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



**D2.3 - IMPACTOUR Benchmarking Report**  
**Final**

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**Abstract**

A benchmarking process is the main objective of this deliverable. Specifically, this document focuses on the benchmarking of the Strategies and Key Success Factors (KSFs) associated with the In order to obtain a more complete benchmarking of these KSFs, first a qualitative analysis is carried out, based on SWOT findings from previous deliverables (D2.2), and then a quantitative analysis, based on the analysed indicator data (D3.4). Finally, cross-checking and weighting of the previous results gives a final picture of the whole benchmarking process.

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### Further Information

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## Project Partners



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

## Executive Summary

The aim of this deliverable is to establish a benchmarking with the information collected and analysed so far through WP1, WP2 and WP3; in this way, the last deliverable is elaborated for the closure of WP2 for the "Comparative assessment of Cultural Tourism impact", and task T2.4 "Comparative assessment and benchmarking procedure". More specifically, the document focuses on the elaboration of rankings for the Recommendations and Key Success Factors (KSF) previously proposed, based on different qualitative as well as quantitative criteria.

First of all, it is necessary to know the entire work process, in order to know the criteria and methodologies that have been established when developing benchmarking. To do this, after defining an initial framework with an introductory chapter on the different types of benchmarking and those that may be of interest to IMPACTOUR, a compilation of the process that has been followed to establish active contact with the stakeholders of the pilot destinations who have provided the data and information necessary for the research, is presented. As explained and detailed in previous documents, such as deliverable D3.2 (Stakeholders' engagement plan) [1], the contact with the different project agents has been designed based on a hybrid format, combining both online and face-to-face actions, due to the international nature of the project and the pandemic situation still present. Based on this strategy, the communication with the pilots has three main steps: a first Regional World Café (RWC) in hybrid format, whose results are collected in the deliverable D2.2 (Comparative Assessment Report) [2], an online bridging action based on joint and collaborative learning through the Community of Experience (CoE) and a last hybrid activity with the Global World Café (GWC). Therefore, the main ideas of the last two actions, CoE and GWC, are collected in this deliverable.

Following, thanks to all the information and qualitative data collected through the previous actions, a qualitative benchmarking methodology is established in order to understand in a synthetic and visual way the presence of each of the Recommendations and KSFs in the research. For this purpose, reviewing some previous submitted deliverables, such as D1.2 (Report on policies, governance and business models used to promote cultural tourism) [3], D1.4 (Recommendations on tools for fostering and forecasting impact of tourism strategies) [4] and D2.2 (Comparative assessment report) [2], and the requirements established in the DoA, an excel tool has been built that collects all the different classifications extracted from these documents. In general terms, a benchmarking process is established that relates the Recommendations and KSFs in a vertical reading for each of the categories (Governance and Policies, Local stakeholders engagement, Diversification and Marketing, and Business models and Investments), as opposed to a horizontal reading that collects different SWOT characteristics (Strengths, Weaknesses, Opportunities and Threats). However, due to the different realities presented by each of the types of pilots participating in IMPACTOUR, it has been necessary to adapt this process to each of the four Lands that collect the characteristics of the destinations with respect to Cultural Tourism: Ruralia, Urbanalia, Itinerabilia and Naturalia. Finally, a summation of the results obtained is made, and is presented graphically based on the percentages for a better understanding and a simpler overall reading.

Afterwards, adapting the excel tool and the working methodology, a quantitative benchmarking is established based on the data obtained and the information recapitulated

throughout WP3, more specifically with the results reflected in the submitted deliverable D3.4 (Data collection results) [5]. Again, what has been established in a ranking are the Recommendations and KSFs associated to them, but now through a quantitative point of view thanks to the recovery of the knowledge obtained through the baselines indicators. To this end, the previous Recommendations and KSFs are maintained in the vertical list, but the horizontal list includes the list of the baseline indicators, corresponding to the main six domains established during the data collection process: Characterisation, Economic, Social, Cultural, Environmental and Resilience. Finally, the results are summed up and reflected in a final ranking in terms of percentages for study and comparison.

In this way, it has been possible to carry out two types of benchmarking based on the Recommendations and the KSFs, a first qualitative one and a second quantitative one, constructed with the information and experience obtained through the work and active collaboration with the agents of the pilots. When establishing the relationship between the rankings obtained, it is possible to highlight the categories with the highest presence (such as Governance and Policies), some Recommendations that appear in the top positions (such as "*Promote local tourism*"), the most repeated concepts in the KSFs (protection of identity and cultural heritage, diversification of tourism, sustainable management, etc.), the weight of each of the SWOTs for these Recommendations according to each type of land, and those indicator domains that are most relevant after the analysis (such as the Characterisation domain).

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## 0 Introduction

### 0.1 IMPACTOUR Project Overview

IMPACTOUR – IMproving Sustainable Development Policies and PrActices to assess, diversify and foster Cultural TOURism in European regions and areas – is a project funded by the H2020 Framework Programme of the European Commission under Grant Agreement 870747 and conducted from January 2020 until June 2023. It engages 12 partners from 10 European countries with a total budget of 2,971,250.00 euro. Further information can be found at [www.impactour.eu](http://www.impactour.eu).

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



Figure 0.1 - IMPACTOUR Strategy

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

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

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

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

### 0.2 Deliverable Purpose and Scope

The main purpose of this document is to elaborate a benchmarking according to the qualitative and quantitative data and information gathered over WP2 and WP3 activities.

This deliverable helps to proceed with the final steps of WP2 and provide some useful conclusion for future work packages, like WP4 and WP5. However, because the data collection process is still on-going in order to improve and filter the achieved results, this benchmarking report should be understood as a necessary step in the iterated Lean Start Up Method, where the final comments will serve as guidelines for incoming actions and activities within IMPACTOUR.

### **0.3 Target Audience**

This document is primarily for project participants (partners and active pilots). Although it also provides the European Commission (including appointed independent experts) with an overview of the data collection status and results obtained with their followed analysis.

### **0.4 Document Structure**

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

- Section 0: Introduction
- Section 1: Methodology
- Section 2: Introduction to the benchmarking process
- Section 3: Global World Café
- Section 4: First benchmarking analysis: qualitative data
- Section 5: Second benchmarking analysis: quantitative data
- Section 6: Last KSF and Recommendations benchmarking
- Section 7: Final conclusions
- Section 8: References
- Section 9: Tables in annex

### **0.5 Document Status**

The Deliverable is listed in the Description of Action as “public”. This document has no preceding documents or expected further formal iterations.

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

# 1 Methodology

## 1.1 Introduction

In order to develop the benchmarking report, an initial benchmarking process research has been carried out, building a first introduction chapter and defining the main objective of this document within the IMPACTOUR project. In other words, this review establishes a reference framework to identify the principal steps to be followed in a process of benchmarking results, as well as the best existing digital tools for understanding and visualisation.

## 1.2 General Overview from the Global World Café (GWC)

As stated in previous deliverables, IMPACTOUR is based on a Lean Startup Method for data collection and improvement work, which is an iterative and cyclical process as it can be seen in Figure 1.1. This deliverable considers the information collected under WP2 and WP3 (Data information pilots), both developed in parallel, revised and completed until date 30/04/2022. This iteration process is included in Section 2 about the Global World Café (GWC), as the final step within the process of the stakeholders' engagement; this GWC activity and all the previous lessons learned during the process (Regional World Café and Community of Experience) are the data base information for the first qualitative benchmarking.

However, due to the pandemic state in which the data collection process took place, it is assumed that this information can be modified and expanded in following months of project implementation and future work packages, such as WP6 (Integrate and validate IMPACTOUR Tool in real scenarios).

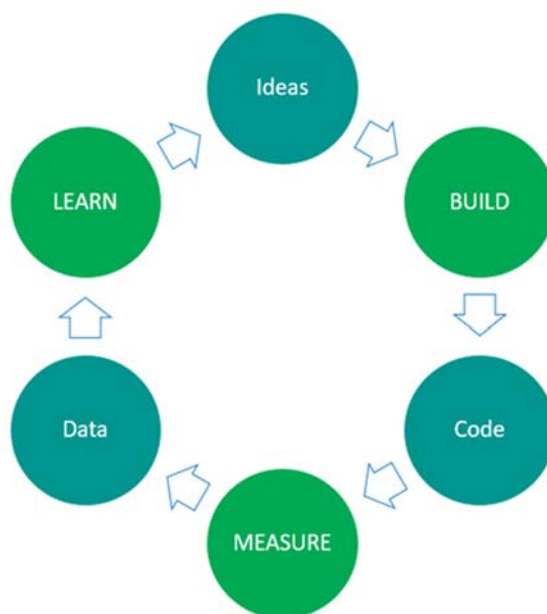


Figure 1.1 - Lean Start Up Methodology from D2

## 1.3 Process of analysis

To carry out this benchmarking, a joint decision has been taken within the consortium to carry it out in two different phases, to be able to work better with the information collected

and analysed to date in the development of IMPACTOUR. It is important to highlight that, at this level, what is being evaluated for benchmarking are the different recommendations and Key Success Factors (KSF) associated with them; recommendations that have been established in the first study within each of the types of Lands according to the different pilot destinations with which the project is working (Ruralia, Urbanalia, Itineralia and Naturalia),

As a consequence, the methodological strategy of this deliverable proposes a first qualitative benchmarking, based on the information gathered through the active contact with the pilots and stakeholders through activities such as the Regional World Café (RWC), the Community of Experience (CoE) and the Global World Café (WGC). On a second level, this information can be cross-checked thanks to the information and data collected through the data collection and the data collection results, both coming from WP3 that has been developed in parallel. And finally, all these processes and results are pooled in a percentage-weighted way in the last phase, which combines qualitative + quantitative benchmarking and allows to obtain conclusions.

### **1.3.1 First qualitative benchmarking**

For the first qualitative benchmarking, a ranking and scoring tool has been built thanks to an excel table, in which data and results have been crossed in two simultaneous readings: a vertical reading where the recommendations and the KSFs associated with each of them are collected, and a horizontal reading that shows the different Strengths, Weakness, Opportunities and Threats (SWOT) that have been previously obtained for each of the four Lands already mentioned.

Both readings, as explained in chapter 4 below, collect information and conclusions from previous actions and already submitted deliverables. In this way, several colour-coded categories and criteria associated with both reading directions can be seen. Thanks to this system, the most relevant recommendations and KSFs were identified for each of the Lands, based on the qualitative information and experience gained from the participation of the pilots. Thus, when a KSF can support strength, improve a weakness, take advantage of an opportunity or correct a threat, it has been marked as relevant within each group, thus giving the final mapping table.

Finally, to obtain initial qualitative conclusions, all KSFs and recommendations were summed up according to the results obtained, generating a qualitative ranking and referring to four different categories:

1. governance strategies,
2. local stakeholders' engagement,
3. diversification and marketing strategies, and
4. investment and business models

- for each of the Lands. This process can be seen in detail at the end of Section 3 of the document.

### **1.3.2 Data collection and analysis updated (from D3.4)**

This document is based on the information received from the pilots throughout the data collection process. This has been described in deliverable D3.4 Data Collection Results.

As the data collection process has undergone a refinement process, some of the data used for this deliverable has changed since it was issued. This was a matter foreseen in the document.

The refinement consisted of identifying the figures that were considered irregular and the subsequent consultation with the pilot responsible for the information to modify the information in the corresponding spreadsheet, leaving a record of the previous information.

The graphs presented in Section 5 clarify some of the doubts that arose during the data analysis and are useful for the preparation of the qualitative-quantitative analysis with updated information.

### **1.3.3 Second quantitative benchmarking**

Regarding the second quantitative benchmarking, we have continued with the same system of two cross readings thanks to the excel tool designed for the first qualitative benchmarking. In this case, in the vertical reading, the recommendations and KSFs to be placed in the ranking are maintained, using this time the baselines indicators divided by criteria (Characterisation, Economic, Social, Cultural, Environmental and Resilience) with which to complete the work according to the quantitative information collected to date (M28). However, for this step, a single excel table has been sufficient, given that the baseline indicators are common for all the different Lands for pilots mentioned in IMPACTOUR.

