cultural heritage and is the perfect destination for the on growing tourist demand for green sports destination.</li> <li>• Ljubljana has a well-developed network of cycling and walking paths and has as the host of the Velo-city 2020 conference, the annual global cycling summit of the European Cyclists' Federation, due to the city's dedication to sustainable mobility, especially cycling.</li> <li>• Cycling tourism is one of the fastest growing types of outdoor recreation and tourism nationwide.</li> <li>• As outdoor products will be even more important than before due to the Covid-19 crisis, Slovenia defined Outdoor Tourism as leading promotional theme for 2022 and 2023.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of sustainable transport services for tourists in the region.</li> <li>• Lack of sustainable tourist offers for visiting surroundings of capital Ljubljana.</li> <li>• The main attraction is the city centre which is becoming burdened by the large number of tourists.</li> <li>• Sites in the proximity of the Ljubljana centre are being overlooked and therefore stagnant in their development.</li> </ul>

**The case of Zadar (Croatia)**





<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Global trends that lead to loss of identity of a “small city”</li> <li>• Lack of tourists because of the global situation</li> <li>• Lack of quality management without vision of the future</li> </ul>	<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Better connection of tourism and other sectors</li> <li>• Good possibilities for the prolongation of touristic season</li> <li>• Specialization of touristic offer</li> <li>• Orientation to younger population</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Seasonality (short tourist season)</li> <li>• Insufficient usage of potentials and capacities because of the weak coordination of local stakeholders</li> <li>• No strategy or concept for existing touristic attractions and resources</li> <li>• Lack of bike lanes</li> </ul>	<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Well known tourist destination</li> <li>• Long tourist tradition</li> <li>• Natural and cultural resources</li> <li>• UNESCO sites</li> <li>• Good traffic position and connectivity</li> <li>• Rich touristic offer during the season</li> </ul>
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*SWOT for Zadar*

**The case of Tivat (Montenegro)**

*SWOT for Tivat in the context of SUSTOURISMO project*

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• The strategic geographical location in Boka Bay</li> <li>• The proximity of tourist markets</li> <li>• Preserved nature and potential Green Destination status</li> <li>• Rich and diverse cultural and historical heritage</li> <li>• Gastronomy</li> <li>• Tradition in tourism</li> <li>• Multiculturalism</li> <li>• Existence of the tourism strategic documents</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• High seasonality</li> <li>• Uneven distribution of tourism demand</li> <li>• Slow adoption of new technologies</li> <li>• Lack of quality of the workforce</li> <li>• Relatively high unemployment rate</li> <li>• Aging population</li> <li>• Cooperation between stakeholders</li> <li>• Low level of knowledge about ICT innovations</li> <li>• Lack of innovations and incentives for innovations</li> <li>• Lack of creativity stimulation</li> </ul>
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<ul style="list-style-type: none"> <li>• The existence of good green practices</li> <li>• Participation in the EU projects that focus on innovations</li> </ul>	<ul style="list-style-type: none"> <li>• Legal and legislative frameworks</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Growing tourism demand</li> <li>• New technologies</li> <li>• The experience economy and special interest tourism</li> <li>• New markets</li> <li>• Transport development</li> <li>• Strengthening regional, national and local cooperation</li> <li>• EU funds</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Growing competition</li> <li>• Overtourism</li> <li>• Environmental degradation</li> <li>• Climate change</li> <li>• Insufficient financial resources</li> <li>• Socio-political stability</li> <li>• Migration</li> <li>• Natural disasters</li> </ul>

**The case of Berat (Albania)**

*SWOT for Berat*

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- Rich cultural, historical, religious, and natural heritage</li> <li>- Berat is one of the two designated <i>museums cities</i> in Albania and a UNESCO world heritage site</li> <li>- Berat is visited by a large number of tourists from numerous countries of the world, including Asia, and North America</li> <li>- The city contains several museums in the historic area, two of them are important national museums</li> <li>- Increasing family, historical and cultural touristic sector</li>   <li>- City of Berat is at the centre of the Region</li> <li>- Proximity to Mount Tomorri. Osumi canyons and other natural monuments</li>   <li>- Large number of agribusinesses, mainly based on local agriculture products</li> </ul>	<ul style="list-style-type: none"> <li>- Slow decentralization process</li>   <li>- Tourism-based businesses exploit the city's historical and architectural heritage</li> <li>- Tourism capacities and the services provided do not create the necessary environment for lengthening the duration of stay of tourists</li> <li>- Lack of an integrated touristic offer that would contribute also to the length of stay of tourists</li> <li>- Absent or low collaboration between stakeholders in the tourism sector with the ones from the mobility sector</li>   <li>- Lack of an integrated and effective long term urban plan for the city</li> <li>- Increasing trend of private vehicle use considering also the fact that Berat is an inland city and does not provide many other alternative transportation modes</li> <li>- Lack of rail network</li> </ul>



