



WPT3 Roadmap for smart & sustainable tourism in ADRION - SUSTOURISMO strategy

Del. 3.1.1 SUSTOURISMO Transnational Strategy

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This report has been produced as part of SUSTOURISMO project (<https://sustourismo.adrioninterreg.eu>).

SUSTOURISMO project is funded under the Interreg V-B Adriatic-Ionian programme and the S.O. Promote the sustainable valorisation and preservation of natural and cultural heritage as growth assets in the Adriatic-Ionian area.

This deliverable has been produced with the financial assistance of the European Union. The content of the deliverable is the sole responsibility of SUSTOURISMO Partnership and can under no circumstances be regarded as reflecting the position of the European Union and/or ADRION programme authorities.



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Engagement in sustainable tourism - mobility planning

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

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

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

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



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

The idea of SUSTOURMOB cycle

SUSTOURISMO Transnational Strategy or as also mentioned 'SUSTOURMOB cycle', designed with a transnational dimension to support common sustainable development goals achievement in the wider area, is a strategy that could be used by other ADRION areas to promote the SUSTOURISMO interventions - adoption should follow a concrete transferring based on local needs, capacities and characteristics.

The SUSTOURMOB planning cycle helps decision makers be prepared for the obstacles ahead, keep on track, boost productivity and keep planning focused. Among benefits identified are;

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



Figure 1: UNECE SDGs

SUSTOURMOB cycle is a virtuous cycle for 'sustainable tourism hand in hand with mobility' planning procedure. The SUSTOURMOB cycle is the reflection of the, well known in transport sector, Sustainable Urban Mobility Planning cycle (SUMP cycle - Rupprecht Consult, 2019) in tourism sector.



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

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



SeeRRI process model for responsible regional planning 



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

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

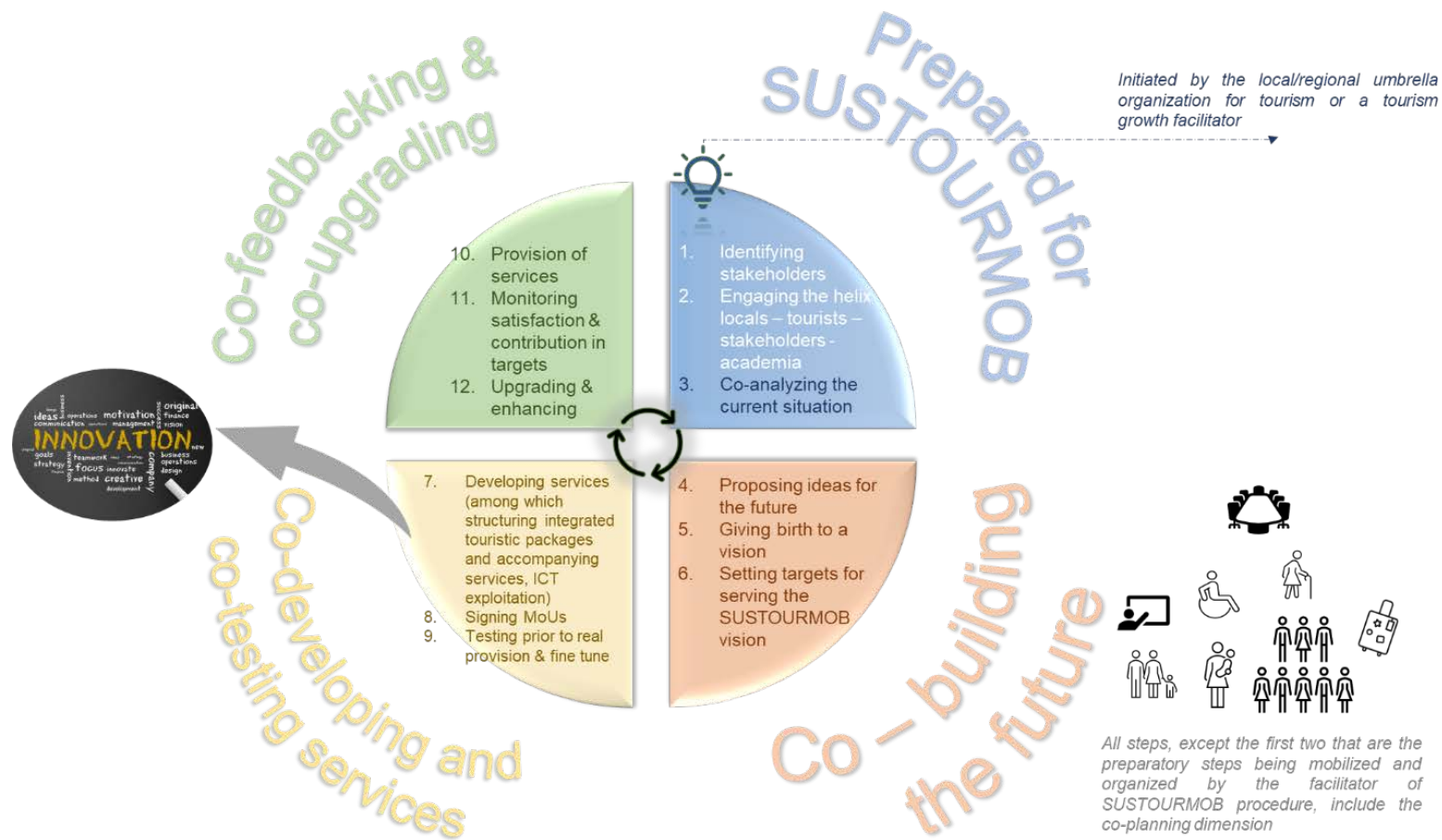


Figure 4: The SUSTOURMOB cycle



The generic SUSTOURISMO Transnational Strategy according to the AF will be tailored per SUSTOURISMO case;

- the general vision in the central strategy could be tailored to cases own further needs
- a general list of necessary stakeholders to be engaged in planning procedure will be presented in the central roadmap but per case, it would be tailored and further specified
- generic proposals for services and products able to nudge sustainable tourism will be made on the overall roadmap, however cases will add their own measures as revealed through policy docs review, touristic packages (TPs) development and best practices transferability potentials etc.

