Mid-term Plan for the Impact, Evaluation and Exploitation of Results

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Link to publication in CBS Research Portal

Visiting the Margins
INnovative CULtural ToUrisM in European peripheries

Deliverable number: D7.2
Title: Mid-term plan for the impact, evaluation and exploitation of results
Due date: Month 18
Actual date of delivery to EC: November 15, 2022

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Context

Partner responsible for the deliverable	Copenhagen Business School (CBS)
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Deliverable version number	1.0
Dissemination Level	Public

History

Change log			
Version	**Date**	**Author(s)**	**Reason for change**
0.1		Carsten Humlebæk, Viktor Smith, Caroline Agha Raad, Maximilian Block, and Livia Gavelli	**First draft**

Release approval			
Version	**Date**	**Name & organisation**	**Role**
0.1	**09/11/2022**	**Maurizio Toscano (EACHTRA)**	**Reviewer**
0.2	**13/11/2022**	**Maurizio Toscano (EACHTRA)**	**Reviewer**

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1. EXECUTIVE SUMMARY

The INCULTUM project responded to the H2020 call *TRANSFORMATIONS-04-2019-2020: Innovative approaches to urban and regional development through cultural tourism*. In particular, the call asked for using cultural tourism to achieve sustainable social, cultural and economic development, and in INCULTUM this is achieved through ten pilot cases scattered across Europe covering a wide range of contexts, partners, associated partners and stakeholders. The aim is to demonstrate the high potential of the marginal and peripheral places and their cultural heritage and resources when managed by local communities and stakeholders. Chapter 2 introduces the central activities in INCULTUM, the project's structure based on pilots and the activities taking place in the pilots. The focus of this deliverable is on elaborating an interim plan to guide pilots toward the generation of impact and the exploitation of results. The focus of this document, therefore, is on analysing the plans, in the short term, for the launch of INCULTUM cultural tourism products and for demonstrating the potential impact in the medium- to long-term. Chapter 3 specifies the role of this deliverable within INCULTUM and, more specifically, within WP7. Chapter 4 evaluates and analyses the activities and challenges of each of the ten pilots with a particular focus on the feasibility of the plans for the launch of the cultural tourism products and for demonstrating local uptake. This requires establishing ex-ante a baseline for ex-post evaluation and comparison, which is therefore also a focus point. Chapter 5 evaluates the KPIs for intended impact at project level as well as the exploitation activities among the INCULTUM partners and between INCULTUM and the interested external stakeholders. Chapter 6 reflects on the most important challenges that the partners in the project – especially the pilots – are encountering, and Chapter 7 contains the conclusion and discusses the work ahead of the WP7-team moving forwards towards the D7.3 Updated plan for the impact, evaluation and exploitation of results.

2. INTRODUCTION

The central pillar of INCULTUM is the activities that the pilots are realising, which is where the innovations manifest themselves. As the name of the deliverable indicates, the focus is on evaluating the plans for impact and exploitation of the actions undertaken in each of the pilots. We define impact as the wider long-term effects on society, the environment, the economy, and science of the project outcomes and exploitation as what happens when any external stakeholder takes up the results of the project to improve or reform their own activity. In INCULTUM as an Innovation Action, what we are looking for in this deliverable is the plans for enabling impact by the project outcomes, which in INCULTUM means by the pilot activities.

At this point in time, where the project is completing half of its lifecycle, in many pilots, the material and immaterial products intended to manifest the cultural tourism interventions are being invented from scratch, so to say, and thus represent proposals for innovative cultural tourism, where none existed before. It is, therefore, still early to demand full-scale results of the ongoing and planned innovations. But as the intentions are to test the products or innovations in real life in order to demonstrate outcomes within INCULTUM, they must be ready for the 2023 season. What we therefore can demand from all the involved partners by now is a clearly laid out plan for demonstrating measurable results during the coming tourism season and how these, in the medium- to long-term, will enable a wider impact. This includes establishing a baseline regarding the situation pre-INCULTUM intervention, which can be used for the comparison with the situation after establishing the new or improved cultural tourism offer. Thus, in addition to the pre-INCULTUM vs INCULTUM overall perspective, addressed also in D.3.2: Intermediate Findings Presentation (by WP3), we here add a within-INCULTUM baseline to assess the status before and after the (now) agreed specific interventions. Both perspectives are essential for tracking the overall INCULTUM outcomes: for several pilots, the before-INCULTUM status did not include any sufficiently specific indications of which particular interventions/products would ultimately be aimed at and prioritized. Getting beyond that point was thus a key objective (and achievement) in itself. The next stage is to match the initiatives now to be launched with the measurable results during the 2023 tourist season.

For these reasons, the focus of this deliverable is to explain and critically examine the plans for demonstrating measurable results during the 2023 tourism season through implementing the innovative cultural tourism interventions planned in each of the ten pilots. The basic level of examination will concern the pilot cases individually, but secondly, the aggregate level will be addressed and examined as well.

3. ROLE OF D7.2 IN WP7 AND IN INCULTUM

Following the description of the tasks of WP7, the title of this deliverable contains the three terms impact, evaluation and exploitation[1]. Arguably, the order of these terms is perhaps a bit at odds with a more logical way of putting it. INCULTUM is now halfway through its project life and the purpose of this deliverable is overall to evaluate how the activities are proceeding in order to be able to act or take corrective measures if certain parts of the project are seen to fall behind. As stated above, it is still too early to demand full-scale impact, but by now – with only one whole tourism season left in the project life – we need a clear plan for how impact is supposed to happen and how this is going to be measured or evaluated.

The exploitation activities are already beginning to happen as well as internal knowledge transfer, where the pilots and other partners of the project learn from each other or otherwise use each other's expertise to advance their own activities. The project has many partners, and the possible synergies are innumerable. Furthermore, the project is being presented internationally

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[1] In the Grant Agreement there is a bit of confusion regarding the title of this deliverable since it on pages 90 and 113 does not contain the term 'evaluation', whereas it on page 190 contains the term. We have chosen to follow the description of the tasks of WP7 and the related deliverables (on page 190) and keep the term in the name.

in many places and formats and is gaining an interested audience among practitioners, politicians as well as cultural tourism stakeholders from other small communities that resemble one or more of the pilot areas, in one way or the other.

4. EVALUATION OF PILOT ACTIVITIES & PLANS FOR IMPACT AND EXPLOITATION

The following sub-sections provide a concise overview of the status of each of the ten pilots as per November 2022 in terms of selecting specific focus points, Unique Selling Propositions (USP[2]), and innovative products/actions to support cultural tourism in their territories and facilitate the continued exploitation and further diversification of these in the target territories and potentially beyond. This includes the selection of specific measures (KPIs) against which progression in these directions during the 2023 tourist season can be matched. It furthermore includes an assessment of whether any corrective measures are required at the present stage.

4.1 Spain – Altiplano de Granada

Introduction

The Altiplano of Granada is an isolated and marginal area with unique landscape and historical irrigation systems, which makes it a site of great touristic potential. Certain parts of the site are not completely unknown, and results from a visitor survey[3], done in the town of Castril before the INCULTUM intervention, indicate that particularly national tourists, from the region and neighbour regions, know the Pilot site and value the nature that it possesses. This sub-section evaluates the activities that the Pilot has done related to INCULTUM since the Stakeholder Map was published in December 2021.