Once again, a final summation has been carried out which allows conclusions to be drawn according to the quantitative benchmarking developed, being able to differentiate which indicators and measurements can provide relevant information for the recommendations and KSFs analysed, and to know which criteria they belong to.

### **1.2.4 Final benchmarking: qualitative + quantitative**

The final benchmarking is carried out on the recommendations made and the key success factors defined in previous deliverables. The aim is to identify those elements that are understood to be more easily replicable, in general, and also specific to the typology of each pilot.

The qualitative information is represented by the result of the work carried out in the Regional and Global Word Cafés. The information collected has been systematised and organised in such a way that each recommendation and strategy can be quantified according to the number of inputs it receives from a SWOT matrix. These inputs have been converted into percentage values that will allow a later comparison with the quantitative values.

The quantitative information is based on the data obtained through the pilot consultation. This consultation has been constructed to evaluate several baseline indicators that serve in turn to evaluate the recommendations and the KSFs.

In this way, we have two sets of information of different nature and complex comparisons. For this reason, an approach has been chosen that allows the data to be systematised in a way that makes them comparable.

The qualitative data are organised in such a way that they can be classified according to the number of times they are represented in the SWOT matrix. A systematisation of the quantitative data in a matrix similar in nature to the qualitative data was needed.

For this reason, a cross-check between the recommendations and the KSFs was generated with each of the baseline indicators that were the object of the information query. This process has necessarily had a qualitative component as it is based on the interpretation of the authors.

However, this interpretation can be considered reasonably objective as it is based not only on the experience of the team but also on the knowledge acquired during the evaluation of the qualitative and quantitative information.

These results are included in a matrix with the final weighted values, which allows a comparison with the qualitative information matrix.



## 2 Introduction to the Benchmarking process

Benchmarking is a methodology to improve mainly business performance but that can be adapted to evaluate all kinds of things. In the case of IMPACTOUR we will use benchmarking to evaluate the Strategies and Key Success factor evaluated in WP1 deliverable 2.1.

There is no single benchmarking process that has been universally adopted. While reviewing literature it is seen that numerous models of benchmarking are discussed in the literature. Benchmarking is defined as a continuous and systematic process of comparing products, services, processes and outcomes with other organizations or exemplars, for the purpose of improving outcomes by identifying, adapting and implementing best practice approaches. Since benchmarking is the practice of comparing business processes and performance metrics to industry bests and best practices from other companies, typically measured dimensions are quality, time and cost [6].

This approach is going to be adopted for an identification of strategies and its replicability inside the context of the IMPACTOUR project.

Since benchmarking is referred to as a strategic activity, it requires a lot of research and analysis. To make it efficient, the company must be clear about the type of related strategy it must adapt to treat a specific problem area [7].

In this sense, the decision inside the consortium has been to benchmark the strategies and Key Success factors developed in the WP1, D1.4 as the drivers to achieve a sustainable and productive cultural tourism development.

Benchmarking is the process of continually improving the business or the organization by evaluating the scope for improvement, comparing the current position with that of the previous one or with the business practices of the relevant competitors, thereby establishing standards to be achieved [7]. Typically, measured dimensions are quality, time and cost. Benchmarking is used to measure performance using a specific indicator (cost per unit of measure, productivity per unit of measure, cycle time of x per unit of measure or defects per unit of measure) resulting in a metric of performance that is then compared to others.

### TYPES OF BENCHMARKING

In general, it is possible to talk about are two types of benchmarking. These are internal and external benchmarking as given in the following Figure 1.2.

Internal benchmarking compares performance, processes and practises against other parts of the business (e.g. Different teams, business units, groups or even individuals). For example, benchmarks could be used to compare processes in one retail store with those in another store in the same chain.

External benchmarking, sometimes described as competitive benchmarking, compares business performance against other companies. Often these external companies are peers or competitors, but that's not always the case; for example, benchmarking can be used to compare performance, processes and practises across different industries, and this can be assimilated to strategies as in the case of IMPACTOUR



Figure 2.1 - Types of Benchmarking [6]

There are three ways to use benchmarking

Benchmarking, whether internal or external, is used in three key ways. They are:

- Process benchmarking. This is all about better understanding your processes, comparing performance against internal and external benchmarks, and finding ways to optimise and improve your processes. The idea is that, by understanding how top performers complete a process, you can find ways to make your own processes more efficient, faster and more effective.
- Strategic benchmarking. This compares strategies, business approaches and business models in order to strengthen your own strategic planning and determine your strategic priorities. The idea is to understand what strategies underpin successful companies (or teams or business units) and then compare these strategies with your own to identify ways you can be more competitive.
- Performance benchmarking. This involves collecting information on how well you're doing in terms of outcomes (which could mean anything from revenue growth to customer satisfaction) and comparing these outcomes internally or externally. This can also refer to functional performance benchmarking, such as benchmarking the performance of the HR team (using metrics like employee net promoter score or staff engagement surveys) or the marketing team (measuring net promoter score or brand awareness, for instance).

For IMPACTOUR benchmarking we have performed an external and strategic benchmarking as we aim to make a comparison between recommendations and KSFs, and evaluate their replicability.

## 3 Global World Café in Matera (November 2021)

### 3.1 Introduction

The Global World Café (GWC) is one of the last steps in the work carried out with stakeholders and pilots involved in the qualitative data collection process. This event is described in terms of its initial design, strategy, methodology, planning and structure in deliverable "D3.2 - Stakeholders' engagement plan", within an iterative learning and information gathering process, in which the aim is to fill in the gaps detected up to the date of the event.

The GWC event not only serves as a learning tool to better understand the reality, needs and challenges of the different pilots participating in the project, but it has also served as a space for work and sharing among the different stakeholders, seeking common ground, examples of good practices and detecting the best recommendations that can be transferred from one case to another. In this way, more complete and contrasted qualitative information is obtained, which is used to draw up the first qualitative benchmarking.

### 3.2 Previous events

#### REGIONAL WORLD CAFÉ (RWC)

Due to the different realities and characteristics of the pilots involved in IMPACTOUR, as reflected in the Lands in which they are classified, this event took place in July/August/September 2021. The different RWC meetings were held in parallel in the countries to which the different stakeholders belong (Spain, Portugal, Italy, France, Germany, Estonia, etc.), with hybrid participation depending on the case (face-to-face and online), but all of them under a pre-established organisational structure and common methodology described in deliverable "D3.2 - Stakeholders' engagement plan".

Thanks to the World Café methodology prepared and adapted to the needs of the project, as well as to the contents generated by a Group of Experts selected within the IMPACTOUR consortium, it was possible to directly obtain data and experiences in relation to the Economic, Social, Cultural and Environmental criteria. After the collection and analysis work, the most relevant conclusions are collected in the submitted deliverable "D2.2 - Comparative assessment report". However, the active work with stakeholders does not end at this point, and communication with them was maintained directly until the GWC event, thanks to the design of the Community of Experience tool.

#### COMMUNITY OF EXPERIENCE (CoE)

The Community of Experience, broadly speaking, serves as a digital space in which "*pilots and destination stakeholders (data information + validation) can actively and collaboratively help each other to obtain results and solutions based on their previous experiences and the knowledge achieved by each one of them*", as it has been described as definition in the submitted deliverable "D3.2 – Stakeholders' engagement plan". Moreover, it has been a useful tool to maintain an active communication among the stakeholders and the pilots' responsible contact between both World Café events: first RWC in summer 2021 and second GWC in November 2021; the structure and step-by-step methodology being described in the same deliverable.

Furthermore, thanks to the participation of a group of experts within the consortium, it has been possible to develop content and a schedule of actions based on the needs after the RWC event, which are collected in the submitted deliverable "D2.2 - Comparative assessment report". Due to the needs of the project, the initial timetable and approach for the CoE had to be adapted according to the levels of participation and the type of responses obtained. Finally, after three months of active work in collaboration with the pilots, a summary of the activity could be presented at the start of the GWC, as an introduction to the qualitative data obtained between September 2021 and November 2021.

The main ideas and overview of levels of participation can be summarised as follows:

- Low-Medium interaction, not as high as expected due to the on-line communication.
- Some areas were more active than others (Social/Environmental more data and inputs received vs Economic/Cultural)
- Some good examples and references have been gathered, but not enough for all the qualitative information needed and expected.
- Some key words highlighted for the social criteria: social exclusion, tourism in periphery, physical accessibility, younger generations, architectural barriers, "like a local", community tourism, etc.

Finally, based on the information obtained and the general ideas concluded, the CoE can be used as a starting point to detect the content and data needed in the GWC. That is to say, to find out which gaps during the online work have been more difficult to implement and to complete them through face-to-face work with the participants of the pilots during the GWC.

### **3.3 Methodology and event in Matera**

After learning from the previous months of work, the Global World Café event was held in November 2021 in the city of Matera (Italy), thanks to the welcome and organisation of the partner MateraHub. Continuing the process explained above, and with a methodology similar to the RWC that is described and detailed in deliverable D3.2, the activity in Matera seeks to meet the following objectives in the work with the pilots:

- Generate community and promote synergies.
- Give international visibility to the pilots and participants.
- Understand the risk, challenges and opportunities of each pilot site.
- Get useful data and (mostly) qualitative information.

In addition, to adapt the needs of the event to the participants, combining in hybrid mode the face-to-face version and the online version in parallel, 6 working tables were proposed for the rotation of participants. Five of them were in face-to-face format and rotate, referring to each of the main domains with which we have worked so far (Economic, Social, Cultural, Environmental and Resilience), and the sixth and last one was designed in digital mode, including a summary of the contents of the four previous roundtables for remote participants. For a further explanation of the format and the coordinators of each of the roundtables, the following figure is presented (Figure 3.1):



Figure 3.1 - GWC tables' organisation

Finally, the content and questions for each of the six tables of the event are the results and the selection of those questions of greatest interest for the project; in particular, those for which the necessary or expected answers have not been obtained after the previous development of the Community of Experience, following the structure of the five main working domains. Namely:

## ECONOMIC

- How are the benefits from Cultural Tourism distributed over the territory?
- How good is the data knowledge of your Cultural Tourism markets?
- Which are the reasons for not addressing the following strategies?
  - Supporting partnerships between the private and public sectors that employ new technologies.
  - Harnessing innovative technologies.
- What kind of economic benefits do you expect from Cultural Tourism and what kind of data do you collect to monitor the economic impacts?

## SOCIAL

- Is your cultural destination marketed as “accessible”? Do you have an action plan to improve the accessibility?
- Does Cultural Tourism offer a future for young people?
- Which are the reasons for not addressing the following strategies?
  - Policies to mitigate the negative impacts of tourism growth.
  - Linkages between tourism, living cultures and creative industries.

## CULTURAL

- What is your strategy to protect Cultural Heritage over mass tourism, natural risks, forgetting, etc.?
- Are there any cultural traditions that have disappeared? If so, which ones, and how can they be revalorised?
- Which are the reasons for not addressing the following strategies?
  - Create a Culture of Trust and Collaboration for Sustainable Tourism.
  - Host communities and indigenous peoples should be involved in planning for conservation and tourism.

## ENVIRONMENTAL

- Do you measure environmental impact on Cultural Tourism? How do you achieve it?
- Do you lack information on environmental actions for a more sustainable Cultural Tourism in your destination?
- Which are the reasons for not addressing the following strategies?
  - Regional Cooperation.
  - Monitor and evaluate the impacts of tourism development.