Activity number	Activity title	Activity start month	Activity end month	Activity budget
Activity T3.1	Strategy for ADRION smart & sustainable tourism	Feb-2021	Jul-2022	60 236.90
Based on the SUSTOURISMO interventions the partners will build the strategy that should be followed beyond the duration of the project in order to pave the way to sustainable tourism in the ADRION region. For this purpose, area-specific and more generic roadmaps will be developed. The area-specific roadmap will be tailored to ADRION needs (EUSAIR and EU 2020 objectives), tourism environment as well as to the SUSTOURISMO interventions that were developed for these areas, the actions that should be followed from now on at various levels (economic, environmental, organizational, technological, societal, cultural), and the expected impacts. The more generic roadmap will contain the main principles that should be addressed by other ADRION regions in order to establish sustainable tourism. The latter will include descriptions of SUSTOURISMO interventions, the role of the local tourism and transport communities, the actions that should be performed etc (Resp PP1)				
Deliverable number	Deliverable title	Deliverable description	Deliverable quantification	Deliverable delivery date
Deliverable T3.1.1	SUSTOURISMO Transnational Strategy	This is a report that could be used by other ADRION areas to promote the SUSTOURISMO interventions, it will be designed with a transnational dimension to support common sustainable development goals achievement in the wider area	1.00	Jul-2022

Figure 5: The SUSTOURISMO Transnational Strategy ID

The rational behind SUSTOURMOB cycle

SUSTOURMOB cycle was built open the experience gained throughout the whole SUSTOURISMO project lifecycle. The (time) sequence of activities of SUSTOURISMO project perfectly fit the time sequence of SUSTOURMOB cycle (Table 1).



Table 1: Link among SUSTOURISMO activities and SUSTOURMOB steps

SUSTOURISMO activity	Action	SUSTOURMOB step
Preparation step	Partners that are interested in bringing sustainable tourism via sustainable mobility steps ahead	Facilitator's mining
C1.1 Communication and dissemination strategy adaptation & Act. 1.1 The tourism culture of ADRION; EU, ADRION and national/local strategies	Preliminary understanding of tourism complexity & Stakeholders' identification and mapping	1. Identifying stakeholders
Dissemination events, webinars, round tables	Engaging stakeholders and users (citizens/travellers)	2. Engaging the helix locals - tourists - stakeholders - academia
Act. 1.3 Common tourism identity in ADRION; needs and challenges	Surveys, data and information collection	3. Co-analyzing the current situation
Act. 1.2 Capitalizing on past and ongoing experience on sustainable tourism & on initiatives for users engagement in sustainable planning & Act. 1.4 Preparing the ground for SUSTOURISMO testing phase	Good practices mining & Understanding what is feasible per case	4. Proposing ideas for the future & 5. Giving birth to a vision
1 st Round Table	Co-agreeing with key actors for what is needed to serve sustainable tourism and mobility vision	6. Setting targets for serving the SUSTOURMOB vision
Act. 2.1 Design and development of the SUSTOURISMO app Functionalities & incorporating TPs (from Act. 1.4)	Developing the app serving wide needs & Finalizing the TPs	7. Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)



Part of 1.4	Signing MoUs with the key actors involved per TP	8. Signing MoUs
Act. 2.1 Design and development of the SUSTOURISMO functionalities	Testing the solutions before launching them	9. Testing prior to real provision & fine tune
Act. 2.2 SUSTOURISMO testing phase	Testing the pilots	10. Provision of services
Act. 2.3 Assessment of the SUSTOURISMO Implications	Understanding impact	11. Monitoring satisfaction & contribution in targets
Act. 3.4 Business models for the pilot apps take up	Detailed plan for enhancement	12. Upgrading & enhancing

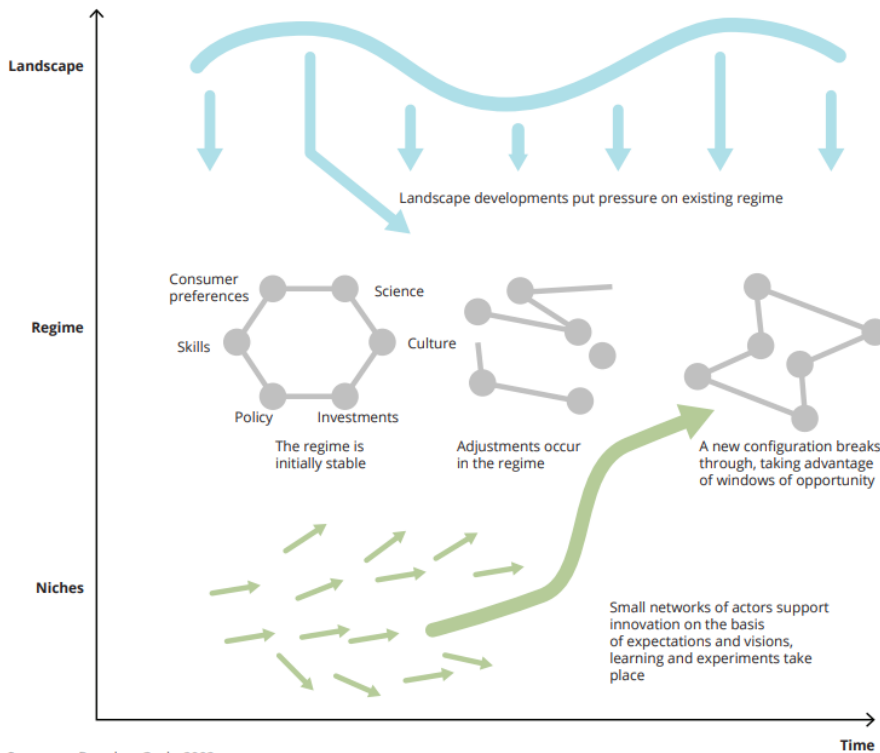
In brief the main insights from the above activities taken into account for developing the first version of SUSTOURMOB cycle were;

- **Partners that are interested in bringing sustainable tourism via sustainable mobility steps ahead**

In the framework of SUSTOURISMO project, the facilitators of this small-scale plan (limited in the narrow framework of a project) were the SUSTOURISMO PPs that proved to be efficient for the project purposes (local and regional authorities, research institutes and development agencies).