Product development and USPs

Over the last ten months, the Pilot has defined a concrete touristic product and their USPs have been identified as well. The products are trekking routes along the historic irrigation canals in the municipalities of the pilot area and the USPs are the experience of the trekking routes that will contribute to education and knowledge regarding traditional irrigation systems, as well as awareness and sensibility towards nature and traditional agriculture. The survey results precisely show that the presence of water is part of the attractiveness of the area, although there was no specific awareness of the related cultural heritage of Moorish origin. The pilot team has decided to focus on Castril as a demonstration case because they believe that the local stakeholders in that town are more committed, the process of reaching an agreement is more advanced and thus the chances of good results are better. However, the proposal to construct similar trails extends to other municipalities of the pilot area: Baza, Benamaurel, Zújar and Jérez del Marquesado. The pilot team will continue working with the irrigation communities and local town councils in those villages to exploit the potential of the Castril showcase once the product is up and running. The Pilot expresses that it has been challenging due to issues which irrigation communities and local corporations are facing, such as water shortage, financial issues, and changes in the boards of the irrigation communities. All these factors have resulted in a setback in the communication between the Pilot and these local stakeholders.

However, the team at UGR led by José María Martín Civantos has done great progress. The team has developed an innovative payment-for-service agreement formalizing the recognition of the

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[2] USP is an abbreviation from marketing referring to Unique Selling Proposition or Unique Selling Point and denotes the advantages and selling points that distinguish a company and/or its products from other companies and other products.

[3] Visitor survey done on 15th of October in Castril (GR). The statistical output file can be found at https://incultum.eu/wp-content/uploads/2022/11/Survey-Sender-Cerrada-del-rio-Castril.pdf. The qualitative part of the data is being analysed and the results will be made available later.

importance of traditional and historical irrigation. Through their sustainable water management, the irrigation communities are lending a service to the environment and, by giving access to the

1 Walking path: El sendero Cerrada del río Castril

path, there are lending a service to the visitors and the idea of the agreement is that, for those services, they receive a compensation either in pecuniary form or practical help from the municipality for the maintenance of the canals and the paths. The first such agreement has been signed between Cáñar Irrigation Community and Cáñar Town Council, and this will be an example for the municipalities in the Altiplano to follow. These agreements are a way to ensure a positive impact on the irrigation communities through the recognition of the ecosystem services they provide and the contribution to the maintenance of the historical irrigation systems and of the routes along the canals. This agreement is of great importance because the touristic value of the area rely on this unique landscape, and by protecting it at the same time as opening it up for visitors, sustainable tourism is foreseen.

Furthermore, the team at UGR has applied for the homologation of the routes, which consists of the formal recognition by the Spanish Mountain and Climbing Sports Federation (Federación Española de Deportes de Montaña y Escalada, FEDME). The first step is that FEDME elaborates a 'feasibility report', which FEDME has promised to do before the end of the year. The next step, with the design of the route decided, is the proper homologation process when the routes will be formally signposted and included in the Federation's catalogue and website as official routes. The homologation process should finish before spring 2023, just in time for the 2023 tourist season. One of the future steps for the Pilot is establishing contact with local hiking associations, which will be essential for the promotion of these cultural trekking routes.

KPIs and plans for demonstrating impact
The above-mentioned visitors' surveys were done during the autumn of 2022 before launching the planned cultural tourism product, and they will serve to establish a baseline for comparison and for measuring impact once the product is launched. Thus, a visitor survey like that conducted in October 2022 will be conducted by the end of the tourist season in 2023.

Conclusion and suggested corrective measures from WP7
In conclusion, the Pilot is making great progress working as an intermediary between local stakeholders and laying the foundation for the development of sustainable tourism in the Altiplano area. No corrective measures are deemed necessary as long as the time schedule is kept.

4.2 Portugal – Campina de Faro

Introduction
Campina de Faro is qualified as a cultural tourism destination due to its high historical and cultural value. Campina de Faro is, in contrast to the Algarve coast only a few kilometres away, a paradoxically remote and unexplored site that is completely unknown to most tourists visiting the Algarve coast. This sub-section evaluates the INCULTUM related activities that the Pilot has done over the last ten months to help boost cultural tourism in the area.

Product development and USPs

At this point, it is still early to show impact, nevertheless the team at the University of Algarve has, in collaboration with the local NGO IN LOCO[4], during summer 2022, initiated various activities to help make and assess the mentioned impact. One of these activities is the development of a pedestrian and cycle route along the lagoon of Ria Formosa Natural Park that goes from the city of Faro to the coast. The idea of this route is that it will create awareness and visibility to their USPs, which are the historic irrigation systems of the 18th, 19th, and 20th centuries. Furthermore, the team is collaborating with locals to restore elements related to the irrigation system, such as waterwheels, aqueducts, tanks, and, canals, so that the owners can carry out pedagogical and touristic visits.

The specific product, that the Pilot will be offering tourists, is still to be defined. However, great progress has been done mapping local stakeholders such as accommodations, restaurants, and local producers in the area. Guided bus trips taking tourists to these places will probably become part of the action/intervention. The participatory map is completed with an excel sheet where stakeholders are identified, and their contacts are included. The map is going to be an important resource as it will be used as a portfolio to showcase the many possible trips to tour operators.

2 Waterwheel in the Campina area

KPIs and plans for demonstrating impact

The Pilot is working with a dual approach to create awareness among locals as well as among tourists and, this way, facilitate a desirable relationship between the two parts. Contact with the locals is a key element in this process, and the team continues working on the collection of data on traditional cultivation and irrigation techniques, such as videos, and recorded conversations with the local community and farmers. This information is essential to be able to continue using the traditional irrigation techniques, but the acknowledgment is also of great importance, because it is a way of empowering the locals' identity.

Furthermore, it has been agreed to do an awareness study, the results of which will be of great use when documenting the present lack of awareness and matching it with the impact that IN-CULTUM will have on the visibility of Campina de Faro as a cultural tourist destination. A follow-up awareness study will be conducted to the immediate users (tourists) in the coming tourism season, after the innovative measures now in preparation have been launched.

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[4] IN LOCO is a non-profit organization which aims to promote local-based development: http://in-loco.pt.

The current phase of the strategy of awareness-raising of stakeholders has involved community meetings in the parishes of the intervention area of the INCULTUM project, inviting the parish councils and the most relevant representatives of associations and other local organizations. In these community sessions, many ideas and suggestions emerged, and the importance of safe-guarding and valuing the traditional hydraulic heritage was reiterated several times.

However, it should be noted that the first meetings failed to mobilize a significant number of participants, reflecting some distance between the citizens and participation in the community dynamics. It is necessary to insist on this effort to mobilize the owners and responsible persons of the community, since these are fundamental elements for the framing of the cultural tourism destinations to be created, as well as for the empowerment of those responsible for their animation/dynamization.

Conclusion and suggested corrective measures from WP7

In conclusion, the Portuguese Pilot is following their initial plan focusing on the traditional irrigation system as their main asset. The tourism product has been planned in general terms, whereas the specific design and implementation is still to be done before the last tourist season of the project. Besides, tour operators interested in organizing guided bus excursions etc. to the irrigation communities, and restaurants offering local specialities etc. have been identified.

The low season has to be used for bridging these gaps in the cultural tourism offer in order to get the product ready for the 2023-season and to be able to demonstrate impact. It is thus essential that an awareness study among visitors to the area is conducted as soon as possible and that tour operators are identified in collaboration with whom the details of the product can be elaborated. Apart from that, no other corrective measures are needed.