## RESILIENCE

- Thinking back and considering the recent challenges (Covid-19), the implementation of any of these strategies could have a positive impact on the resilience capacity of your site?
- Do you need some state support in order to maintain your business? What strategies are used to recover from the pandemic situation?
- Which are the reasons for not addressing the following strategies?
  - Strategies and measures to address visitors' growth (over-tourism) in cities (in real-time). Harnessing innovative technologies.
  - Rethink the tourism sector and rebuild global tourism.

### 3.4 Final approach: analysis by criteria

At the end of the GWC, a summary of the responses obtained can be made, highlighting those Strategies most relevant to the pilots during the discussion, and putting them in context thanks to some examples and key words. For this purpose, the information is collected and synthesised in the following tables, based on the five working round tables planned during the event: Economic, Cultural, Social, Environmental and Resilience.

Table 3.1 - Results from GWC Economic

Strategy	Examples	Key Words
Supporting partnership	(1) Tartu. Problem of one-night-stay (short stay at destination)	(1) Obstacles: Fear, lack of knowledge, not being a priority, funding, slow public action, common picture (2) Solutions: Tourists focus (stay longer, promote low session, pay more, etc.)
Harnessing innovation + technology	(1) Estonia. Mobile positioning	Type of data: Visitors, activities, etc.

Table 3.2 - Results from GWC Social

Strategy	Examples	Key Words
Horizontal cooperation and co-creation of the inclusive tourism offer (commitment of ALL levels of initiatives, tourism suppliers, citizens, etc.)	(1) Portugal. Commitment of country as a whole (2) Spain. Create initiatives depending on regional authorities (3) Mialno (Italy). Enormous engagement of civil society bit difficulties to reach policies makers	(1) Accessibility (2) Inclusion
Spreading the offer in the territory: linking nearby destinations, areas that can be ready to reach visitors, etc.	(1) Açores. The “triangle” connection between Faial, Pico and São Jorge islands	(1) Accessibility (2) Overtourism



Table 3.3 - Results from GWC Cultural

Strategy	Examples	Key Words
Culture trust / Sustainable tourism	(1) Loras Geoparque (Palentian Romanesque) (2) Guards Museum (Cascais) (3) Grandes Sites Occitanie (Chemin de Compostelle)	(1) Obstacles VS Solutions (2) Volunteering + Engagement (locals, young people, etc.)
Local involvement	(1) Tartu availability of budget for investment	(1) Volunteering + Engagement (locals, young people, etc.) (2) Transparency

Table 3.4 - Results from GWC Environmental

Strategy	Examples	Key Words
Cooperation	(1) Green destination certificate (Açores)	(1) Cooperation to solve problems
Monitoring	(1) Mobility lab (for pollution)	(1) Data concern: Difficulty, Dispersion, Statistic

Table 3.5 - Results GWC Resilience

Strategy	Examples	Key Words
Visitor`s growth	(1) Milano Periphery. Quality of visits	(1) Real time monitoring
Re-think + Re-build CT: - Recovery plan - Promote local - Social media - Diversification	(1) ALL pilots	(1) Domestic tourism (including locals, young people, etc.) (2) Virtual experience (3) Green tourism



## **4 First Benchmarking analysis - Qualitative data**

### **4.1 Introduction**

After having continuously collected qualitative information from different points of view, thanks to the active contact with the pilots and stakeholders based on the approach of deliverable D3.2 - Stakeholders' Engagement Plan, the analyses and conclusions obtained so far allow building a qualitative benchmarking for the recommendations proposed in IMPACTOUR. To highlight certain examples of success, this section of the work focuses on evaluating and scoring the Recommendations proposed in previous documents and the Key Success Factors (KSF) associated with them, based on the cross-referencing criteria explained below. In addition, to obtain a more complete view, these same Recommendations and KSFs will be evaluated and scored in the following chapter, based on the quantitative information collected in deliverable D3.4 - Data collection results.

### **4.2 Inputs from previous deliverables**

The following qualitative benchmarking process seeks to relate the conclusions and learning obtained in previous documents and work carried out to date in IMPACTOUR. To this end, the criteria, groups and analyses necessary to establish the benchmarking tool are taken from different deliverables that have already been completed: an excel crossover table.

The most important ideas of each of the selected deliverables on which this qualitative benchmarking is based are detailed below:

#### **4.2.1 Areas from D1.2**

This deliverable analyses the policies, government strategies and business models that have been developed in recent times to promote Cultural Tourism, taking into account various and different aspects of sustainability. The analysis is carried out using four reference categories: (1) governance strategies, (2) local stakeholders' engagement, (3) diversification and marketing strategies, and (4) investment and business models; four areas included in the structure of the qualitative benchmarking analysis. It focuses on Cultural Tourism social and more intangible aspects. The report is based on a review of the literature, the analysis of relevant case studies and information obtained and filtered from the pilots, detecting relevant ideas and conclusions. The Deliverable concludes with the main target domains and a proposal of indicators associated with them.

#### **4.2.2 Strategies from D1.4**

Recommendations for Cultural Tourism development strategies are the main focus for this Deliverable, being them addressed in different incoming actions. These recommendations have been developed based on European policy documents, recent research and policy analysis regarding the governance of external shocks for resilient and sustainable Cultural Tourism, earlier research carried out in the project, and the collection and analysis of best practices selected. Moreover, the focus of this document is on (1) governance and policy, (2) local stakeholders' engagement, (3) diversification and marketing, and (4) business models and investments; four main categories coming as an input from the precedent deliverable. In addition, recommendations have been developed for different actions addressed in IMPACTOUR consisting of suggestions regarding standards, indicator domains and data sources.

### 4.2.3 SWOT conclusions from D2.2

This document compares the qualitative data collected from pilots' inputs and expertise during the different Regional World Cafés developed, concerning the impacts of Cultural Tourism in destinations and territories. By cross-referencing this data with the list of indicators, recommendations have been made on how to adapt and customise the indicators list proposed to the destinations. The analysis has been produced based on the SWOT (Strengths, Weakness, Opportunities and Threats) structure for the main four Lands detected in the project: Ruralia, Urbanalia, Itineralia and Naturalia. Following the Lean Startup methodology, this document concludes by providing the steps to follow in the last step of the loop in the next World Café and subsequent deliverable, in order to complete and improve the qualitative data obtained from the stakeholders and pilots involved within IMPACTOUR.

## 4.3 Crossing analysis methodology

In order to carry out a complete qualitative benchmarking to detect the most relevant KSFs and Recommendations for the project, based on the experience of the partners and the learning from the data obtained from the pilots, a system adapted to the objectives and needs of IMPACTOUR is set out below.

### 4.3.1 Three levels structure

Firstly, based on the documentation obtained from previous documents, three main levels of analysis are established, which are detailed below:

#### LEVEL 1 - LANDS

The first level of analysis comes from the different workshops and actions carried out in the project to establish the definition of Cultural Tourism and refers to the four large groups into which the different pilot destinations in IMPACTOUR are classified on the basis of their general characteristics; namely: Ruralia, Urbanalia, Itineralia and Naturalia. This first level has already been used as a general criterion in other deliverables of the project, given that the different realities of the destinations make it necessary to carry out specific analyses for each of the Lands.

Therefore, for this section, four different qualitative benchmarking are established, where the work can be developed and adapted to each of the types of Land. In other words, the qualitative ranking results for the Recommendations and KSFs will be different in each case, requiring a final pooling which will be carried out after the quantitative benchmarking, and which is included in the last chapter of this document.

#### LEVEL 2A - RECOMMENDATIONS + KSFs

The second level of qualitative benchmarking is based on the results of previous deliverables, such as D1.2 and D1.4 above. To be able to cross-reference the available information, this second level has to be divided into two parts depending on the reading: the first one (2A) vertically, and the one explained below (2B) horizontally.

For the vertical reading, the different Recommendations proposed for IMPACTOUR are included. Furthermore, for these Recommendations to be implemented, the different KSFs have been associated with them, which indicate the milestones to be achieved in each one of them; that is, to mark a Recommendation as outstanding, at least 50% of the KSFs that make it up must be of interest for the type of Land on which work is being carried out.

Finally, as mentioned above, a colour code associates these Strategies and KSFs in the following categories:

- Yellow: Governance and policies
- Blue: Local stakeholders' engagement
- Red: Diversification and marketing
- Green: Business models and investment

Again, due to the different realities of the pilots, not all Recommendations and KSFs will have the same weight and importance for each of the four Lands analysed.

### LEVEL 2B - SWOTs

Completing the previous section, the inputs of deliverable D2.2 serve as the basis for constructing this horizontal reading level. Again, as can be seen in the conclusions of the aforementioned document, the Strengths, Weaknesses, Opportunities and Threats (SWOT) that appear vary from one Land to another, as they do not all have the same characteristics. Again, to make reading easier, a colour code has been used to identify each of these four groups in the excel, namely:

- Red: Strengths
- Yellow: Weaknesses
- Blue: Opportunities
- Green: Threats

Furthermore, as part of the analysis process, such SWOT categorisation is not constructed randomly but is related to some of the quantitative work done in parallel, associating the SWOT results to one or various criteria of:

- Economic (EC)
- Social (SO)
- Cultural (CU)
- Environmental (EN)

### LEVEL 3 - FEATURES

As the last level of this qualitative benchmarking, a review of the DoA is carried out where the following qualities of analysis of a pilot destination, associated with each one of the Strengths, Weaknesses, Opportunities and Threats per Land, are collected. This analysis included:

- Kind of heritage
- Form of Cultural Tourism
- Degree of organisation

For a better interpretation of how these levels of analysis interact with each other in an excel table with two cross-reading directions (top-down and left-right), the following image (Figure 4.1) summarises the whole process set-up:

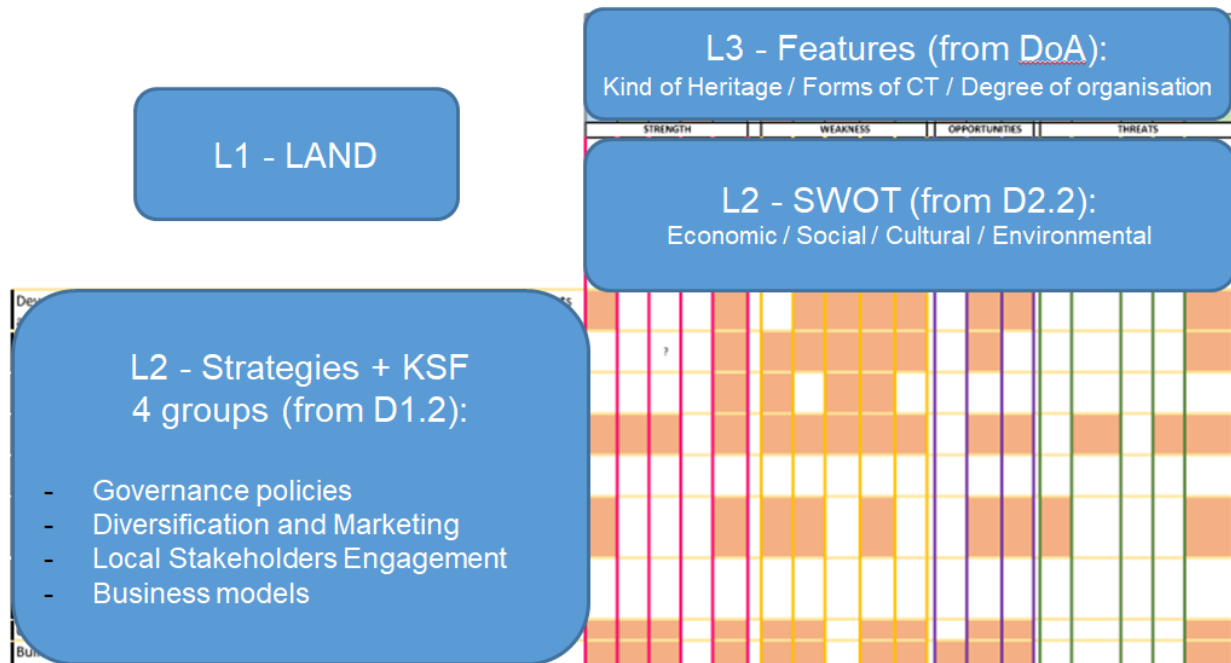


Figure 4.1 - Qualitative benchmarking structure

### 4.3.2 General overview per land

Once the whole process of qualitative benchmarking has been carried out for each of the types of Lands that make up IMPACTOUR, some initial readings can be extracted to build the conclusion:

**RURALIA.** In this Land, the balance of responses between the four categories and the SWOTs is quite homogeneous, being less relevant for "New airlines opening (Economic - EC)" in opportunities, or "Renewable energies (Environmental - EN)" in threats, highlighting the importance of the KSF "Develop policies and mechanisms for diversification of tourism".