- **Preliminary understanding of tourism complexity & stakeholders' identification and mapping**

Tourism sector as well as mobility entail complexity notion (Figure 6), therefore linear thinking cannot solve sustainable planning issues. What is needed is to understand this principle and to adopt a systems thinking approach (MooC of Interref Euro-MED Academy course 'PROMOTING INNOVATION FOR SUSTAINABILITY TRANSITIONS IN THE MEDITERRANEAN', 2022).



Source: Based on Geels, 2002a.

Figure 6: Complexity of systems (source EEA report 'Perspectives on transitions to sustainability', based on Geels, 2002)

Act. 1.1 concluded in key messages regarding the overall review of policies, structures and interrelations in governance of tourism sector;

Analysis of the history of tourism and sustainable development policies at the EU level shows an asymmetry in approach: while sustainable development is one of the pillars of EU policy, the involvement in tourism is more recent, and subsidiarity tends to prevail. This asymmetry is particularly visible in tourism and environment policies. Notably, the European vision on sustainable tourism and transport is not representative of the gravity of, for example, the externalities caused by touristic transport, specifically air transport. While there is action at a destination and product level to deal with local environmental problems, there is a lack of coherent policy on larger issues such as the impact of tourist travel on climate change. The absence of an integrated EU vision about EU-wide travel and sustainable tourism means EU funding for sustainable tourism is missing direction and strategic vision.

A strategic and integrated approach to sustainable tourism would include all impacts of tourism, including environmental and social consequences. The critical impacts on the environment of tourist origin-destination travel mean its dependence on aviation and the construction of new airports needs careful consideration, while alternatives such as a better integrated and accessible rail system.



Destinations may develop sustainably by directly reducing the impacts of accommodation, (leisure) facilities and local visitor transport. Marketing focus can also influence the mobility generated through origin-destination transport. Certification, networking, monitoring, carbon management and the development of local governance schemes are to be encouraged.

Sustainable business and product development is one key for sustainable development of tourism. As the unsustainable development of tourism is strongly related to the trend for long haul markets to develop faster than short haul domestic markets, there is scope for supporting domestic and intra-EU tourism development and products.

Finally, there is a need for improved assessment of the environmental and social impacts of tourism. This should include combined transport and tourism models to determine the full impacts of transport and tourism on a range of environmental and social factors and development of better statistics about tourism impacts.

- **Engaging stakeholders and users (citizens/travellers)**

SUSTOURISMO communication strategy is a very good base upon which the engagement strategy in SUSTOURMOB cycle can be built. More specifically, key messages and tips identified are;

Key messages are crucial to make the SUSTOURISMO Communication strategy work. They will be tailored and delivered through channels carefully selected and elaborated to reach key audiences in accordance with the specific project objectives.

Information regarding tourism, eco/green/sustainable tourism is massive out there. To transmit effectively the main strategic information of the project, it is essential to create a few key messages since the beginning of the project to the targeted audiences. These key messages will be conceived and refined by all PPs who will actively contribute to this process, especially when the pilot activities will be defined.

The key message can be featured across our tools and tactics. They can be used in all communications of the project, for instance on the roll-ups, brochures, on the social media pages, on the title of the Newsletters, as part of a ready-to-go description of the project when partners need to present SUSTOURISMO.

Examples of key messages: "Developing Sustainable Tourism in the Adriatic Region will foster local economies while contributing to meeting sustainable development goals"

"SUSTOURISMO promotes sustainable tourism through active and responsible travelling"

"SUSTOURISMO generates innovative tourism models based on real tourists needs and using the power of new technologies to protect our environment"

[...] several tools to reach target audience should be mobilized.

Target audiences are key for effectively implementing SUSTOURISMO communication strategy, given that its final goal is to effectively reach and engage specific target stakeholder groups. This will lead also to reach project communication objectives.

Involvement of stakeholders is essential for sharing results, building and consolidating networks, establishing collaboration.

SUSTOURISMO (and therefore SUSTOURMOB cycle too) main target groups can be divided in:

• Sectoral agencies (tourism, environment, transport organisations)
• Companies involved in the tourism, environment and transport sector
• Regional actors in the focus countries
• Sub-national authorities/national authorities/policy makers
• General public

[...] should identify members of each target group at local, national, regional and transnational level.

How to engage the target audience?

To ensure that we manage to gather the input needed from stakeholders, tourists and public we need to develop specific actions to engage each target group at local level, which will help to trigger their interest to the project. Here is an example of actions depending on the target groups:

Stakeholders

A key target group of SUSTOURISMO are the Stakeholders that interact directly or indirectly with tourists including sectoral agencies, companies, regional actors, national authorities, policy makers. The aim is to make them support the project, see the benefits of it so that they can also promote it within their sector/localities and feel actively part of shaping sustainable mobility transitions in their city. Here are some practical steps to undertake to engage with them:

- *Identify stakeholders for each activity (as you did for example for the social media). You need to know who they are. I would recommend you to create a **stakeholders register**. Identify their interest in the project, if they are direct or indirect stakeholders, who are the most important ones, identify who are the representatives to talk to.*
- *Contact stakeholders to present yourself and the project and ask them if they would be happy to be updated about the project (also because with the current privacy rules you cannot spam without prior consent).*
- *Invite them to meetings, webinars, and roundtables to meet and talk to each other and eventually create a network.*
- *Ask them questions about their perspective and use their feedback to plan your pilot activities and priorities.*
- *Keep a constant communication with your local stakeholders (regarding pilot activities, pre and post events, webinars...) to break down their input into concrete deliverables and tasks so that they feel that there are concrete results.*
- *Highlight the benefits of participating and contributing actively to SUSTOURISMO.*



- *Communicate with them through different channels and personalize your messages, mails, yes, but also twitter, Facebook. Respond to messages, emails, even sometimes just to say "thank you", the stakeholders enjoy these little differences, it creates a direct link.*

Tourists:

- *Reach them through the surveys to better understand and address their needs, questions and concerns.*
- *Invite them to use the app and get their feedback for improvement.*
- *Use eco-friendly touristic packages to trigger their interest in the project, and incentivize them to turn to sustainable solutions by making them feel that they will undertake a unique experience.*
- *Attract them by showing how the use of the app/of a more sustainable mobility solution has a direct impact on the environment in a measurable way (numbers).*
- *For young travelers advertise close by the university.*
- *Take advantage of the image-conscious nature of eco-tourists. Most of them are connected to social media profiles (Instagram in particular). They are responsive to ads on their personal devices. Create targeted personalized campaigns to attract this audience.*

General Public:

- *Provide clear and concise information about the project through storytelling. Try to give practical examples and sharing "personal details" because people relate to and love stories.*
- *Use visual contents as much as possible through the social media: videos, pictures, infographics, people are visual by nature.*
- *Mobilise games and gamifications*
- *Ask straight questions*
- *Involve them actively to the pilot activities by asking for their feedback, incentivize them to express their opinion by opening discussions on related topics.*

- **Surveys, data and information collection**

For analysing the current situation is necessary to collect all available data for both sectors and to identify and apply methods for bringing the gap of unavailable sources and data. This was tried to be done in the framework of Act. 1.3, 1.4 and 3.2; tourism and mobility data collection directly from existing sources and complemented by surveys (tourists needs and proposals) and questionnaires (round tables with stakeholders).