4.3 Slovakia – Mining treasures of Central Slovakia

Introduction

Over the following page, the INCULTUM-related actions initiated by the Slovakian Pilot during the last ten months are evaluated, while focusing especially on the plans for making and assessing the impact and for exploitation activities. The Central Slovakian mining region, with the two towns of Banská Bystrica and Banská Štiavnica, was profoundly presented in last year's Stakeholder Map. It confirmed that the region is already well-functioning in terms of tourist arrivals, at least in the town of Banská Štiavnica. Nevertheless, it needed a diversification strategy for the tourist flows, especially for the remote mining and lake. sites, to create a more homogenous tourism landscape.

3 Old Slovakian mining wagon

Product development and USPs

The Pilot officials, Alexandra Bitusikova and Kamila Borsekova, have since focused their work on organizing and leading the creation of an interactive platform and digital map with the inaugural launch set for the end of this year. This will be the major innovation and product of the pilot, supporting the promotion of the key USPs of the area and diversifying the tourist flow.

They had five meetings with local stakeholders who, as tourism professionals, are future providers of relevant data content for the platform and digital map[5]. The team is still in the process of

[5] Regional Destination Management Organisation BBSK, two Local Destination Management Organisations Central Slovakia and Banská Štiavnica, NGO Barbora Route, the Department of Culture in Town Hall of Banská Štiavnica.

collecting and properly integrating all the relevant content for the map. Besides, the content for the interactive platform and digital map is created in a participatory way, by engaging local stakeholders and communities with the aim of increasing the future exploitation of the platform and digital map. Moreover, local students will test the website, primarily the operability and the correctness of the attached GPS coordinates, prior to the launch. It will first be published in Slovakian, while the English version is planned to be ready by next summer. Between the first launch and the midway point of next year, special workshops for the region's stakeholders[6] will be organized to familiarize them with the website so that they can take over the content creation at some point. They will also help to promote the website throughout their distribution channels, with new potential stakeholders being identified continuously. Ideally, the digital map will be administrated by a regional DMO after the INCULTUM project is concluded.

KPIs and plans for demonstrating Impact

The data regarding the visitors (flows, nationalities, etc.) gathered by the municipality over the past five years will be compared to the click rates on the website and thus work as their main KPI. On top of that, it will be closely monitored, preferably through more qualitative data research, whether tourist diversification has been achieved, one of the goals of the pilot. In terms of exploitation with other pilots, they have so far worked autonomously, which seems relatively legitimate given the clear path they followed from the early project days. However, the officials named the Spanish Pilot a potential collaboration partner as they have developed a profound knowledge of how to take advantage of their significant water resources, something the Slovakian mining sites with their artificial lakes could benefit from as well.

Conclusion and suggested corrective measures from WP7

The Central Slovakian region has all the cultural tourism assets[7] in place and has already proven to be attractive to tourists. They are on track with regard to meeting the expectations and no corrective measures are necessary. It remains to be seen if the trend of fewer tourist visits[8] continues next year and, of course, how the launch of the interactive map gets promoted and adopted by the tourists and therefore leads to the intended impact by stretching out tourists over the whole region and not just see them visiting the town of Banská Štiavnica.

4.4 Italy – Monti di Trapani

Introduction

Monti di Trapani is an area in the region of Sicily and the three municipalities included in the Pilot are: Calatafimi-Segesta, Custonaci and Buseto Palizzolo. The main assets which have been identified to potentially attract cultural tourists are the region's Islamic legacy, and the agrarian and archaeological heritage of the area.

This sub-section evaluates the progress that the Pilot has done over the last ten months to define a concrete product related to the mentioned assets, as well as an adequate strategy to create and assess an impact within the time of INCULTUM. The long-term goal of the Pilot is to create a tourism destination focusing exclusively on the Islamic heritage. Ultimately, this would also include attracting tourists from countries in the present-day Islamic world. However, it has been concluded that a re-branding of the area as

such is a long-term goal and that it will there-

4 The Greenway close to Calatafimi

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[6] E.g., municipality, DMOs, local photographers & students.
[7] See Stakeholder Map, D7.1 (December 2021).
[8] The two previous seasons accounted for more arrivals than 2022 due to an increase in domestic tourism as a result of the pandemic, a tendency which is also seen in other tourist destinations.

fore not be included as an objective within the time of INCULTUM. However, at this stage, the creation of the so-called Greenway[9] has been identified as a feasible goal to set within the timeframe of the project. The Greenway is a ten km trail along an abandoned railway. The trail goes from the train station "Kaggera" in Calatafimi to the town of Vita. The path itself has not been prepared yet, but the Pilot is already working on it in collaboration with the municipality of Calatafimi-Segesta. When it is ready to use, visitors will be able to do it on foot, by bicycle, as well as on horseback.

Product development and USPs

The Greenway has been defined as the Pilots' specific touristic product to be targeted within the INCULTUM period. However, the team at Gal Elimos wishes to continue in line with their initial strategy, and with inspiration from the Spanish Pilot, they keep open to the idea of developing other cultural trekking routes along points of interest related to the traditional irrigation systems of Islamic Origin. Their USP is the Islamic heritage that the Pilot area possesses and the Greenway - which is of course not Islamic - is used as a facilitator to showcase all the elements of Islamic origin along the route. To further support this approach, the possibility is considered of having a guide explain the importance of the Islamic heritage while walking the Greenway.

KPIs and plans for demonstrating impact

Perception surveys have been conducted for tourists in the archaeological park of Segesta. The main objective was to obtain information about the tourists' awareness of the Islamic heritage in the area, as well as their interest in the Greenway. Analysis of the results is in process, and they will be used as a baseline to measure the impact that INCULTUM will have. Temporary results indicate that the awareness of the Islamic Heritage is very low; however, the interest in learning about it is high. Tourists' interest in the creation of the Greenway also seems to be high.

Future steps for this pilot are to establish contact with all the municipalities involved in the project, and during the next couple of months, in collaboration with them, to define a clear strategy for the creation of the Greenway and possibly other trekking routes.

Conclusion and suggested corrective measures from WP7

In conclusion, the Pilot has found its focus and will now start developing the product and no particular corrective measures are deemed necessary. It is however essential that the cultural tourism product – the Greenway facilitator route – is ready for the next tourism season both in physical terms as well as in promotional terms.

4.5 Italy – Tuscan-Emilian Apennines – Garfagnana

Introduction

This sub-section evaluates the INCULTUM-related activities carried out by the Italian Pilot, anchored in the village of San Pellegrino in the Apennines. Besides being a popular pilgrimage site, San Pellegrino's remoteness offers many opportunities for hiking and biking, for instance. It was first presented in the Stakeholder Map last December, with a special focus on the initial steps taken then towards deciding which specific actions and forms of stakeholder involvement that could best support the overarching goal of enhancing and diversifying tourist flows. We here summarize the point now reached in this process.

Product development and USPs

Since INCULTUM is about enhancing the potential of cultural tourism, the primary focus of intervention is on the promotion of the Ethnographic Museum "Don Luigi Pellegrini" specially towards the younger generations.

The Pilot officials from the University of Pisa have centred more or less all activities around that location. Over the summer months of July and August, the INCULTUM

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[9] 'Greenway' translates 'via verde', which is used in Italy and Spain. Elsewhere they are often called Rail trail.

activities have been seven theatre perfor-
mances that were held in the village, where
exhibits from the museum were an integral
part of the shows to tell stories about the his-
tory of the place and its people. An extra per-
formance to more than 50 local Bachelor stu-
dents was given in mid-October, including a
guided tour through the Ethnographic Mu-
seum. As soon as next year's tourism season
begins, those performances will also be
played for local pupils who come by to ex-
plore the village.