Table 4.1 - Ruralia qualitative benchmarking

RURALIA	Local involvement (SO)	Culinary tourism (CU)	Enotourism (CU)	Strong local identity (SO) (CU)	Tangible and intangible heritage preservation (CU)	Accessibility (SO)	Landscape's beauty (EN)	Cultural and nature combination (EN) (CU)	Lack of touristic infrastructures (EC)	Lack of public investment (EC)	Lack of qualified professional (EC)	New airlines opening (EC)	New communication channels (SO)	Proximity tourism (SO)	Education level/Raise of awareness (SO)	Intergenerational support (SO)	Slow mobility (EC)(EN)	Economic crisis (EC)	Covid-19 (EC)	Climate change (fires) (EN)	Human activity (deforestation) (EN)	Renewable energy (wind turbine) (EN)	
Facilitate long-term agreements within government																							
Establishment of Public/private partnerships agreements																							
Develop Policies and mechanisms for the diversification																							
Creation of a branding initiative																							
Involvement of Local businesses and stakeholders																							
The implementation of management systems																							
Strategies and measures to address visitors' growth in cities																							
Offer travel experiences based on local cultural values and traditions																							
Build up a Local/Regional roadmap																							
Promote the use of culture for intercultural dialogue																							
Facilitate transnational partnerships																							
Protect and promote local cultural traditions (Intangible Cultural Heritage)																							
Foster an apolitical strategy to enable collaboration																							
The creation of community-centred initiatives																							



URBANALIA. Again, the responses are fairly balanced, with slightly more presence in the Governance and Policies category. Regarding the SWOTs, the "Local involvement (Social - SO)" and "Good education level (SO)" are the most representative ones, both classified as strengths.

Table 4.2 - Urbanalia qualitative benchmarking

URBANALIA	Local involvement (SO)	Good education level: Raise of awareness (SO)	Rich tangible/intangible tourism (CU)	Museums (CU)	Cultural capital (CU)	Mobility infrastructure between city and the surrounding areas (EC)	Energy sustainability (EN)	Accessibility of the spaces (signage, space planning) (EC)	Lack of investments in infrastructure (EC)	Lack of cultural initiatives (CU)	Lack of local communities' investment in CT (SO)	Diversification (EC)	Storytelling tourism (EC)	Climate change can affect local production (CT based on) and landscapes (EN)
Facilitate long-term agreements within government														
Establishment of Public/private partnerships agreements														
Develop Policies and mechanisms for the diversification														
Creation of a branding initiative														
Involvement of Local businesses and stakeholders														
The implementation of management systems														
Strategies and measures to address visitors' growth in cities														
Offer travel experiences based on local cultural values and traditions														
Build up a Local/Regional roadmap														
Promote the use of culture for intercultural dialogue														
Facilitate transnational partnerships														
Protect and promote local cultural traditions (Intangible Cultural Heritage)														





**ITINERIALIA.** The level of responses in the four categories is quite similar, although, in terms of SWOTs, there are hardly any threats to highlight, except for the "Economic crisis (EC, SO)". Among the strengths, the "Public support (SO)" is the one with the most weight to reach the most KSFs..

Table 4.3 - Itineralia qualitative benchmarking

ITINERIALIA	Public support (SO)	Local identities (SO) (CU)	Accessible destination (in terms of price, distance) (EN)	Local involvement (SO)	Gastronomy (CU) (EC)	Event (CU) (EC)	Landscape, natural heritage (EN)	Good Signposting (SO)	Lack of touristic infrastructures (EC)	Lack of public investment (EC)	Lack of qualified professional (EC)	Domestic tourism (EC) (SO)	Raise of awareness (SO)	Regional brands (EC)	Hiking, cycling (CU)	Economic crisis (EC) (SO)	Covid-19 (EC)	climate change (EN)	Wind turbine (EN)
	Facilitate long-term agreements within government	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Establishment of Public/private partnerships agreements	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Develop Policies and mechanisms for the diversification	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Creation of a branding initiative	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Involvement of Local businesses and stakeholders	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
The implementation of management systems	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Strategies and measures to address visitors' growth in cities	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Offer travel experiences based on local cultural values and traditions	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Build up a Local/Regional roadmap	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Promote the use of culture for intercultural dialogue	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Facilitate transnational partnerships	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Protect and promote local cultural traditions (Intangible Cultural Heritage)	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High
Foster an apolitical strategy to enable collaboration	High	Low	Low	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High	High



**NATURALIA.** At first glance, the Governance and policies category is the one with the fewest KSFs highlighted for implementation in this Land. Regarding the SWOTs, the "Combination of nature and culture (EN) is presented as the most relevant strength for the KSFs and recommendations.

Table 4.4 - Naturalia qualitative benchmarking

NATURALIA	Combine nature and culture (EN)	Gastronomy (CU) (EC)	Landscape (EN)	Unpolluted region (EN)	Concern from citizens for nature preservation (SO)	Lack of investments in infrastructure	Lack of cultural initiatives	Lack of local communities' investment in CT	Lack of communication in cultural heritage	Lack of utilization of Local assets	Opening of new airlines (EC)	Tourists seeks authentic experiences (CU)	Scenic tourist routes (EC) (CU)	Opening of new airlines (EC)	Agricultural choices that impact the environment and the landscape (Water and sound pollution) (EN)	Uncontrolled hunting (EN)	Wind turbines (EN)	Concentration of tourists, transport or polluting activities (quad, scooter, among others) (EN)	
	Facilitate long-term agreements within government																		
Establishment of Public/private partnerships agreements																			
Develop Policies and mechanisms for the diversification																			
Creation of a branding initiative																			
Involvement of Local businesses and stakeholders																			
The implementation of management systems																			
Strategies and measures to address visitors' growth in cities																			
Offer travel experiences based on local cultural values and traditions																			
Build up a Local/Regional roadmap																			
Promote the use of culture for intercultural dialogue																			
Facilitate transnational partnerships																			
Protect and promote local cultural traditions (Intangible Cultural Heritage)																			
Foster an apolitical strategy to enable collaboration																			



### 4.3.3 Initial qualitative conclusions

After having carried out the entire qualitative study process, selecting those KSFs and recommendations related to some of the SWOT values, it is necessary to proceed with a final summation of each of these values obtained, so that a ranking can be established for each of the four Lands. For this purpose, a total sum is made and shown as percentages, to be able to compare the final rankings between all Lands (ranking of top recommendations and ranking of top KSFs). This is because the total number of Strengths, Weaknesses, Opportunities and Threats for each Land is not the same, with both the number of each category and the number of total SWOTs varying.

Finally, the most relevant results obtained concerning the SWOTs criteria are also shown in general terms. However, a final table of percentages is not generated for these, as they are not the main object of study of this deliverable, but the information is collected in the excel tool for qualitative benchmarking.

### RANKING of RECOMMENDATIONS

Regarding the Lands:

(1) RURALIA. In the case of Ruralia, it can be seen that the recommendations with the greatest presence both belong to the category of "Diversification and Marketing", more specifically those referring to "Promote domestic tourism" and "Promote and protect Cultural Heritage", both of them with more than 80% representation in the final ranking. The recommendation of "Support the contribution of cultural tourism to urban and rural development" from the category of "Governance and Policies" also goes up to 80% in the list.

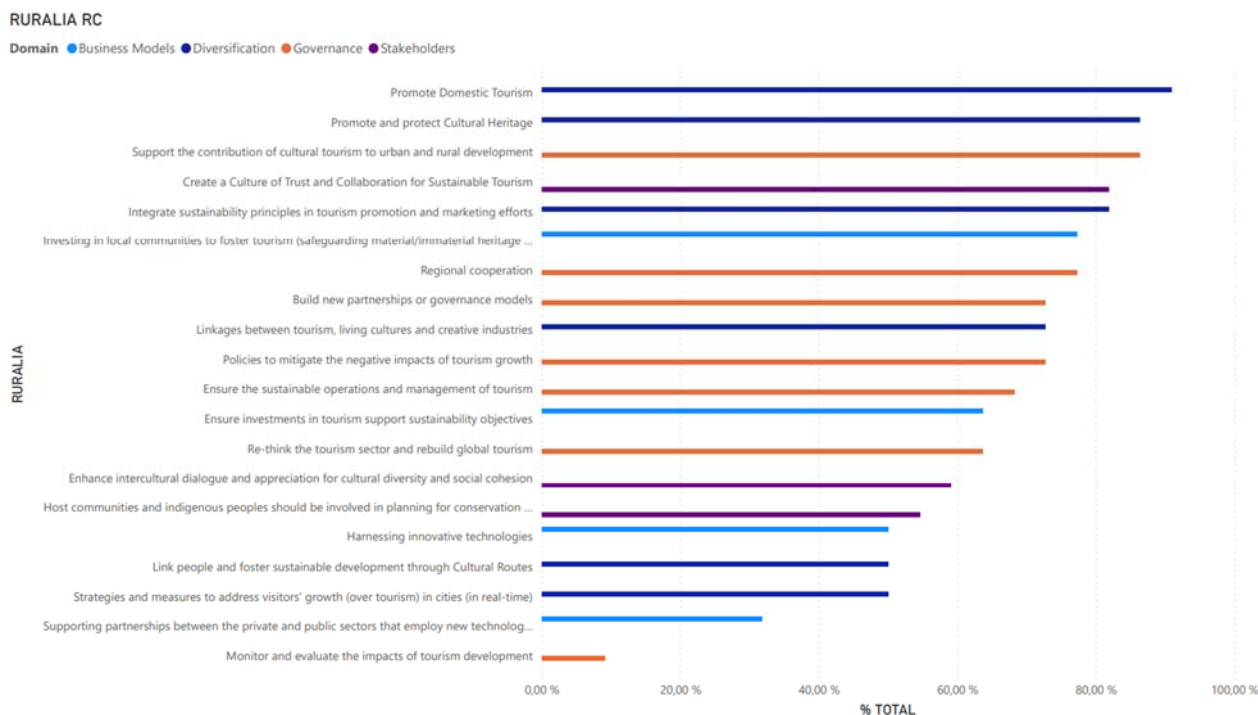


Figure 4.2 - Ruralia recommendations final ranking

(2) URBANALIA. In the Urbanalia group, the recommendations with the highest presence both belong to the category of "Governance and Policies", the first one being "Re-think the tourism sector and rebuild global tourism", with a percentage greater than 90%, and secondly "Ensure the sustainable operations and management of tourism", with a percentage of over 80%. The "Diversification and Marketing" category also carries a lot of weight, with two recommendations with a value above 80%, namely: "Promote and protect Cultural Heritage" and "Promote Domestic Tourism", aligned with the ranking obtained in the previous group of Ruralia.