- **Good practices mining & understanding what is feasible per case**

All cases provided good practices for enhancing sustainable tourism via sustainable mobility in the framework of Act. 1.2. Below is the summary of strong and weak points identified. Strong points

STENGHTS

Cycle tourism and mobility by e. bike - the aim is to support the increasing flow of travellers and tourists who travel by bicycle and use e.bike. bike by improving, in particular, accessibility to mountain



and disadvantaged areas also through the installation of assisted cycling bike recharges; this direction also serves to make accessible and more competitive less frequented places; one of the orientations envisaged by the projects presented is related to the creation of the "cross-border Alpine network" of recharging stations and supported by a multi-lingual and multifunctional App that allows to manage routes via GPS; other mobile applications will help to recognise the benefits that users may have when cycling, while monitoring, analysis and interpretation of the data collected by GPS will be carried out in order to acquire information useful to understand the behaviour and preferences of users during their journeys, the development of local networks and to plan urban mobility;

Walks - the enhancement of the proposed Walks is supported in some cases by "train + foot" intermodality and by Apps through which it is possible to organize the route, monitor one's position, obtain information about locations, destinations, accommodation facilities; applications are provided for monitoring, analysis and interpretation of data collected by GPS in order to acquire useful information to understand the behaviour and preferences of users during the walk, the trend of local routes and to plan networks; the projects aim to develop the promotion of local territories and economies, in particular agriculture and crafts, supporting the discovery of places by focusing on the history of spirituality, ancient streets and art; in some cases the projects focus on the organization of "cross-border spaces", characterized by the presence of natural, cultural and historical heritage, within which to develop the "art of walking";

Intermodal transport - the projects have set the objective of moving from plans on intermodal transport to operational connectivity projects, both by identifying the poles capable of generating mobility (trips, journeys) and by carrying out surveys of users so as to understand their actual needs in terms of mobility services to be set up and the organisation of integrated timetables and tickets and harmonised procedures between the various transport methods;

Tourism - it is important to have a relevant amount of data and information addressed to tourist destinations to be made available to operators and therefore to encourage innovation interventions to improve their business; the projects were aimed at promoting activities of analysis of the characteristics of demand, tourism behaviour and markets in the pre Covid-19 phase; an "Observatory" was foreseen as a platform equipped with a "Decision Support System for Tourism Innovation" useful to configure a tourism model and to evaluate the impacts determined by the interventions on competitiveness and sustainability;

Interactivity and communication towards users - all projects are aimed at communicating and informing users, providing useful elements for those who travel by bike, on foot, train, ferry and public road transport; monitoring flows and movements; the effort has been to provide physical elements (displays, turrets, panels) and immaterial elements (QR -codes, ICT solutions, Applications, interoperable and interactive technologies) within the main intermodal hubs (train stations, bus stations, airports, ports) and along the routes; the set of devices has improved the quality of mobility and the safety of users in their journeys by providing a wealth of information that can allow effective orientation and choose the most convenient or appropriate routes;

Weaknesses

Cycle tourism and mobility through e. bike - the link between cycling and tourism is not always well structured and the spill over effects and outputs in economic terms, growth of the various sectors and enhancement of the assets that derive from the relationship between the two components are not represented; neither the new interventions nor the transformations that are necessary for the type of



networks, physical and economic structures to cross this type of flow in continuous growth and create territorial value (benefits for the territory and businesses) appear to be specified; the ICT solutions and the Apps, prepared from time to time by each of the projects, favour the management of routes and the acquisition of information on user behaviour and, however, do not allow integration with specifically tourist-related aspects (such as knowledge of timetables and costs, reservations of accommodation, cultural and artistic facilities; greater weight must be given to the need to ensure the integration and continuity of the networks against fragmentation;

Walks - the Walks are not considered in their complexity, religious, experiential, authentic and value, which increasingly distinguishes the flows of wayfarers and walkers; they are mainly considered as paths of a thematic nature (mostly religious pilgrimage routes); the transformations that are necessary in terms of organization and physical and economic structures to better cross this type of flow and obtain and distribute benefits do not appear to be specified; the function of associations and volunteers, essential to organise groups, accompany wayfarers along the route, arrange and maintain routes, does not appear to be a priority of the projects; greater weight should be given to the need to ensure the continuity of the Path against the fragmentation of routes and routes;

Intermodal transport - the transport chains (sea, rail, road) to be constantly interconnected in order to ensure effective inter-modality and, therefore, to concretely facilitate the movement of people from one place to another, between ports and hinterland, between cities, inland and international, in medium and long distances, do not appear well defined; the projects do not fully specify the nature of the interventions of requalification, efficiency and innovation of the physical structures and organisational methods used to develop inter-modality; the synergy between the tourism and transport sectors should also be deepened in view of the fact that there are competences distributed between different administrative and territorial bodies and levels, different rules and operational requirements, and the need to attract tourists from the rest of the world and easily circulate people between and with EU Member States.