5 Theatre performance at the Ethnographic Museum

The theatre performances would thus appear to constitute the most prominent innovation cre-
ated for this pilot. In turn – and importantly – this innovation is demonstrably capable of support-
ing the promotion of other USPs of the museum and the surroundings. A key challenge is over-
coming the seasonal discrepancies in tourism that come with being a village at a high altitude.
The Pilot representatives plan to closely engage with the local stakeholders through co-organised
workshops etc. to eventually find measures that might contribute, at least to a certain extent, to
even out the discrepancies in some feasible degree.

Overall, the intended initiatives to increase cultural tourism are in place. However, data collection
remains a major challenge as further described below.

KPIs and plans for demonstrating Impact

The ticket sales from the museum will be the primary source of information about the envisaged
increases in visits and hence constitutes a major KPI. In general, not much is known about the
tourists in terms of qualitative and quantitative data. The pilot launched an online survey around
the time when the theatre performances started and it was only answered by 15 people, which
makes it rather challenging to monitor the situation before the product was set up. Also, the web-
site is not an optimal tool for measurement, either because it is not run by the Pilot officials and
furthermore does not generate a lot of traffic. Moreover, the short tourism season as well as the
long distance between Pisa and San Pellegrino create additional difficulties in conducting re-
search. These issues complicate the measurement of the impact of the executed actions in that
the visits to the museum remain the primary source of reliable key figures. The measurement of
impact will have to be presumably based on more qualitative evaluation from the people on site.
Here the option of cross-pilot exploitation might be taken into account. Even if no exchange of
ideas or interaction with other pilots has been performed so far, one representative stressed the
possible benefits of collaborating with other pilots in terms of alternative data collection ap-
proaches.

Conclusion and suggested corrective measures from WP7

A principal shortcoming is the lack of knowledge about the visitors and their preferences. More-
over, now that the cultural tourism product has been launched, surveying visitors in the before-
INCULTUM-situation is no longer an option. To try to make up for this shortcoming, they plan to
do qualitative in-depth interviews with the people on site before the start of the next season to
ask them about tourist flows, age composition, etc., to have a baseline of data they can measure
their success against. The following season will most likely show whether the theatre perfor-
mances are of high enough value to generate more visits, also including a younger audience, to
the museum. The intention is to measure impact gained through enhancing the museum's poten-
tial and diversifying the target groups as best as possible. Therefore, the number of younger visi-
tors can be seen as another KPI. On top of that, the stakeholders should bring further benefits to
the local tourism landscape when the planned workshops have been held.

4.6 France - Bibracte Ancient Paths into the Future

Introduction

Pilot 6, headed by Bibracte EPCC, set out to boost the tourist and residential economy in the area through the valorisation of its unique heritage and the mobilization of all local village communities and local elected authorities. Through bottom-up approaches and close collaboration with the stakeholders, the pilot selected two main avenues for potential growth: (1) the revitalisation of a circular path connecting Bibracte with twelve smaller hamlets through the rural landscape, and (2) renewed efforts to monitor visitors' flows for a better understanding of tourist behaviour.

6Local stakeholders meeting at Bibracte EPCC

Their efforts are aligned with publication D7.1, which concluded with the question: "*How can Bibracte EPCC and partners improve the necessary system of pathways and develop the area, while successfully mediating between the parties who have conflicts of interest concerning these issues?*"

Product development and USPs

The circular path currently (unofficially) known as "*Grand tour du Grand Site de France Bibracte – Morvan des Sommets*" will be approximately 140 kms long, taking a minimum of six days to complete at a walking pace. It will constitute a significant innovation of the local tourist offer, which so far is centred around the ancient town of Bibracte and the nearby museum (located in Saint-Léger-sous-Beuvray).

The revitalisation project is well underway, with the first test-walk performed in June 2022 in collaboration with the Morvan Regional Natural Park. The second, official test-walk is scheduled for the summer of 2023. It will be promoted on national media with a campaign involving visits to Bibracte by French opinion leaders, as well as on the websites of the Grand Sites de France[10] and the Parc du Morvan[11].

7 Test-walking the circular path

KPIs and plans for demonstrating) impact

Pilot 6 has been remarkably effective at collecting information on tourist flows preceding the launch of the INCULTUM-based project "*Grand tour du Grand Site de France Bibracte.*" So far, 2022 has shown an increase of almost 50% in visitors compared to 2021[12], with a gradual return of foreign visitors (up 3% from 2020). Additional data based on the questionnaire from the summer of 2022 will be available later this year, as the Bibracte museum is scheduled to close in mid-November. Despite these successes, the geographical scope of the territory (around 42.000 ha) makes it difficult to disseminate physical surveys and to follow closely the movement of tourists. For this reason, the pilot will explore new and improved methods of data collection before the launch of the circular path in 2023. Suggested methods include, but are not limited to, utilising

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[10] www.grandsitedefrance.com.
[11] www.parcdumorvan.org.

[12] From Bibracte visitors' data (attendance + turnover at the museum) as of 01/09/2022.

existing "counters" on the path to count passers-by; interviews with local tourism agencies to collect qualitative data from those operating "on the ground"; and a new EVALTO [13] study.

Conclusion and suggested corrective measures from WP7

The Bibracte team has been highly successful in identifying and addressing issues such as the diversification of the tourist offers and the lack of in-depth knowledge of its target audience. The pilot is on the right track towards launching the chosen product. No corrective measures deemed necessary.

4.7 Greece – Aoos, the shared valley

Introduction

The following sub-section outlines the progress made by the Greek Pilot: Aoos, the shared river. It evaluates the INCULTUM-related activities made over the course of the last ten months, focusing especially on the plans for making and assessing the impact and on exploitation activities. The main focus of the analysis is the impact of cultural tourism.

The region offers a mostly unspoiled, mountainous landscape on which rests a scattering of villages, cultural heritage sites, and the town of Konitsa, which is comparable in size to the town of Përmet, Albania. Over the last months, The High Mountains partner has undertaken many actions to promote cultural tourism. First of all, a situation analysis conducted in the field of cultural tourism based on innovative approaches of integrated surveys (Rokos, 2004[14]), in order to record, analyse, synthesize, and visualize the physical and socio-economic reality of the region, using Business Intelligence (BI) tools and the Integrated Development Planning Support System (IDPSS) (Kotsios, 2016a[15], 2016b[16], 2017[17]).

8 The bridge of Konitsa

Product development and USPs

The High Mountains decided to create two smart innovative BI tools that are going to be incorporated into the final Product (website) to share knowledge about cultural tourism in Konitsa at two levels of detail. One for the visitors, to learn about the area, and one for the local stakeholders, to help them develop evidence-based actions and cultural products to support the development of cultural tourism in their area. Until now, the first demo containing information about cultural and physical resources have more than 750 views[18] when the total searches (2020-2022) in Google about Konitsa (in English) was 536[19].

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13 EVALTO is a collaborative evaluation and decision support tool designed to create territorial intelligence at the service of sustainable tourism policies.

14 Rokos D (2004) From sustainable to Worthliving Integrated Development. Livanis Publications, Athens, Greece. (In Greek).

15 Kotsios V. (2016a) Integrated Development Planning Support System. Phd Thesis. National Technical University of Athens.

16 Kotsios V. (2016b). Integrated development planning in mountainous areas. The case of Konitsa Greece. Mountain Science. Vol. 13, Issue 1, pp 169-182. DOI:10.1007/s11629-014-3012-66.

17 Kotsios V. (2017). LISADEMAS. A life satisfaction decision making system for integrated community developmentplanning. In the Handbook of Community Well-Being Research. Phillips R. & Wong C. (editors). International Handbooks of Quality-of-Life series. Springer.

18 https://public.tableau.com/views/Aoosthesharedriver_RS/Aoosthesharedriver?:language=en-US&:display_count=n&:origin=viz_share_link.