<ul style="list-style-type: none"> <li>- Berat is rich in gastronomy and culinary tradition. Local business are enhancing the tradition to a higher level</li> <li>- Handcraft production is an important sector of economy with high potential of development in future</li> <li>- Existing national road network provides ease of access of the Berat region to national highways, airport(s) and seaports</li> <li>- Short distances with neighbouring cities and regions</li>   <li>- Municipality with relatively high percentage of population with a certain level of education, which yields to valuable asset for the labour market</li> <li>- Mild Mediterranean climate. Berat is one of the most sunny cities in Albania</li> <li>- Including the surrounding green areas, the green space per capita is 20-25m<sup>2</sup></li> <li>- Limited sources of air pollution (mostly traffic and construction)</li> <li>- Effective response to urban environmental concerns (waste)</li> </ul>	<ul style="list-style-type: none"> <li>- 1.2 m<sup>2</sup>/capita of green spaces (city of Berat)</li> <li>- Fair presence of entertainment options.</li> <li>- Limited offer of cultural events</li> <li>- Lack of movie theatres in the city</li> <li>- Underdeveloped civil society in the city             <ul style="list-style-type: none"> <li>- low number of active local NGOs</li> </ul> </li>   <li>- Fair capacity of businesses to expand and invest in areas with development potential</li> <li>- Low number of start-ups and technology-related development</li> </ul>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ul style="list-style-type: none"> <li>- For the last decade, Berat has enjoyed a growing rate of tourists' arrivals.</li> <li>- Proximity to ports of Vlora and Durrës and the international airport at Tirana</li> <li>- An notable increase attention towards sustainable tourism development both at local, regional, and national level</li> <li>- Reconstruction of houses in the old city centre and their transformations to hotels and hostels</li> <li>- The development of an effective tourism marketing plan</li> <li>- Collaboration between important stakeholders, both private and public</li> <li>- There is a will to move towards digitalization and enhancement of services</li> </ul>	<ul style="list-style-type: none"> <li>- Specialists migrating from the city and moving to Tirana or abroad</li> <li>- Emigrating population</li> <li>- Lack of an integrated and clear development vision focused on the key priorities of the region</li> <li>- Poor infrastructure for the development of alternative transportation modes</li> <li>- Negative effects imposed by the Covid-19 pandemic being spread on multiple levels such as tourists arrivals, local economy, a general sense of uncertainty, lack of investment, etc.</li> <li>- Competitive environment in national and international level</li> <li>- Difficulties to engage the local community on sustainable tourism and mobility initiatives</li> </ul>
<p>Source: (Municipality of Berat; Agenda Institute &amp; Olof Palme International Center, 2008), Region's own analysis</p>	

**The case of Belgrade (Serbia)**

*SWOT for Belgrade in the context of SUSTOURISMO project*

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Geo-strategic position of Belgrade (intersection of European Corridors VII and X, existence of "Nikola Tesla" airport).</li> <li>• Two of three EuroVelo cycling routes (EuroVelo 6 and EuroVelo 11).</li> <li>• Rich cultural and historical heritage</li> <li>• Hospitality and openness of people</li> <li>• Well-known traditional and international events.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of a unique brand of the city of Belgrade</li> <li>• Excess of cars and traffics congestion</li> <li>• Insufficient tourism marketing</li> <li>• Insufficient utilization of resources and potentials of peripheral municipalities</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Favourable macroeconomic environment and prospects in the country</li> <li>• Great interest of foreign investors in Serbia</li> <li>• Tourist potentials of rivers (The Danube and the Sava)</li> <li>• Opening of new flights to Belgrade and increasing the number of low-cost airlines landing at Belgrade Airport</li> <li>• Increasing the number of hotels in international hotel chains</li> <li>• Changes in the habits and motivations of tourists on the global market</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Coronavirus pandemic</li> <li>• Slowing down of economies and recessions of some countries</li> <li>• Possibility of political tensions in the Balkans</li> <li>• Quickened innovations at the national marketing of the surrounding countries</li> </ul>