Tourism - without prejudice to the effects produced on the sector by Covid 19, which requires a review of the analyses and operational guidelines previously identified, the links between tourism and connectivity and between tourism and accessibility represent a strategic issue for the development of the sector and the competitiveness of cities and territories, in particular marginal, peripheral and internal areas; this part is not fully addressed by the projects presented; the different types of "tourisms" represent the natural evolution of the sector towards more and more differentiated, specialised and targeted forms where the new behaviour of travellers and tourists calls for the adaptation of tourism products, structures, services, ICT solutions and the interoperability of technologies, transport networks and access to cities and new places of destination; the nexus of competences of the two sectors distributed between different administrative and territorial levels should be further deepened, for example through the establishment of interdisciplinary working groups and technical cooperation to define common long-term strategies, or by a shared vision of how hubs (ports, airports, railway stations) should be transformed;

Interactivity and communication to users - the availability of applications, digitisation and the provision of real-time information within hubs and along routes, regarding transport and mobility, climate and meteorology, cultural events and tourist information, have not been accompanied by the concrete interaction between the two sectors and the possibility for the user to interact with each other when purchasing integrated tickets and booking services and accommodation.

- **Co-agreeing with key actors for what is needed to serve sustainable tourism and mobility vision**

Based on the analysis of the current situation (data on tourism and mobility and evolution, strategies understanding, best practices mining, stakeholders' and tourists' consultation), in Act. 1.4 each SUSTOURISMO case concluded in a SWOT analysis that serves and is mutually served by the objectives of the project; tourism and mobility hand by hand development. i.e.

Table 2: example SWOT - SWOT for Thessaloniki in the context of SUSTOURISMO project (Act. 1.4)

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



- Beautiful beaches offering 'Sea & Sun' activities are located in 30 minutes distance from the city centre
- It can offer diversified products among which creative industries and conventional tourism needs' coverage
- Proximity to the region of Halkidiki (Greece's premier tourism destinations), to the archaeological site of Vergina in the west, to Mt. Olympus in the south and to the monastic colony of Mt. Athos in the east.
- Thessaloniki's recently renovated sea front is one of the most frequented places for both tourists and residents. Environmentally friendly connections between the the city centre and the east and west part of the city can be strongly supported via walking, use of the city's rental bicycle system and sea transport
- Thessaloniki's transport hubs; international airport, growing port, city's central position as a rail hub (gate to Balkans)
- Thessaloniki's location serving the wider area of Balkans
- Alliances among stakeholders as the Great Partnership of Central Macedonia consisting of the following partners: Region of Central Macedonia, City of Thessaloniki, Hoteliers of Thessaloniki, Aegean Airlines, Thessaloniki Tourism Organization, Halkidiki Tourism Organization, Eurobank and Marketing Greece S.A.
- Initiatives that have already started towards getting Thessaloniki to a digital era

both the provision of tourism and transport services to visitors

- *Low public transport connectivity of Thessaloniki to the rest Southeast Europe (including rail connections) - when the transnational part of the trip cannot be implemented by Public or mass Transport, the use of private vehicles also at the last legs of the trip (intracity trips) is easier to be conducted by cars.*



Opportunities

- *The last years there is an upward trend in tourist arrivals and revenues from tourism sector at national level from which Thessaloniki can benefit - Greek has started becoming a strong European destination, a fact from which opportunities arise.*
- *Northern European countries rank at the top of arrivals in Greece - therefore the tourists arriving have a relative good economic background and spending is high enough. Furthermore, tourists from Northern European countries have traditionally showed a high interest for cultural sites and alternative tourism products which Greece and Thessaloniki can serve (i.e. eco-tourism).*
- *Thessaloniki is the capital city of Region of Central Macedonia, a region that was the 'winner' of tourist arrivals before the outbreak of COVID-19 pandemic. Although Thessaloniki does not capture the total of arrivals, there is a great opportunity of mutual support cities of RCM from this great number of arrivals.*
- *The port of Thessaloniki is trying to be part of the transnational cruise industry - cruise can be a strong pool of tourists for the city.*
- *Introduction of new and innovative technologies for enhancing the 'tourism and mobility' services provision*
- *Enhancement of tourists' satisfaction through the provision of attractive offers*
- *Creation of strong collaborative networks among the public and the*

Threats

- *Not to get full benefits from Greek high recognition as a destination*
- *Not fully benefit from cruise passengers' excursions (cruise passengers are mainly taking advantage of organized trips that do not include so far visiting the city center - they are often visiting Olympus mountain in the neighborhood Prefecture of Pieria)*
- *Poor infrastructure supporting the use of alternative transport modes*
- *Public Transport services that need enhancement*
- *Minimum participation in financing innovative activities and initiatives by the private sector*
- *Negative effects for tourism at meta COVID-19 era (travel restrictions, slow virus containment and low consumer confidence)*
- *Leaving Covid-19 pandemic knowledge unexploited, turn back on traditional approached*
- *Low interest of local community to participate in coordinated efforts, low current bottom up approaches*
- *Discontinuity of efforts and initiatives (risk)*



private sector – involvement of academia and research as moderator/facilitator

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

A combined SWOT arises also from Act. 1.3 – surveys analysis;

Survey results highlight strengths, weaknesses, threats and opportunities regarding the sustainability mobility nexus of the ADRION region, especially related to tourism.

Table 3: Joint SWOT analysis based on cases input and tourists surveys

Strengths	Weaknesses
<ul style="list-style-type: none"> - Accessibility of public transport (low costs, dense network of stations and stops, accessible vehicles) in various ADRION destinations - Extensive network of cycling paths in some destinations (e.g, Ljubljana) - Popularity of walking as a mean of transport within cities - Public green spaces and protected natural areas, which encourage soft mobility - Rich and diverse cultural and natural heritage that can be explored on foot / by bicycle - Strategic position of ADRION as an intersection of tourist flows - High level of safety within cities, which encourages walking 	<ul style="list-style-type: none"> - Extensive use of private vehicles by domestic and foreign visitors to travel to destinations and to visit sights inside and outside the cities, which causes pollution - Heavy traffic as the key transport-related difficulty encountered by visitors of ADRION - Lack of dedicated cycling paths, which leads to unsafe cycling on roads in some destinations - Imbalanced transport connections among countries within ADRION - Imbalanced transport connections between coastal and inland areas of ADRION - Small share of visitors caring about how environmentally friendly a specific transport mode is; their decisions are based on travel time, comfort level and cost - Points of interest are adequately connected with public transport within cities; sights outside the cities are more difficult to reach without a private vehicle - Outdated public transport vehicle fleets, running on fossil fuels - Uneven infrastructure development between different ADRION regions - Poor railways connections and “passenger unfriendly” train timetables in some destinations - Relatively low current level of digitalization in most pilot cities - Lack of innovations and incentives for innovations in most pilot cities - Different development stages between countries
Opportunities	Threats
<ul style="list-style-type: none"> - Extended pedestrianization of city centres, specific streets or other public spaces for promoting non-motorized transportation - Extension of cycling path networks - Growing number of soft mobility projects in urban areas – bike sharing, e-car sharing, Park & Ride systems etc. 	<ul style="list-style-type: none"> - Increased use of private vehicles due to health risks related to public transport (environmental degradation, pollution and climate change) - Delays and cancellations of soft mobility projects due to new post-pandemic recovery related priorities and a lack of funds - Rise of cruise tourism, which is known as a less sustainable type of travel with many negative side