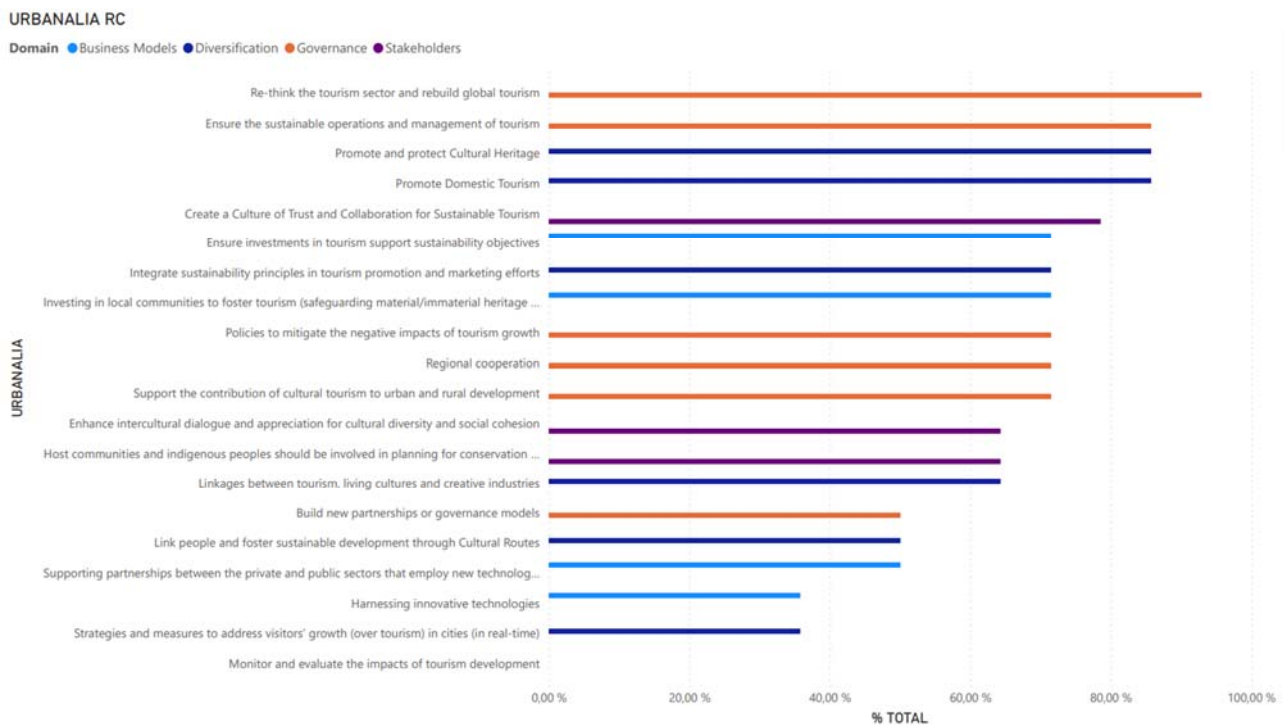


Figure 4.3 - Urbanalia recommendations final ranking

(3) ITINERALIA. In this case, the recommendations have a less relevant presence if compared to the previous groups of Ruralia and Urbanalia, where only the recommendation "Promote Domestic Tourism" stands out again within the category "Diversification and Marketing", with a result of more than 70% in the ranking. For the following positions in the ranking, the rest of the categories appear in a varied manner (Governance and Policies; Local stakeholders' engagement; and Business models and Investments).

ITINERIALIA RC

Column1 ● Business Models ● Diversification ● Governance ● Stakeholders

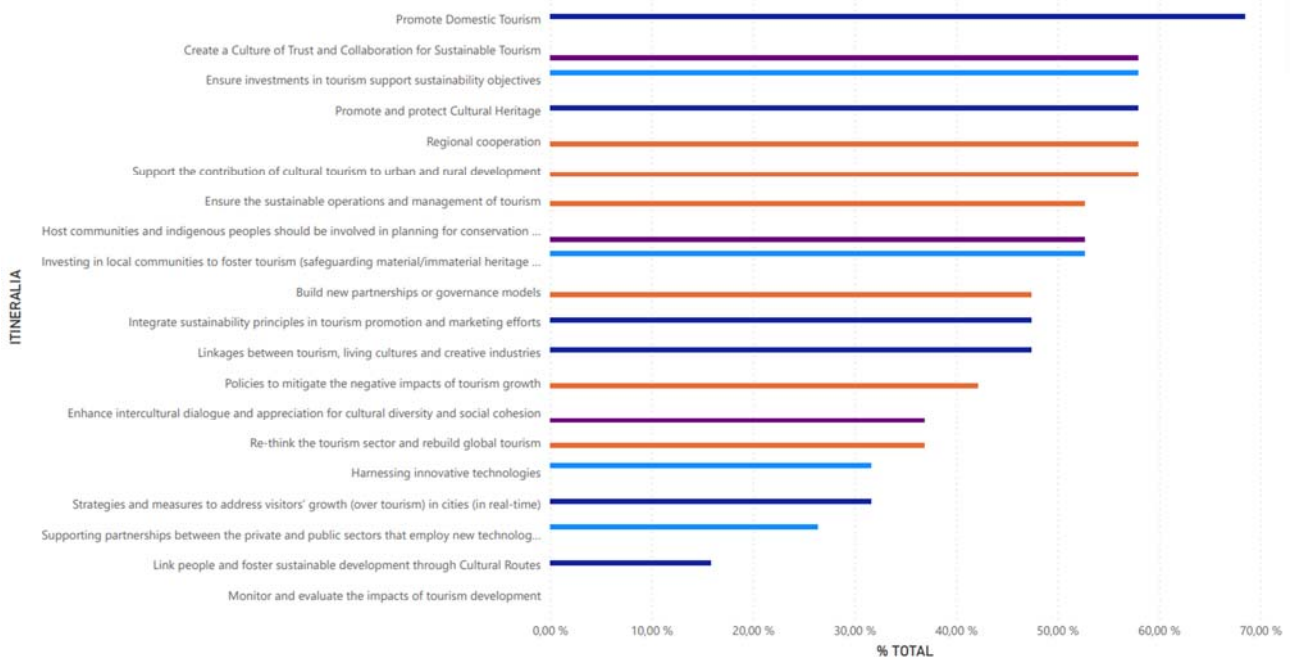


Figure 4.4 - Itineralia recommendations final ranking

(4) NATURALIA. For the latter group, the "Diversification and Marketing" category stands out again, thanks to the recommendation to "Integrate sustainability principles in tourism promotion and marketing efforts", with a ranking value of over 80%. In second place, differently to the other Lands, is the category of "Stakeholders' engagement plan", because of the KSF of "Create a Culture of Trust and Collaboration for Sustainable Tourism".

NATURALIA RC

Domain ● Business Models ● Diversification ● Governance ● Stakeholders

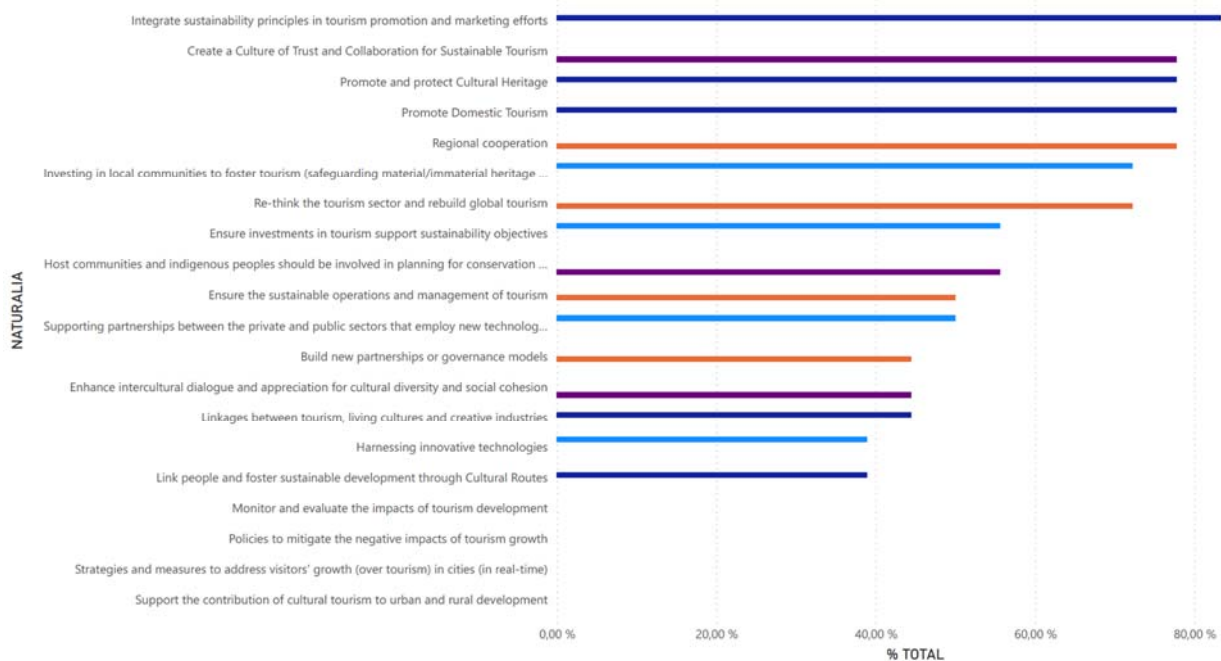


Figure 4.5 - Naturalia recommendations final ranking

## RANKING of KSF

Regarding the Lands:

(1) RURALIA. In the case of Ruralia, the categories of "Governance and Policies" and "Diversification and Marketing" are once again at the top of the ranking, with the respective KSFs being "Develop Policies and mechanisms for the diversification" and "Achieve a balanced share of type of tourists", both exceeding the value of 90% in the table. In the two consecutive positions, again repeating the same two categories and with a final value above 80%, are the KSFs of "Build up the preservation of the environment" (Diversification and Marketing) and "Creation of a branding initiative" (Governance and Policies).

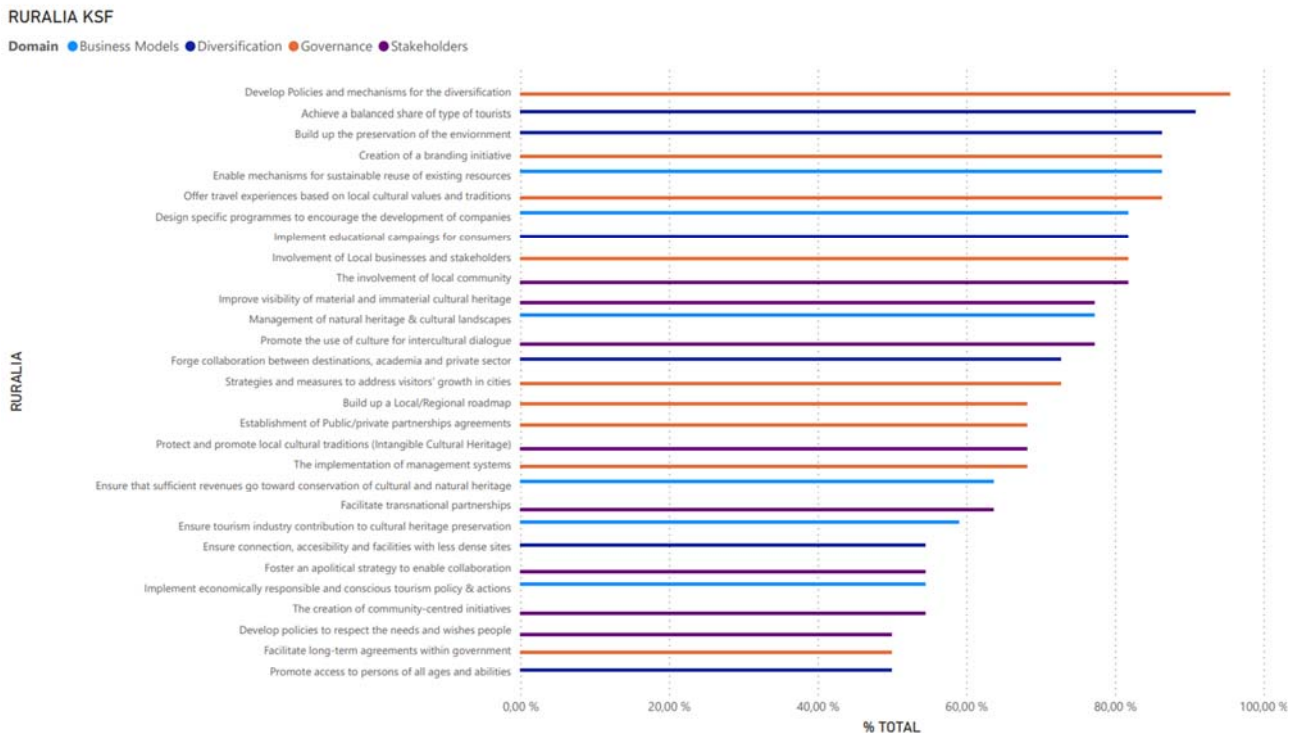


Figure 4.5 - Ruralia KSFs final ranking

(2) URBANALIA. In the Urbanalia group, the "Governance and Policies" category clearly stands out, with three KSFs at the top of the list. In addition, the first of these, "Build up a Local/Regional roadmap" has a final value of almost 100%; and the next two easily exceed 90% representation, namely: "Develop Policies and mechanisms for the diversification" and "Offer travel experiences based on local cultural values and traditions". For the following positions, the "Diversification and Marketing" category is again highlighted.