19 https://trends.google.com/trends/?geo=GR.

"The High Mountains'" final product will be a website that will present the culture of the area and give the opportunity to local stakeholders to create and sell online cultural products, which aims to solve two main issues that were diagnosed through the pilot's research and the data collected. The first is that there is no visibility of the area and its culture, especially outside Greece. The second issue is that there are no cultural products (tours, etc.) offered by anyone in the area. Even if there is an intense cultural activity, mainly from the cultural associations of the villages, it is not transformed into a product.

The first demo of the BI tools has already helped to promote the collective intelligence of the members of the cultural associations in order for them to imagine and design cultural products that are going to be promoted and offered to the visitors through the website (Product). The High Mountains actions in the area focus on helping cultural associations first to create their cultural products and then to make them visible and also buyable online.

The Unique Selling Proposition (USP) consists of the fact that the product will not only present and sell cultural products, but already help local stakeholders to develop their own cultural products and actions using the BI tools to base them on evidence and data.

The methodological approach was characterized by the creation of a cognitive Geodatabase for the region, connected to business intelligence tools, with information on the internal environment (physical, cultural, and socio-economic reality) and external environment (arrivals, nights spent, capacity of accommodation), and an elaboration of two empirical kinds of research for the collection of primary data on the limitations, problems, possibilities, and perspectives, for the development of cultural tourism in the region:

1.   One qualitative empirical research with structured interviews with the cultural associations of the region in order to collect critical data for the development of cultural tourism in the region. The results of the survey were presented in a PowerPoint presentation[20] and discussed with the associations themselves, in the context of the participatory process for promoting collective intelligence.

2.   One quantitative empirical research with structured questionnaires to visitors in the region, in order to collect critical data about their perceptions of the area[21].

The analysis is a data-driven methodology, originating from evidence through the analysis of the data for the development of cultural tourism in the study area such as an increased number of visitors, followed by actions to unlock the potential of Konitsa as a destination based on capacity building and knowledge using participatory approaches, which involve local population and stakeholders as communities of practices. The stakeholders involved in the project are local government, cultural associations, social enterprises-SMEs, and local communities.

KPIs and plans for demonstrating impact

In order to measure the impact of the abovementioned actions, KPIs will be used to prove any kind of development in terms of the number of visitors, for instance, from one year to the other. Four KPIs have been identified. First and foremost, the number of arrivals and nights spent from pre-INCULTUM years[22]. A second KPI is the monitoring of the views of the BI tools (visitors and stakeholders). A third KPI is the number of participatory meetings for co-design actions in the cultural tourism field. And the final KPI is the number of cultural heritage associations and initiatives in the area that created a cultural product or designed an action to help develop cultural tourism. For next year's season, the intention is to measure the effectiveness of the website with its BI tools by distributing questionnaires among visitors.

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[20] https://drive.google.com/file/d/1G7skIAS8GiCHSzhYg7CbeHH2qBCXcVM_/view?usp=share_link.
[21] https://drive.google.com/file/d/1ryW4mSMVVKB29_7qsnEsuUucH2RLAExA/view?usp=share_link.
https://docs.google.com/spreadsheets/d/1-OAThpYqFdLX-3gPA0xkV2WvUjCIyM0_/edit?usp=share_link&ouid=115558130881576395620&rtpof=true&sd=true.
[22] https://docs.google.com/spreadsheets/d/1q7b0ceRdeumQ2jt-lYzjkW5stLOcssDm/edit#gid=80769877

Conclusion and suggested corrective measures from WP7

In conclusion, it can be said that the Greek Pilot seems to be on the right track with relevant actions envisaged and partially implemented to elevate the region's cultural tourism potential. However, it will be essential to gain more versatile insights about current and potential visitors and the demand side of the envisaged cultural tourism at large. The number of arrivals and nights spent, and views of the BI tools do not in themselves offer sufficient cues on who exactly the tourists are, what drives them and what characterizes their interests and demands. We therefore recommend some additional data collection to be conducted with such a focus, including qualitative data, covering (to the extent possible) both before and after perspectives. That said, and not least, with such additional insights as backup, it will be fascinating to follow up on the impact of the initiatives launched, together with an upgraded promotion and collaboration.

4.8 Albania – Vjosa, the shared river

Introduction

The following sub-section outlines the progress made by the Albanian Pilot, the Vjosa Valley, in continuation of the description given in the Stakeholder Map published in December 2021. It evaluates the INCULTUM-related activities made over the course of the last ten months, focusing especially on the plans for making and assessing the impact and on exploitation activities. The main focus of the analysis is centred on the impact of cultural tourism. Albania's southeast region has an abundance of cultural highlights embedded in an unspoiled, mountainous landscape. Over the last months, the pilot organizer CeRPHAAL[23] has undertaken many actions to bolster cultural tourism. After a thorough deliberation of the available options (including also several other instances of natural and cultural heritage), CeRPHAAL has identified the Vlach culture, originating from the border region between Albania and Greece, among others, as the main USP and a Vlach heritage trail as the main 'product', respectively INCULTUM intervention.

Product development and USPs

In a bottom-up approach, the primary goal of the organization is to promote Vlach's lost traditions and combine them with the natural dimension the region has to offer. They set up a hiking trail that includes parts of the historical route of transhumance, starting on the outskirts of the town of Përmet and going all the way to the Greek border. Ideally, from there on, the intention is to collaborate with the Greek pilot to prolong the trail all the way into the Aoos Valley. The trail on the Albanian side is around 90 kilometres long, lasting up to 4-5 days with guest houses, camping sites, one-of-a-kind villages, and historic architecture along the way. The highlight of the trail is found close to Përmet: a traditional Vlach dwelling that is being operated by Albturist Eco Camping since summer 2022. It is not fully equipped yet, but the people running the campsite are working on the interior of the dwelling, so that it can both function as a museum and accommodate visitors when the tourist season starts again in March. The news about the dwelling was spread via Facebook and Instagram by

the team members that took part in its construction, as well as by the managers of the campsite. The survey data show that many domestic tourists had visited the dwelling because of distribution via social media. The managers of the campsite informed that

9 The Vlach dwelling - 'Kalive' - close to Përmet

35-40 tourists per day visited the hut during August and September 2022, which includes those who stayed at the campsite, people who came for rafting, those coming explicitly to see the hut, and passers-by. In the future, they also want to collaborate with hotel owners and tour operators to promote the

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[23] https://incultum.eu/partners/cerphaal/ .

trail and the dwelling more strongly. Another activity included the opening of an archaeological exhibit in the museum of Përmet that unveils an archaeological collection previously unavailable to the public. It is seen to help boost the local tourism sector; too, however, the real number of visitors could not be measured as of today because there is no ticket office in place yet.

KPIs and plans for demonstrating impact

In order to measure the impact of the abovementioned actions, both the trail and the dwelling site, KPIs are needed to prove any kind of development in terms of the number of visitors, for instance, from one year to the other. They have identified two KPIs, first and foremost the number of tourists to the dwelling site, which is complemented with more qualitative data on visitor preferences, awareness etc. collected through visitor surveys done by employees of the campsite. This data will be collected again next year and used to evaluate the impact of INCULTUM, while the already collected data by the pilot organizer CeRPHAAL and other local institutions, represent the pre-INCULTUM situation. A second KPI is used by monitoring the clicks to the Wiki Map[24], created to interactively present the transhumant trail. Unfortunately, the range of the website is still an issue due to constrained accessibility, as the website is simply not visited enough yet. This is meant to be improved from next year onwards as it is planned to integrate the map on various distribution channels, for instance, on the region's municipality and the Albturist Eco Camping website, with additional leaflets being distributed.