<ul style="list-style-type: none"> - <i>General electrification of public and private vehicles</i> - <i>Use of urban waterways (rivers, sea) for sustainable travel with environmentally-friendly boats</i> - <i>Strengthening the integration of different modes of public transport (one card for various transport modes, harmonized public transport timetables)</i> - <i>Use of Sustourismo app for more sustainable visitation of ADRION region, which is encouraged with awards</i> - <i>Growing tourism demand</i> - <i>New technologies used for encouraging sustainable mobility</i> 	<p style="text-align: right;"><i>effects for the natural environment and local inhabitants</i></p> <ul style="list-style-type: none"> - <i>Low usage of the Sustourismo app due to market saturation, low awareness or uselessness</i> - <i>Poor infrastructure in some pilot cities supporting the use of alternative transport modes</i> - <i>Deficient information provision</i>
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• **Developing the app serving wide needs & finalizing the TPs**

Based on the SWOT analysis per case (Act. 1.4), each case, after consulting again with stakeholders, concluded in combined services provision to tourists. This SUSTOURISMO touristic packages as called, contain services and motivations that try to boost sustainable mobility (active transport and Public Transport use) among tourists. Having also recognized the need to accelerate digital transformation in tourism sector in ADRION area while trying to support shift to sustainable mobility options when visiting a place and enhance the participatory tourism&mobility planning approach, the SUSTOURISMO app is developed. From the one side there is the informative dimension of the app, through which the end users (tourists) are provided with a single point information regarding their staying in each pilot case. From the other side, there is an awareness raising effort towards sustainability; promotion of sustainable touristic packages (joint provision of services that support sustainability, i.e. promotion of active transport) and rewarding schemes for responsible choices (i.e. walking more - winning more / steps calculator). At the end, SUSTOURISMO app can also support a joint branding of ADRION - offering a virtual (information) trip to ADRION cases.

Joining per case the above two initiatives, the SUSTOURISMO touristic packages and the SUSTOURISMO app functionalities, the flow charts of the TPs were also created i.e. for the case of Thessaloniki, its first touristic package is depicted in the following figure.

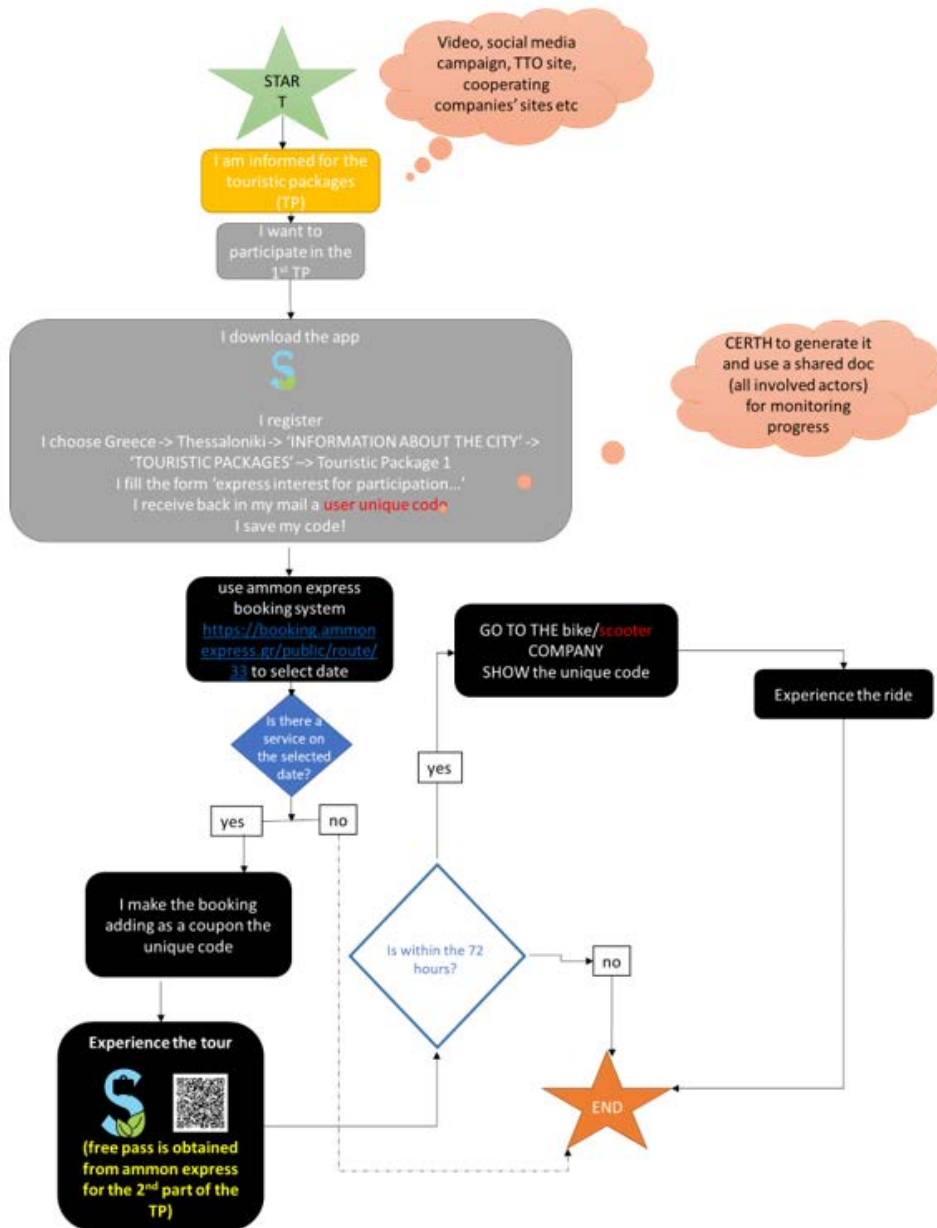


Figure 7: The flow chart for using and getting rewarded for participating in the 1st TP of Thessaloniki

The main long-term impacts expected from demand for the touristic packages are behavioural change of tourists towards active and public transportation and an increase of sustainable transport modes use (walking, bicycle, public transport). Furthermore, the engagement of tourists in a crowdsourcing initiative that will support tourism data collection via the SUSTOURISMO app is estimated to add in the development of a new era in tourism where user is placed at the centre of planning and policy making.