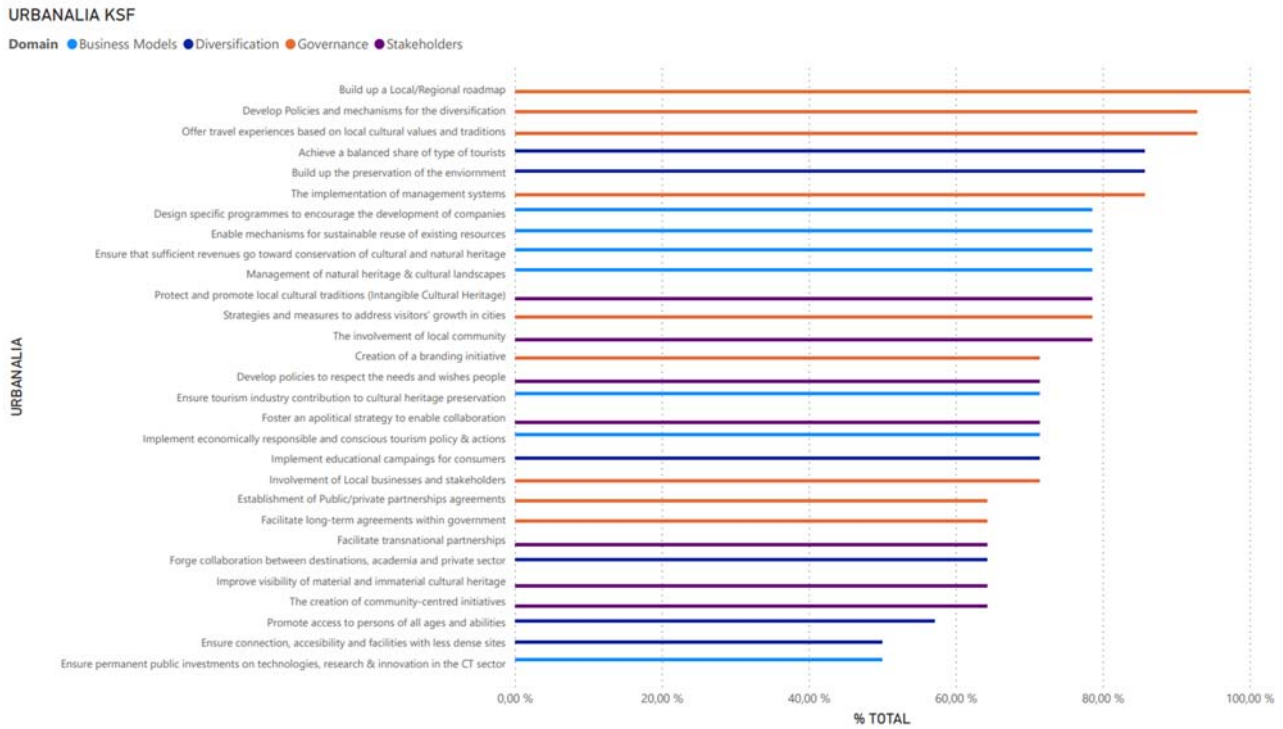


Figure 4.6 - Urbanalia KSFs final ranking

(3) ITINERIALIA. In this case, unlike the other two previous Lands, the "Stakeholders' engagement plan" category stands out, being the only one with a KSF value of more than 80%, which is "Protect and promote local cultural traditions (Intangible Cultural Heritage)". The next 3 positions already have KSF values below 80% and are evenly distributed among the other categories.

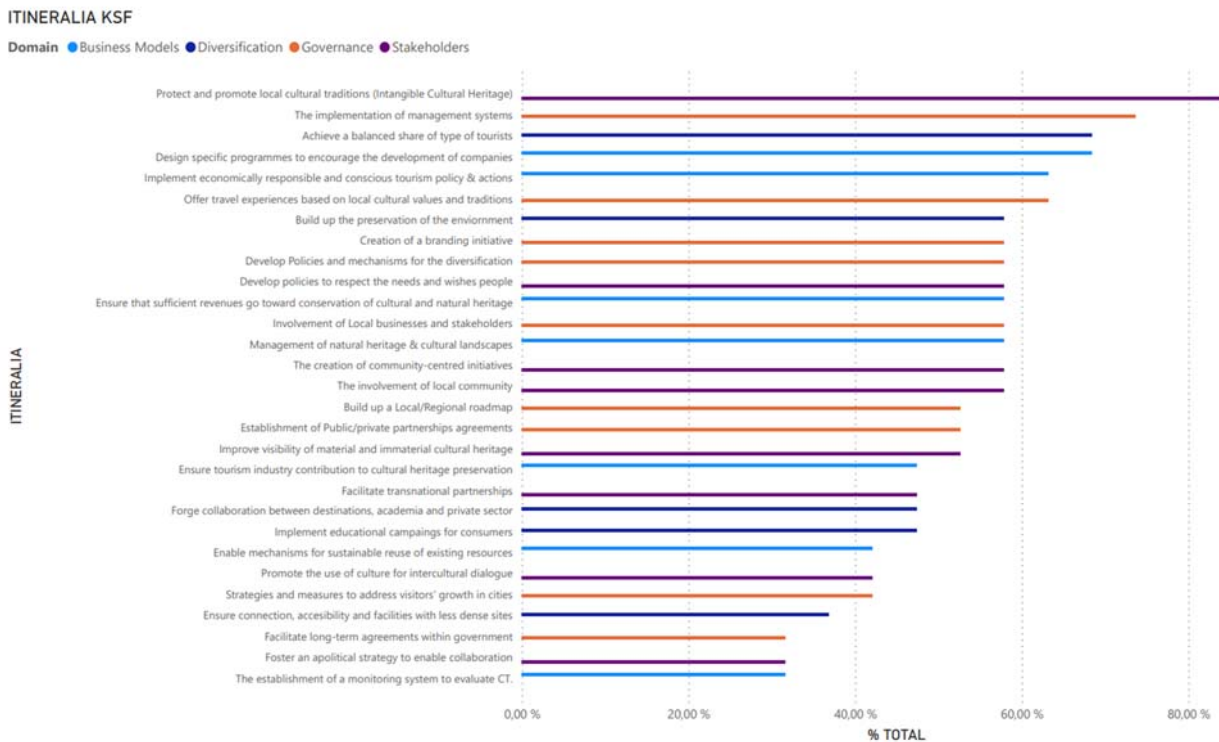


Figure 4.7 - Itineralia KSFs final ranking

(4) NATURALIA. For the latter group, the KSF "Management of natural heritage & cultural landscapes" is in first place in the "Business models and Investments" category, with a value of more than 80%. In second place in the list, and also with a score of over 80%, is the KSF "Implement educational campaigns for consumers", within the "Diversification and Marketing" group.



Figure 4.8 - Naturalia KSFs final ranking

## RANKING of SWOT

Regarding the Lands:

(1) RURALIA. In the Land of Ruralia, the SWOTs with more votes detected after the adding KFSs results are:

- "Accessibility (SO)" and "Cultural and nature combination (EN), (Culture - CU)" with 17 repetitions each for the group of Strengths;
- "Lack of qualified professional (EC)" with 20 repetitions for the group of Weakness;
- "New communication channels (SO)" with 19 repetitions for the group of Opportunities;
- and "Economic crisis (EC)" and "Covid-19 (EC)" with 17 repetitions each for the group of Threats.

(2) URBANALIA. In the Land of Urbanalia, the SWOTs with more votes detected after the adding KFSs results are:

- "Good education level: Raise of awareness (SO)" with 18 repetitions for the group of Strengths;
- "Lack of cultural initiatives" with 14 repetitions for the group of Weakness;
- "Diversification (EC)" with 19 repetitions for the group of Opportunities;
- and "Climate change can affect local production (CT based on) and landscapes (EN)" with 17 repetitions for the group of Threats.

(3) ITINERALIA. In the Land of Itineralia, the SWOTs with more votes detected after the adding KFSs results are:

- “*Public support (SO)*” with 19 repetitions for the group of Strengths;
- “*Lack of touristic infrastructures (EC)*” and “*Lack of public investment (EC)*” with 13 repetitions each for the group of Weakness;
- “*Raise of awareness (SO)*” with 17 repetitions for the group of Opportunities;
- and “*Economic crisis (EC)(SO)*” with 17 repetitions for the group of Threats.

(4) NATURALIA. In the Land of Naturalia, the SWOTs with more votes detected after the adding KFSs results are:

- “*Concern from citizens for nature preservation (SO)*” with 15 repetitions for the group of Strengths;
- “*Lack of cultural initiatives*” and “*Lack of communication in cultural heritage*” with 14 repetitions each for the group of Weakness;
- “*Tourists seeks authentic experiences (CU)*” with 13 repetitions for the group of Opportunities;
- and “*Concentration of tourists, transport or polluting activities (quad, scooter, among others) (EN)*” with 12 repetitions for the group of Threats.

## 5 Second Benchmarking analysis - Quantitative data

### 5.1 Introduction: updating data collection results

After having collected the data corresponding to the quantitative information for several months, thanks to the list of the baseline indicators, the analyses and conclusions obtained through deliverable "D3.4 - Data collection results" allow for the construction of a second quantitative benchmarking for the recommendations proposed in the project. In order to be able to value the work carried out, this section focuses on evaluating and scoring the Recommendations proposed in previous documents and the Key Success Factors (KSF) associated with them, based on cross-referencing criteria similar to the previous qualitative benchmarking. In this way, a more complete view is achieved, thanks to the cross-checking of the qualitative and quantitative results shown in chapter 6.

### 5.2 Crossing analysis methodology

In order to carry out a quantitative benchmarking, which completes the previous process to detect the most relevant KSFs and Recommendations for the project, this time the process has been based on the available data, collected and analysed from the reference indicators, thanks to the information provided by the pilots.

#### 5.2.1 Inputs from updated indicators (D3.4)

The following are the graphs that are modified according to the new information revised received from the pilots as of 30/04/2022.

Indicator SC02. (Tourism pressure to residents). As it can be seen, comparing the old graph with the current graph, the data has been updated with respect to the Kyperounta (Ruralia) pilot, placing it in sixth place among the pilots and allowing a more homogeneous reading of the graph, with two of the Naturalia pilots now in first position.