Conclusions and suggested corrective measures from WP7

The Albanian Pilot seems to be on the right track with regard to meeting the expectations and no corrective measures are necessary. The people in charge plan to increase the promotion of the sites next year and would also be open to intensifying the so far low-level collaboration with the Greek counterpart to reach a higher number of international tourists. It will be fascinating to follow up on the impact of the initiatives launched together with an upgraded promotion and collaboration.

4.9 Ireland - Historic graves

Introduction

Since its origin in 2010, the Irish heritage project "Historic graves" has achieved some remarkable feats: they not only created a living database of graveyards and historical sites in collaboration with local communities, but they also established a huge online community drawing on the many millions of people who can trace their roots back to the Irish diaspora. More recently, the pilot, headed by Eachtra, has been hard at work to harness the potential of its online audience and encourage visitors to go beyond the website and travel to Ireland.

Product development and USPs

The pilot's main effort within the scope of the INCULTUM project is to develop destination-specific "microsites" which will take the form of add-ons to the main website (historicgraves.com) and will conduct visitors to "destination" pages dedicated to areas which are suitable for a visit, including sites of interest as well as tourism related services. The microsites will present the history of the area, the role that the graveyard plays in the community and stories collected from local inhabitants. Additionally, each destination will be linked to at least one trail, connecting it with other points of interest.

Local partners will have a chance to contribute directly to their destination's page through blog posts, as well as (in the case of local businesses such as pubs) having their business publicised on the page. Eachtra plans on launching the first micro-site, dedicated to Achill Island, by the end of 2022. The second destination, Ballyhoura, should be online by March or April 2023. The presence of these micro-sites will also work to better the ranking of the project on search engines results.

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[24] https://www.wikiloc.com/hiking-trails/vlachs-transhumance-route-108659966.

10 Achill Hermitage Centre banner

KPIs and plans for demonstrating impact

A key effort is monitoring the impact of the new product on tourist flows. Thanks to its early origin in 2010, pilot 9 has access to a significant dataset on the traffic to their online page, averaging 126.295,00 visitors per year. Additionally, thanks to their collaboration with local stakeholders, they have access to data on the number of visitors to the tourism office on Achill Island (focus of the first microsite): the numbers from 2021 showed a significant recovery from Covid times, and the unofficial numbers from 2022 are equally promising[25]. Lastly, Eachtra is working on the results of their most recent online surveys, which should be available to WP3 (SDU) later this year.

In terms of measuring the impact of the new product (micro-sites), pilot 9 will use data collected in 2021-2, including data from online surveys, to evaluate the change in the number of visitors to Achill Island and Ballyhoura.[26]. The pilot is also setting up QR codes in various sites on Achill Island which will help to gauge tourists' impressions and behaviours while visiting, as well as working with their partners to increase content creation and better their rankings in Google search. We can expect more accurate data in the early months of 2023.

Conclusion and suggested corrective measures from WP7

Considering all the above, we can say that pilot 9 is on the right track towards launching the new micro-sites. No corrective measures are deemed necessary. However, regarding the intended measuring of the impact of the new product (micro-sites) on actual/physical tourism in the target areas, it would be relevant to have a more detailed list of which indicators the pilot intends to use for assessing this (e.g. asking people visiting the micro-sites if they intend to go to the place, or have already been there – and people who come to the place if they know about the micro-site and have been inspired/assisted by it). We are quite aware that the planning and implementation of this part of the effort are already in progress and that answers to these questions will most likely follow from the reporting of the results and can be mentioned in the final version of the exploitation plan.

4.10   Sweden – Escape into the archipelago landscape

Introduction

Pilot no. 10, headed by Uppsala University, covers three areas: Visby (Gotland); Torsö; and Öregrund (Roslagen). The overarching goal for this pilot is to support economic growth in these areas – some of which are more peripheral or overlooked than others – through the production of data that may be used in marketing and destination development plans, as well as promoting sustainable tourism. The pilot has identified two main fields of potential impact: web development and creation of trekking routes. The pilot's collaboration with local stakeholders is grounded in bottom-up decision-making processes involving, for example, local folklore societies, which can serve as a point of contact with other private initiatives (e.g. a traditional boat builder

[25]

Visitors - Foofall 2019 2020 2021 2022 (to end of Aug)											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	De
2019	64	227	266	895	1256	1987	3642	3793	1110	455	148	5
2020	126	125	50	0	0	0	2144	2538	597	43	0	
2021	0	0	0	0	59	2277	4318	5826	2757	227	62	4
2022	52	68	236	832	721	1546	3357	4044				

[26] Data collected by local stakeholders such as tourism offices.

team). Other stakeholders include DMOs in the different municipalities and member organizations with an interest related to tourism and cultural heritage.

Product development and USPs

For the scope of this deliverable, we have agreed with the pilot to focus on the activities in Torsö: web development and development of trekking routes. After conducting a workshop on the island, the Swedish group has begun the work of co-developing the existing webpage for the island (www.torso.se). This website will contain stories and local folklore linked to specific locations on the island. The pilot will also set up physical QR-codes to interact with visitors; these will serve the dual function of providing additional information about the locality and collecting visitor numbers and other data. The regional authorities have expressed an interest in the QR works and may participate in this venture. If successful, the system may be implemented in a wider context. The expected impact is that it will enhance the visitors' experience, as well as attract new visitors and prolong the average stay in the area. Additionally, pilot 10 has explored the potential for developing trekking routes through the Torsö landscape. Most of the routes have a common origin and are intertwined in part – which makes it difficult at

the current time to estimate their total area. During the workshop, the infrastructure and the land use were identified as two issues

11 Workshop on Torsö island

needed to be approached. A new workgroup was formed in collaboration with local landowners (in this case, the church) to work on these issues. Summer 2023 should see the launch of hiking trails on Torsö, with QR codes to detect how people experience the track as well collecting data on who the visitors are.

During the summer of 2021, the pilot collected GPS data, questionnaires, and mobile data, which provided great insights into tourists' expectations, experiences, and movements on the island of Torsö. This data from before the launch of the product serves to establish the baseline with which to compare later developments to demonstrate the impact of the action. The pilot plans to continue using these methods to identify areas that currently attract visitors, as well as areas that need to be developed further, i.e. "white spots" on the map. The identification of such "white spots" on the map using GPS data as a basis for better targeting subsequent actions to promote cultural tourism is thus a major innovation and USP of the Swedish pilot in its own right.

The Uppsala group already demonstrated the practical use of the GPS loggers to the INCULTUM partners at the Consortium Meeting in June in Granada. The team has also offered to contribute to a course/workshop offering on the Training Portal of INCULTUM to inform on how GPS loggers and other technologies can facilitate in analysing and identifying visitors' spatio-temporal behaviour.

KPIs and plans for demonstrating impact

As already indicated above, a major asset for the pilot's work on Key Performance Indicators (KPIs) is the use of GPS technology for monitoring tourist behaviours. Data from before the launch of the products (web development and trekking routes) will be compared to later developments to demonstrate the impact of actions based on increased knowledge of visitors' behaviour.

Conclusion and suggested corrective measures from WP7

As mentioned, this deliverable focused mostly on the status of the project on Torsö. The recommendation to pilot 10 would be to focus their resources on completing the product development

in this location. If the project is successful, it could be used as a blueprint for the other locations. Moreover, finding "white spots on the map" via GPS trackers is an innovation in itself and could be applied not only across all three Swedish target areas, but also in the territories targeted by other pilots during and in continuation of the overall INCULTUM effort.