- **Signing MoUs with the key actors involved per TP**

In the framework of Act. 1.4, MoUs were signed in order to define roles among involved actors in SUSTOURISMO app and in SUSTOURISMO TPs and to support the provision of services. For all the rest, MoUs among the service providers, the involved actors in the pilots (i.e. for discounts offering, content providers for the app) and the per-case facilitators/PPs were signed. i.e. for the case of Thessaloniki (continuing the presentation as an example) MoUs were signed among CERTH/HIT and:

- Thessaloniki Tourism Organization
- AMMON EXPRESS (the tour guide company involved in the TPs)
- City Bike (bike renting company)
- Karavaki Thessaloniki Cruises

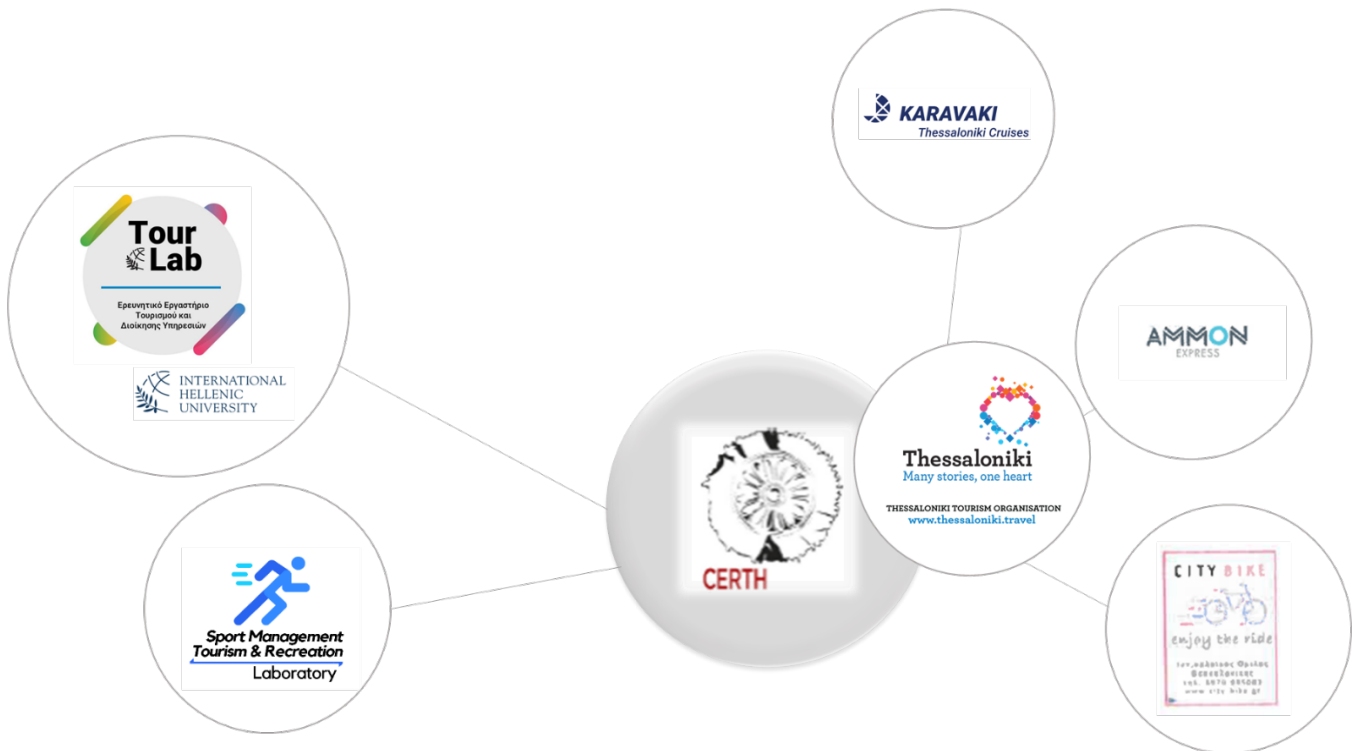


Figure 8: SUSTOURISMO cooperation scheme for TPs provision

SUSTOURISMO network is presented in the following figure.



Figure 9: SUSTOURISMO transnational network



- **Testing the solutions before launching them**

An internal period of testing per case (both for the app and the TPs) took place during July 2021 in order to fine-tune functionalities and any other issues before the official launch of the pilot phase in August 2021. This pilot pre-test is suggested to take place before launching any service in order to correct any points that have been ignored when designing an intervention.

- **Testing the pilots**

The SUSTOURISMO app and touristic packages real life conditions monitoring/assessment technical activity (almost two years) was organized into three different sub activities:

- app Store data monitoring. In this section KPIs related to the SUSTOURISMO App on the App stores (IOS and Android) were monitored. This assessment allowed to collect data on the number of downloads/users. A particular attention was be paid on users' comments;
- SUSTOURISMO app usage monitoring. In this section the data generated by the user's app usage was monitored.
- SUSTOURISMO touristic packages usage monitoring. In this section specific considerations on each single local tourist package was done based on a satisfaction survey.

The evaluation results supported that lifelong monitoring of interventions is needed in order to provide tourists and travellers with the desired - up to date and needs - services.

- **Understanding impact**

The data-driven monitoring accompanied with information & insight - driven evaluation (part of Act. 2.3) was proven to be a critical step towards re-designing services. Insights from this joint effort of partners and stakeholders are:

1. Methods to promote more sustainable modes of transportation for tourist trips

Most of the answers contained conventional offline advertising like flyers and posters, social media channels, round table discussions, newsletters and emails.

2. Contribution of the app to the awareness of more sustainable ways of tourist travel

Before: information

During: selection of packages



After: limited, only feedback

Opportunities for the creation of a visitor database with relevant data about preferences in regard to public transport, walking, cycling etc.