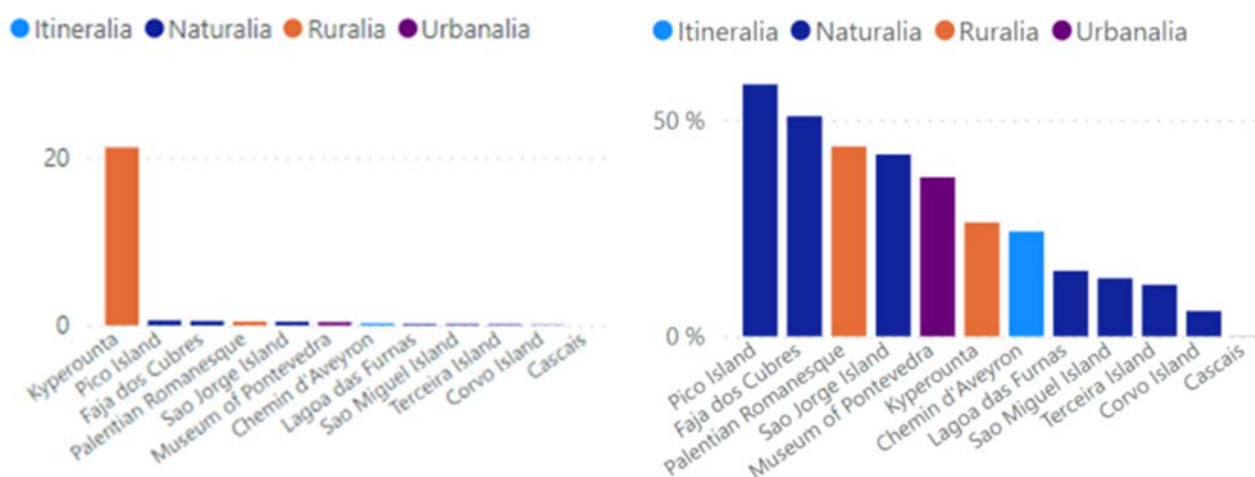


Figure 5.1 - Updated indicator SC0

**Indicator CL01** (Buildings/Sites degradation by usage/massification). In this particular case, the information has been verified with the pilot of the Museum of Pontevedra (Urbanalia), where after reviewing the data obtained and reducing the final result from 100% to 50%, it can be seen that the graph does not modify the order of the rest of the pilots, although it does offer a more homogeneous reading of the same.

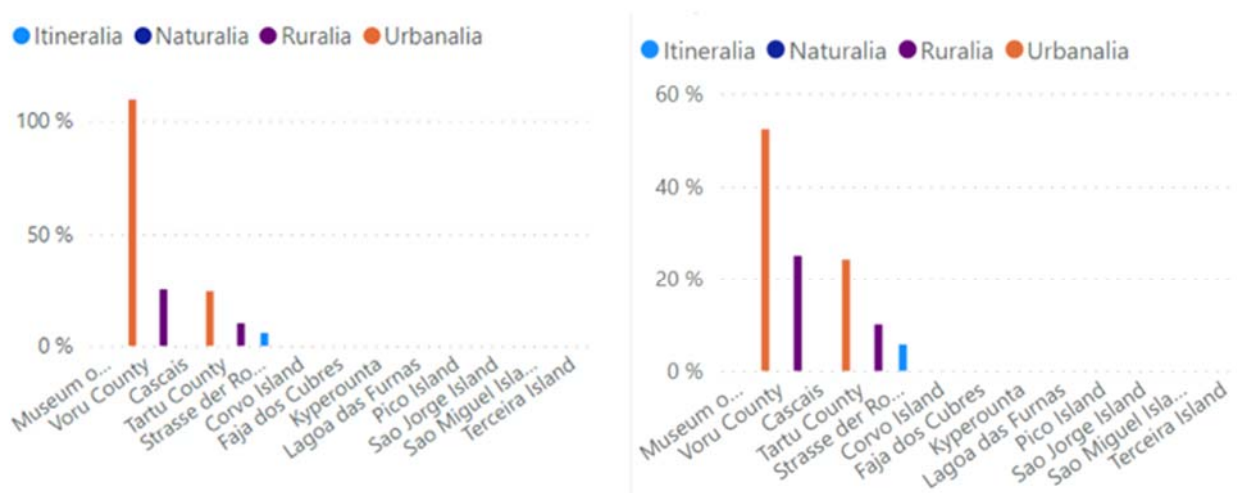


Figure 5.2 - Updated indicator CL01

## 5.2.2 General overview per criteria

Continuing with the same tabular system used for the qualitative benchmarking, we proceeded to carry out a second quantitative benchmarking in which we can find the main difference that:

1. At Level 1, the difference between the different types of Lands is no longer maintained, as they all have a common baseline of indicators, so the whole ranking process is summarised in a single excel table.
2. While Level 2A for the vertical reading still includes the same Recommendations and KSFs and the same colour coding already defined, Level 2B for the horizontal reading now includes the indicators mentioned above, grouped by the six working criteria set out in the deliverable presented in D3.4 for the analysis of data collection and results, listed as characterisation, economic, social, cultural, environmental and resilience.

Following the same process as in the previous chapter, a mapping table is obtained for the quantitative ranking, from which some main ideas can be extracted according to the type of indicators and a first visual analysis of the summary table below (Table 5.1):

1. **CHARACTERISATION.** (first group - red) In this group, the relationship of baseline characterisation indicators with KSFs is more present in the first two categories: "Governance and Policies", and "Local stakeholders' engagement".
2. **RESILIENCE.** (second group - yellow) For this criterion, a similar situation to the previous group is detected, with baseline resilience indicators being more prevalent for the two initial categories of: "Governance and Policies", and "Local stakeholders' engagement".



3. **SOCIAL**. (third group - blue) As part of this group, the category of "Local stakeholders' engagement" clearly stands out as the most representative of the other three categories.
4. **CULTURAL**. (fourth group - green) Within this criteria, the last of the four categories clearly outweighs the other three: "Business models and Investments".
5. **ENVIRONMENTAL**. (fifth group - purple) In this group, the responses are fairly homogeneous for all categories, although it is generally noted that the baseline environmental indicators do not have the same weight for the Recommendations and KSFs being analysed.
6. **ECONOMIC**. (sixth group - blue) Finally for this case, a big difference can be detected with respect to the previous five criteria, with a lower relationship between the baseline economic indicators and the Recommendations and KSFs proposed.

Table 5.1 - Summary quantitative benchmarking table

The table is a dense grid with approximately 30 columns and 40 rows. The columns are labeled with various indicators and recommendations, and the rows are labeled with specific criteria or sub-categories. The cells are filled with colored squares (orange, yellow, green) representing the quantitative benchmarking results for each intersection of indicator and recommendation.

### 5.2.3 Initial quantitative conclusions

After having carried out the whole quantitative benchmarking, selecting those KSFs and Recommendations related to the baseline indicators, it is necessary to proceed with a final summation of each of these values obtained, so that a final ranking can be established. For this purpose, a total sum is made and shown as percentages, to be able to compare the final rankings between top recommendations and top KSFs.

Finally, the most relevant results obtained concerning the baseline indicators are also shown in general terms. However, a final table of percentages is not generated for these, as they are not the main object of study of this deliverable, but the information is collected in the excel tool for quantitative benchmarking.

## RANKING of RECOMMENDATIONS

Regarding the table, despite the different values that can be compared for each criteria, with respect to the total percentage value of baseline indicators, the most high listed Recommendations in the ranking are: firstly “*Re-think the tourism sector and rebuild global tourism*”, from the “Governance and Policies” category and over the 60%; secondly “*Enhance intercultural dialogue and appreciation for cultural diversity and social cohesion*”, from the “Local stakeholders’ engagement” category and almost 60%, and thirdly “*Ensure the sustainable operations and management of tourism*”, from the “Governance and Policies” category too and almost 60% valued too.

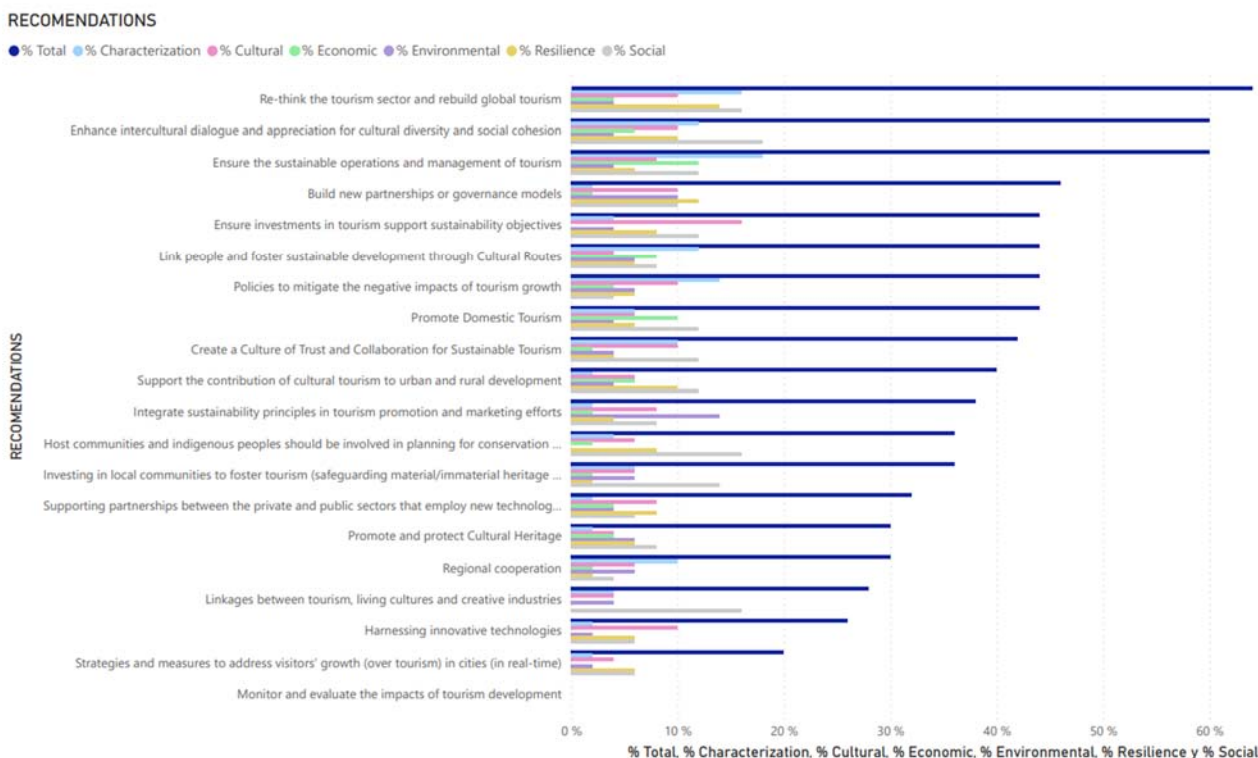


Figure 5.3 - Quantitative Recommendations final ranking

## RANKING of KSF

Analysing the graph, without considering the values that can be highlighted for each criterion, with respect to the total percentages of baseline indicators, the KSFs on the top of the ranking are: firstly “*Develop Policies and mechanisms for the diversification*”, from the “Governance and Policies” category and over the 70%; secondly “*Protect and promote local cultural traditions (Intangible Cultural Heritage)*”, from the “Local stakeholders’ engagement” and over 60%, and thirdly “*The implementation of management systems for a long-term balanced tourism activity in function of the site’s needs*”, from the “Governance and Policies” category too and around the percentage of 60%.



Figure 5.4 - Quantitative KSFs final ranking

## RANKING of INDICATORS

As a final analysis, it can be concluded that for the baseline indicators, some of them seem to be more challenged to be addressed, meanwhile other indicators are very well connected to some Recommendations and KSFs, providing very useful information to establish a framework or to achieve the objectives at destinations. Of course, it does not depend on the quality of the information and data gathered (because all the baseline indicators proposed are important for the research), but on the process of the interpretation or further application of the information collected.