5. EVALUATION AT INCULTUM LEVEL

As shown above, in general terms, all the pilots are progressing really well with regards to defining the INCULTUM cultural tourism interventions through a variety of collaborative, participatory, and bottom-up processes. Defining projects and goals in close collaboration with local stakeholders at the same time as maintaining a critical and realistic view of potential visitors is the best guarantee of sustainable development. The large majority of the INCULTUM pilots has come a long way in this sense and have already launched their cultural tourism products or will be ready to do so before the next tourism season.

5.1 REFLECTIONS ON IMPACT AT INCULTUM LEVEL

In this sub-section, we consider what the pilot activities and their plans for measuring concrete results and the envisaged wider impact tell about the level of achievement at the project level.

During last year, the INCULTUM pilots have attained a more equal level of development: more pilots are now almost on the same level of development, which was not the situation a year ago when the WP7-team were doing the stakeholder analysis of all the pilots. Being part of INCULTUM-consortium and presenting the advances and the challenges to the other partners as well as listening to them presenting theirs, has facilitated this common process of learning, which counts as an important impact at project level.

Participating in the Consortium Meeting in Granada in June 2022, in particular, worked to achieve this due to, on the one hand, meeting people from all the other partners in person as well as, on the other hand, the demonstration value of that particular pilot and the development it had been through during the first year of INCULTUM. The Granada pilot had been struggling with the bottom-up process of identifying one activity to focus on together with all the local stakeholders in the selected villages. The cultural tourism product finally chosen is, like in other pilots, a product which essentially didn't exist before and therefore they have had to deal with the difficult issue of establishing a baseline for comparison, which involves qualifying something close to zero. The discussions that arose around these and related themes at the Consortium Meeting and in subsequent, mainly online, discussions were really fruitful for most pilots and worked towards bringing everybody to similar levels of reflection and development.

INCULTUM is expected to have a range of different impacts at local/pilot level, at societal level in the regions and/or countries where the pilots are situated, at European level as well as on a methodological level[27], We have been tracking the level of fulfilment of these expected impact parameters, especially with the aim of keeping track of the very varied activities that take place at pilot level.

At the level of practice closest to the pilots, INCULTUM is already meeting most of its target values, which is to be expected since many of the KPI-related activities take place in the creative and participatory phase of establishing innovative cultural tourism products at pilot level, such as participatory meetings with local stakeholders and training sessions with different kinds of practitioners. Certain KPIs, however, concern the more advanced phase of the life of the product, such as heritage institutions benefitting from INCULTUM innovations. But since the INCULTUM products in their majority are still being prepared, obviously this level of achievement has not materialised yet. INCULTUM is also expected to provide guidance at European level regarding the use

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[27] The detailed lists of KPIs can be found in the tables in the Grant Agreement, pp. 159-160.

of Structural and Investment Funds (Table 08), but also at this level INCULTUM has not yet produced evidence nor practice that can be interpreted and turned into recommendations. Nevertheless, the WP3-team is preparing to collect evidence and start analysing it in early 2023. With regards to public-private-partnerships (PPPs) and co-creation of sustainable cultural tourism innovations, INCULTUM is already meeting two of the three KPIs (Table 09), both with regards to the number of participants in online-offline engagement and co-design and with regards to the number of cultural routes created. But with regard the number of PPPs adopting INCULTUM cultural tourism innovations, it is of course still early, since the innovative products are only about to arrive at the market. Lastly, INCULTUM also promises to create innovative quantitative/statistical as well as qualitative tools and methods (Table 10), and these tools and methods are currently being developed and tested. As apparent from the Intermediate Findings Report (D3.2), the ten pilots had very different experiences with collecting data, from almost no experience to very experienced. Therefore, a lot of effort has gone into homogenising the data collection at the same time as experimenting with big data, principally from travel related social media, like TripAdvisor. The WP3-team has collected many variables from the Pilot questionnaires, Google Analytics, Eurostat and TripAdvisor. The comprehensive analysis of the data and the variables, however, is not finished yet, and it will be shared together with the data manual very soon. Lastly, the KPI regarding the publication of academic papers, will only be met towards the end of the project.

5.2 ANALYSIS OF EXPLOITATION ACTIVITIES AND PLANS FOR EXPLOITATION

The most basic level of exploitation is when the partners in the project, particularly the pilots, learn from each other or get inspired by what others do, to implement similar practices or actions in their own area. Such processes can be facilitated by informal meetings between the interested parties, but as the pilots in INCULTUM are scattered across the European geography with several thousand kilometres between them, informal meetings do not just happen. This issue of scarcity in the natural flow of information was discussed at the Consortium Meeting in June 2022 and propositions were made to have regular informal meetings on whatever issues might be most pressing for the partners. These meetings are bound to mainly take place online, but after having met each other also in person at the Consortium Meeting (at least for the majority of the key persons involved), the tone and style of these conversations have become much lighter and at the same time more trustful than it was in the beginning.

As a result of these discussions, the WP5-team – leader of the pilots – organised three informal workshops in September 2022 where three or four pilots were invited together with representatives of the WP3, WP5 and WP7 teams. There was no agenda other than discussing how the work in the pilots was progressing and what were the issues and challenges each of them faced. The format facilitated a lively and relaxed discussion where the pilot representatives showed a lot of interest in the problems and solutions of the other pilots. The plan is to repeat these informal – although arranged – meetings on a regular basis, rotating the participant pilots in order for them to discuss with all the other pilots.

All in all, a lot has been achieved in terms of learning from each other. Different elements of knowledge and know-how from particular pilots are being implemented or used as a source of inspiration for others. An example could be the Swedish pilot's know-how regarding using GPS-loggers with a clicker-function and interpreting the data extracted from these devices, which has inspired other pilots to implement or plan similar measures. As a number of pilot's products involve walking along pathways, the detailed study of the visitor experience that the GPS loggers permit is very useful in many cases. At the Consortium meeting in June, the Swedish team had prepared a demonstration of the use of these devices and the data that can be extracted from them, and as we visited the pathway that follows the irrigation channel in Castril village, one of the seven villages in the Granada pilot, the GPS-loggers were handed out to all participants with instructions on how to use them. Afterwards, the team demonstrated the data that could be extracted. This hands-on experience, combined with a further explanation of possible uses and data to be extracted, proved more useful than any on-line tutorial might have been.

Another example of learning from or being inspired by each other concerns the Granada pilot. As explained above, the pilot team is facilitating the negotiations between local authorities – mainly the municipalities in question – and local stakeholders along the irrigation channels and the pathways – mainly the landowners and members of the irrigation communities – regarding a contract on payment-for-services. The irrigation communities are providing a service both to the environment through their sustainable water management as well as to the visitors by providing access to the pathways along the channels and thus to the cultural heritage, and the object of the negotiations is that they receive some kind of compensation for that service. The payment may very well not be in terms of money but could regard help or lending tools and machines for maintaining the channels and the pathways. The negotiations have not been concluded yet in any of the municipalities in pilot area, but they have reached an advanced stage and in another municipality of the province of Granada the first such contract has recently been signed and formalised. Several of the other pilots have shown eager interest in this innovative kind of contract and the set of ideas behind it, which is of great interest in many rural places with plans for cultural tourism. As such, the experience from Granada could set an important precedent not only at Spanish but at European level.

The INCULTUM Training Portal is also set up to be a tool to facilitate the exploitation that sits on the border between internal and external stakeholders. It is meant to be useful to the partners in INCULTUM by facilitating access to the combined know-how and skills of the partners in the project. An example of this could be the above-mentioned know-how and experience of the Swedish pilot with using GPS-loggers, a knowledge that the Swedish team will make available on the Training Portal. The Portal's initial design, however, did not facilitate its uptake by the partners in the project, especially the pilots, and the external stakeholders. It was essentially a series of abstract webpages, with no clear idea about what kind of content it was really intended to give access to. This criticism was made by the external evaluators at the first review of INCULTUM. Since then, the responsible partners – Promoter/WP2 and Pisa University/WP6 – have undertaken a profound change of the design of the Training portal, which was relaunched at the end of September 2022. It is now very clearly aimed at being a resource for the stakeholders at practitioner level, both internal and external to INCULTUM, at the same time as a portal for spreading the different types of knowledge and know-how of the partners in the project. The second part of the relaunch is concerned with the portal's promotion in order for it to be used by as many users as possible, and that part of the task is the responsibility of Promoter, which has a lot of experience within the field.

6. DIFFICULTIES/CHALLENGES

6.1 Difficulties related to (demonstrating) impact

A fundamental challenge to many of the pilots has been to start their activity from what one pilot responsible termed "below zero", referring to the difficulty that it represents to promote a place and/or a product where there are no visitors or where the cultural heritage which is being promoted is almost completely unknown to the potential visitors and not valued by many local inhabitants and stakeholders. These cases demonstrate that cultural tourism is not just about some visitors visiting cultural heritage sites. There must be local people and stakeholders that cater for the visitors' needs and represent the cultural heritage to a significant extent. In that sense, cultural tourism is an intercultural encounter between locals, representing or presenting the cultural heritage and taking pride in it, and the visitors. The visitors are not necessarily a homogenous group, but when launching new cultural tourism innovations, it is necessary to imagine the potential visitors that would be interested in being targeted by the promotion. It follows that a necessary step is to think in terms of common characteristics and substantiating the presence of such characteristics in potential target tourism segments on empirical grounds to the extent possible. It thus involves both community building, gathering of insights on (potential/current) visitors and targeting envisaged visitors that share a set of characteristics. The challenge, as it will

appear in various pilot cases, is to achieve all these steps within the lifespan of the INCULTUM project.

6.2 Difficulties related to exploitation

As noted above, internal communication between partners/pilots remains an issue: despite the aforementioned examples of new touchpoints of mutual leaning between the pilots, the way the pilots have progressed so far, does not, in every respect, demonstrate a fully sufficient degree of coordination at a more general level. Overall, there is a relative lack of information circulation between the partners which is a challenge to the functioning of INCULTUM and the achievement of the set goals. The training portal's initial design, as explained above, did not facilitate its intended use, which is precisely to facilitate useful exchanges between pilots and other partners of INCULTUM as well as between them and external stakeholders. The two partners – Promoter and Pisa University – have undertaken a thorough redesign of the Training portal, which was relaunched just over a month ago (late September 2022). It is now the resource for stakeholders and partners, both internal and external, which it was meant to be. It is, however, still early to conclude whether the redesign and renewed promotion of the portal prompt the use that could be expected. We will monitor its use close over the coming months as content is uploaded to it.

7. CONCLUSION & NEXT STEPS

It is fair to say that all the pilots have experienced tremendous progress over the last year when it comes to meeting the expected goals of INCULTUM, particularly in terms of choosing and defining an innovative cultural tourism product in close collaboration with local stakeholders, surveying the present situation of tourism flows and awareness of the chosen cultural heritage at the destination, setting up the necessary implementation process to prepare the product and its launch in order to be ready for the coming tourism season 2023. There are differences among the pilots in terms of reaching this benchmark, but far less than one might have expected a year ago, when the first stakeholder mapping was done.

The principal differences and thus difficulties regard principally two areas. The most important one by far is the lack of data or survey results on what the situation was before INCULTUM, in terms of tourism flows and awareness of the cultural elements or heritage that is going to be central to the cultural tourism product to be launched. In most cases, the absence or scarcity of such data, at the scale where the pilots intend to have an impact, is understandable; it is actually difficult to survey tourists where there is none. And in most cases, serious attempts have been made to qualify that 'zero' to have a baseline for comparison with the situation after the launch of the cultural tourism product during the 2023 tourism season. In a few cases, data collection failed, which is more critical since it suggests that – despite scarcity of visitor flows – there would have been data to collect. In these cases, the absence of good before-data will have to be compensated in other ways, such as for example, qualitative in-depth interviews with responsible people at the destination to qualify the ex-ante 'zero' or close to zero. We are monitoring this very carefully to make sure that the best possible point of departure for comparison will be available.

The second difference in terms of getting ready for the launch of the cultural tourism product regards delays either in arriving at a decision on the exact product to be launched or delays in implementing the changes necessary for preparing the launch. It nevertheless also needs mention that while a lack of baseline data certainly complicates the formalized assessment of the results, it does not per definition diminish the value of the project outputs which should be judged also for their own intrinsic value for the pilot area and the local communities.

Since we are now coming very close to a critical phase of INCULTUM, where the launch of the varied cultural tourism products will happen, we are going to monitor both this preparatory phase as well as the actual launch very closely. It entails close contact with the pilots to monitor the product-development phase and ensure that it finishes on time. Once the launch has taken place, it is a matter of making sure the pilot monitors the impact through data-collection. This

also requires the ability to act swiftly if the planned data-collection does not work as intended. If problems occur and the planned goals become difficult to reach, we will analyse what happened with the pilot and the WP5-team, and agree on reformulated goals and KPIs. This crucial phase of INCULTUM, where hopefully all the cultural tourism innovations will prove their worth, will take place during the tourism season of 2023, which in some places (mainly the Northern European locations) is limited to mainly the summer season and the short shoulder seasons before and after, while in the more Southern locations it is concentrated in spring and autumn, respectively.

At the same time, while closely monitoring what happens in the pilots, we will also keep track of the project-level KPIs (especially the ones that are not directly Pilot-related) to follow the fulfilment of the set goals in the GA. More importantly, it enables us to act if INCULTUM is falling short on a particular KPI before it is too late.

Even if communication and contact between pilots is not the responsibility of WP7, it is an area of interest to WP7 because the internal exploitation level depends on fluid exchange between partners. Therefore, we have an interest in facilitating this dialogue and exchange as much as possible. At this point, we have identified three themes that we monitor because they are of interest to a number of pilots: 1) the GPS-loggers and the potential of data retrieval and analysis that the Swedish pilot is pioneering within INCULTUM and which is of interest to various other pilots; 2) the tools for almost seamless video recording and streaming/uploading to the internet that the Irish pilot is employing as a tool to keep contact with a large online community and which, in time, might be useful in a number of other pilots; and 3) the payment-for-services contracts that the Spanish pilot is negotiating with various stakeholders at this time and which is of great interest to various pilots. If other themes that are relevant for various pilots appear, we shall include them in the list of topics of special interest.

We shall also do what we can to monitor and nurture contact with the external stakeholders, although this is not the responsibility of WP7 in the first place. Nevertheless, since the dissemination of results, innovations and events from INCULTUM is part of the exploitation, it is of interest to the project as a whole, as is the case above for the internal communication flow. In contrast to the internal communication flow and discussions, there is perhaps a difference here in the sense that the innovations are better promoted to the external market once they are mature enough. To take an example: the payment-for-services contracts are not marketable yet, since they are still being negotiated. But as soon as a few of them have been formalized, this innovative way of securing a sustainable local development can be broadcast to a wider range of external stakeholders. Lastly, it is essential that the project partners participate and favour the participation of other partners in relevant dissemination events like conferences, workshops etc.