Regarding the excel analysis process and results, some indicators on the top of the benchmarking list depending on the domain are:

- for the Characterisation (CH) domain the indicator CH.09 “*Destination Management Organization (DMO)*”, addressed to 18 Recommendations, being with no doubt on the top of the list for this baseline indicators’ ranking;
- for the Economic (EC) domain the indicator EC.04 “*Employment in cultural tourism activities*”, addressed to 8 Recommendations and reflecting what has been commented in the precedent section about this domain;
- for the Social (SC) domain the indicator SC.02 “*Tourism pressure to residents*”, addressed to 13 Recommendations;
- for the Cultural (CT) domain the indicator CT.07 “*Alternative Cultural Attractions (considering the surrounding area or territory near to the destination)*”, addressed to 13 Recommendations too;



- for the Environmental (EN) domain the indicator EN.02 “*Percentage of local enterprises in the tourism sector actively supporting the conservation of local biodiversity and landscapes*”, addressed to 10 Recommendations;
- and for the Resilience (RS) domain the indicator RS.05 “*Existing contingency and/or recovery plans (vulnerability against Hazards or others)*”, addressed to 14 Recommendations.

## 6 Last KSF and Recommendations benchmarking

Finally, after having carried out a first qualitative benchmarking and a second verification quantitative benchmarking, it is necessary to pool the results obtained to draw some conclusions. In short, to obtain a final result that reflects those Recommendations and KSFs of greatest interest for the project based on the experience of the partners and the knowledge provided after the continued work with the pilots to date.

However, due to the different number of Recommendations and KSFs resulting from each one of the benchmarking carried out (4 in the qualitative one per Land, and 1 in the quantitative one based on indicators), it is necessary to carry out prior filtering of the weighting of the ranking in the following section, where we move from individual absolute results to relative results in common and standardised percentages. To summarise the process, the following diagram (Figure 6.1) shows the work process followed in parallel, which is included together in this last section:

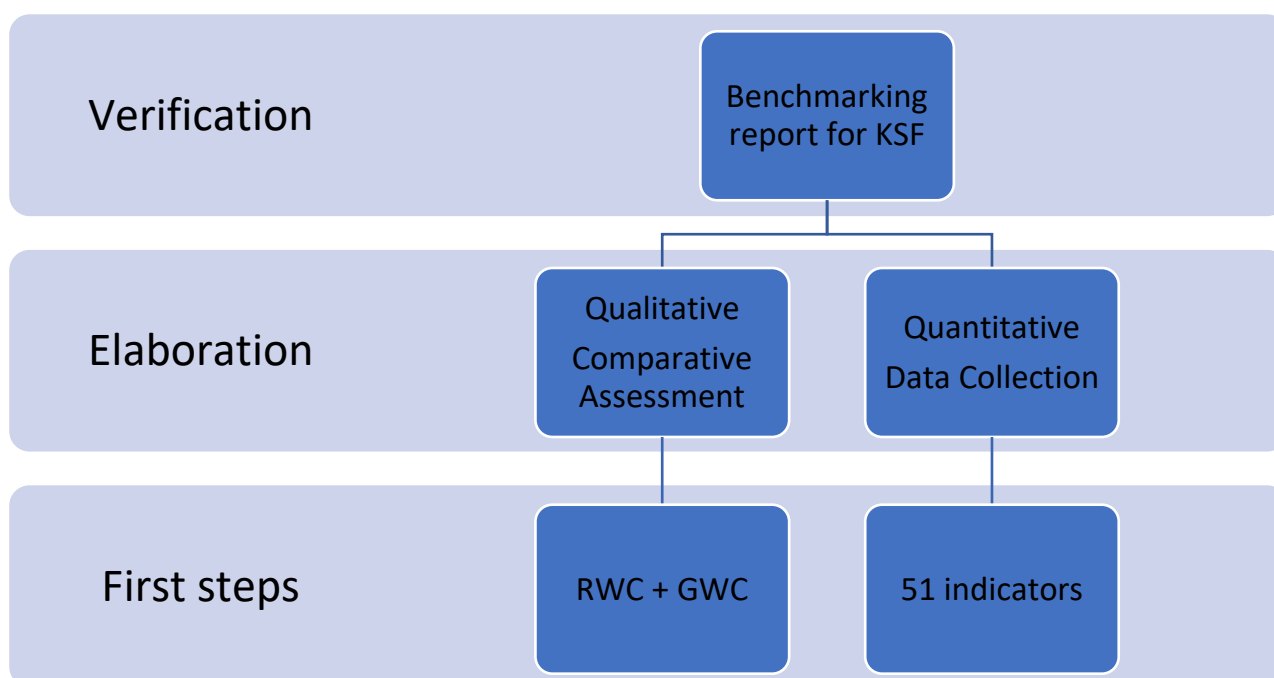


Figure 6.1 - General benchmarking process

### 6.1 From absolute ranking to comparative results

For both quantitative and qualitative data, a counting system has been established to evaluate the different recommendations and KSFs, however, each of these comparisons results in absolute totals that are different and therefore not comparable.

In the case of the qualitative information, the totals are the result of each of the attributions of each recommendation or KSF with the SWOT values on which they were determined to have an influence and these will be different between each land.

In the case of the quantitative information, the total came from cross-referencing again the recommendations and KSFs with the baseline indicators, where these were found to have an influence. The total number was also different from those obtained in the qualitative analysis.

For this reason, the values were weighted, so that the final comparison is made with weighted values. In other words, since the absolute number of times a Recommendation or KSF can appear in the analysis varies from the qualitative ranking (depending on the number of SWOT associated with each of the four Lands: 22 for Ruralia, 14 for Urbanalia, 19 for Itineralia, and 18 for Naturalia) to the quantitative ranking (depending on the total number of baseline indicators, 51 in total), these values have been transformed into percentages. In this way, the interest that the Recommendations and the KSFs have in each of the cases according to the information obtained, both qualitative and quantitative, can be appreciated numerically and visually in percentage value (%).

## **6.2 Qualitative and Quantitative results combined**

Finally, after this process of filtering from absolute values to percentage values, some initial comparative conclusions can be highlighted between the qualitative benchmarking and the quantitative benchmarking. This regard in common is mainly done considering the four categories in which Recommendations and KSFs are divided.

In general terms, it can be seen that the category with the highest presence in both types of benchmarking is "Governance and Policies", as opposed to the second place where "Diversification and Marketing" stands out for the qualitative ranking as opposed to "Local stakeholders' engagement" in the quantitative list. Furthermore, the final weighted percentage shows higher values for the Recommendations in the qualitative relationship with the SWOT (over 80% in the highest positions of the graphs), compared to lower values for these Recommendations in the quantitative relationship with the baseline indicators (around 60% for the first cases of the ranking).

## 7 Final conclusions

Once the whole benchmarking process has been carried out, combining both qualitative and quantitative rankings, and including all the information that has been collected so far in the project through different activities, workshops and data collection through contact with the pilots, the following conclusions are presented below. Again, it should be noted that for the different types of data, pilots and analyses, different classification criteria, categories and domains have been established according to the needs and evolution of the research. In addition, all this work is collected in an iterative process of continuous learning and review through stakeholders and participants of the destinations; therefore, this document shows a current picture with the data analysed and the information available, taking into account that during the coming months and for the following work packages the same line of work of data collection and filtering will continue. That is why these conclusions focus on the benchmarking of the Recommendations and Key Success Factors selected for the project, trying to put in common all these classifications, categories, domains that have been established through WP1, WP2 and WP3, giving in this way a global and closing vision to WP2.

In a first general review, when completing the information by the pilots (data for indicators, individualised surveys, participatory activities in both World Cafés, online collaboration in the Community of Experience, etc.), as well as in the analysis and sharing of benchmarking, it is convenient to make an adjustment in the enunciation of the information for a better and easier understanding. That is to say, the contents presented for example in the case of the Recommendations and KSF are very well framed in the context of IMPACTOUR, but when putting together several ideas or key concepts within the same KSF, it can be more complicated to give a complete answer depending on the case, pilot or Land with which one is working. Therefore, it is understood that clarifying and specifying these statements can be of great help in future work packages, and thus achieve a better implementation and development in the future.

In addition, when working with the pilots, it is not only the content and information that is treated that is important, but also the way in which we collaborate with the participants. Due to the international character of the project and the Covid-19 pandemic situation we are experiencing, it has been necessary to adapt the forms and tools of work to the needs of the research, including on-line (Community of Experience), face-to-face (round tables) or hybrids (data collection) activities as needed. Therefore, it can be seen that the quality of the responses obtained is usually higher when working face-to-face with stakeholders, also allowing the consortium partners to know better and first-hand the needs and reality of the destination, as well as to adapt the approach of the Recommendations or KSFs when appropriate. In this way, it is recommended to maintain a hybrid strategy that includes an online follow-up with the pilots.

Regarding firstly the qualitative benchmarking, in line with the rest of the previous deliverables, the need to divide the types of pilots by Lands is again concluded. That is, given the diversity and different characteristics of each of these destinations, it is not always possible to make a common ranking for all of them, with each of the Lands having different Strengths, Weakness, Opportunities and Threats, as inherited from the previous deliverable "D2.2 - Comparative Assessment Report". Therefore, the list in the final ranking of Recommendations and KSFs is different for each of these four Lands, although some common lines can be seen in all of them, such as the high presence of

Recommendations and KSFs for the categories of "Governance and Policies" and "Diversification and Marketing". It is worth noting that one Recommendation that has a fairly high weight and is common to all the Lands rankings is "Promote domestic tourism". On the other hand, as there are a greater number of KSFs, it is difficult to find one that is repeated in the same way in all the Lands, but there are several associated concepts that can be highlighted as being present in all the groups, such as: protection of identity and cultural heritage, education and local traditions preservation, sustainable management of territories and landscapes, or development including diversification of tourism..

In terms of quantitative benchmarking, despite having lower values, the categories of greatest interest are "Governance and Policies" and "Local stakeholders' engagement", where again proposals such as sustainable management, promote local tourism and protect cultural traditions stand out. Similarly, having a list of baselines indicators common to all Lands, it can be seen in the analysis that those most prominent are found in the domain of Characterisation, followed by Resilience, Social and Cultural almost all at the same level.

Finally, when comparing both types of lists, it is worth highlighting the presence of Recommendations and KSFs related to the category of "Governance and Policies", given their importance for the development of proposals and actions on Cultural Tourism. In addition, it is important to take into account for future work packages and tasks the interest that many of the pilot destinations have shown in terms of identity preservation, the enhancement of local values, and the sustainable, accessible and diversified management of destinations and territories.

## Annex A: List of Acronyms/Abbreviations

Acronym/ Abbreviation	Description
AMRAA	Associação de Municípios da Região Autónoma dos Açores
ACIR	Agence de coopération interrégionale. Réseau
CH	Characterisation
CoE	Community of Experience
CT	Cultural Tourism
CU / CT	Cultural
CUT	Cyprus University of Technology
D	Deliverable
DMO	Destination Management Organisation
DoA	Document of Actions
EC	Economic
EN	Environmental
ENAT	European Network for Accessible Tourism
ETB	Estonian Tourist Board
EU	European Union
GWC	Global World Café
H2020	Horizon 2020
IBS	Institute of Baltic Studies
IMPACTOUR	IMproving Sustainable Development Policies and PrActices to assess, diversify and foster Cultural TOURism in European regions and areas
IT	Italy
KSF	Key Success Factor
M	Month
MTHUB	Matera HUB

PT	Portugal
RS	Resilience
RWC	Regional World Café
SO / SC	Social
SWOT	Strength, Weakness, Opportunity, Threat
T	Task
UNESCO	United Nations Educational, Scientific and Cultural Organization
WP	Work Package

## Annex B: References

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