Highlighting the environmental benefits of green travel choices

3. Other methods to raise awareness of users/tourists towards sustainable mobility and responsible behaviours

Cooperation with partners websites

Certification

MoUs

Events

Social media campaigns

Press releases

Other EU and national projects

4. Future needs of tourists, expressed by the use of the app

Updated and quality information

More packages included in the app

Added maps

More interesting content (world clock, currency converter, etc)

Automated procedures (booking) of packages

Other eco-friendly characteristics (green mobility options, eco-friendly procedures, low Carbon footprint, Co2 calculator tool, Promote actors with low waste productions and with circular economy features etc.

5. Main challenges in planning sustainable tourism

Most of the answers contained the creating awareness among tourists who are not particularly sensitive to the sustainability issues, digitalization, to engage tourist of more sustainably ways of travelling, budget was also mentioned many times.

Among others there was also : difficulty of integrating existing services, monitoring the environmental indicators, collaboration among stakeholders, sustainable destination marketing.

6. Transport mobility options offered by the app

-more information needed



- more languages for the app
- better interconnection of different modes of transport
- digital content to be added

7. Contribution of the app to greater participation of tourists in implementation of touristic packages

- further reward schemes (more discounts)
- higher level of promotion is needed

8. Changes of tourist travel habits to more sustainable ones

- long term process, difficult to analyse in such a short time and among few visitors
- people that haven't used public transport combination before are now more attracted for the use also in their private lives.

- **Detailed plan for enhancement - linked to business models**

Based on the stakeholders' input, a Business Model Canvas (figure below) was created as for further exploitation of SUSTOURISMO interventions; touristic packages and SUSTOURISMO app. The idea is linked to the initiator of SUSTOURMOB cycle; a DMO or an academic expert or a tourism organization/agency supported by the necessary bodies, can act as sustainable tourism key point while synergies with private sector is needed for the provision of suitable and desired services.



The Business Model Canvas

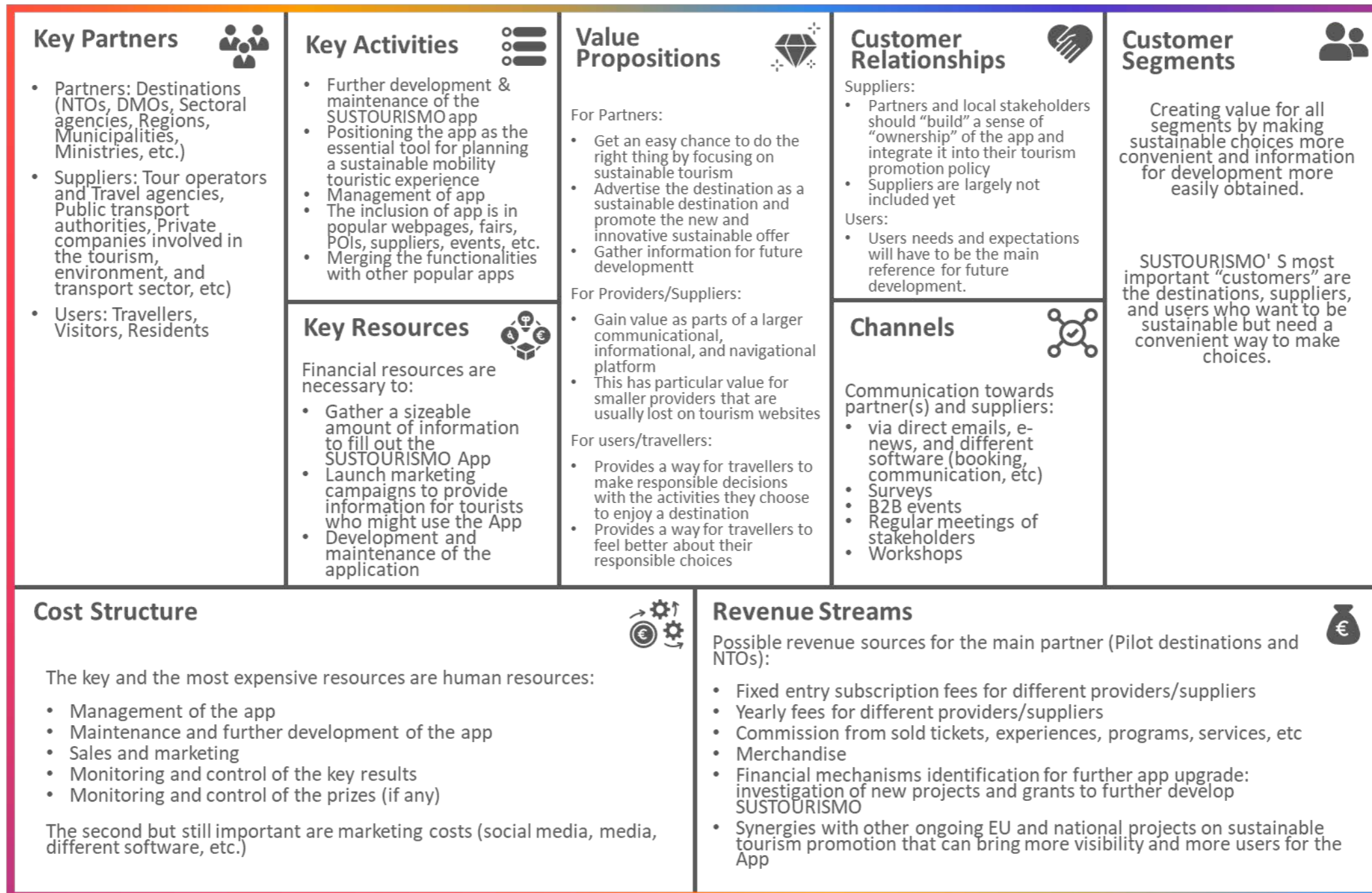


Figure 10: SUSTOURISMO Business Model Canvas



Based on the above input the first draft of SUSTOURMOB cycle was developed (Figure 4) while its phases and steps were further specified as presented in the next chapter.

The SUSTOURMOB cycle steps detailed description

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

Phase 1; Prepared for SUSTOURMOB

The preparatory steps for developing the SUSTOURMOB plan are:

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

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

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

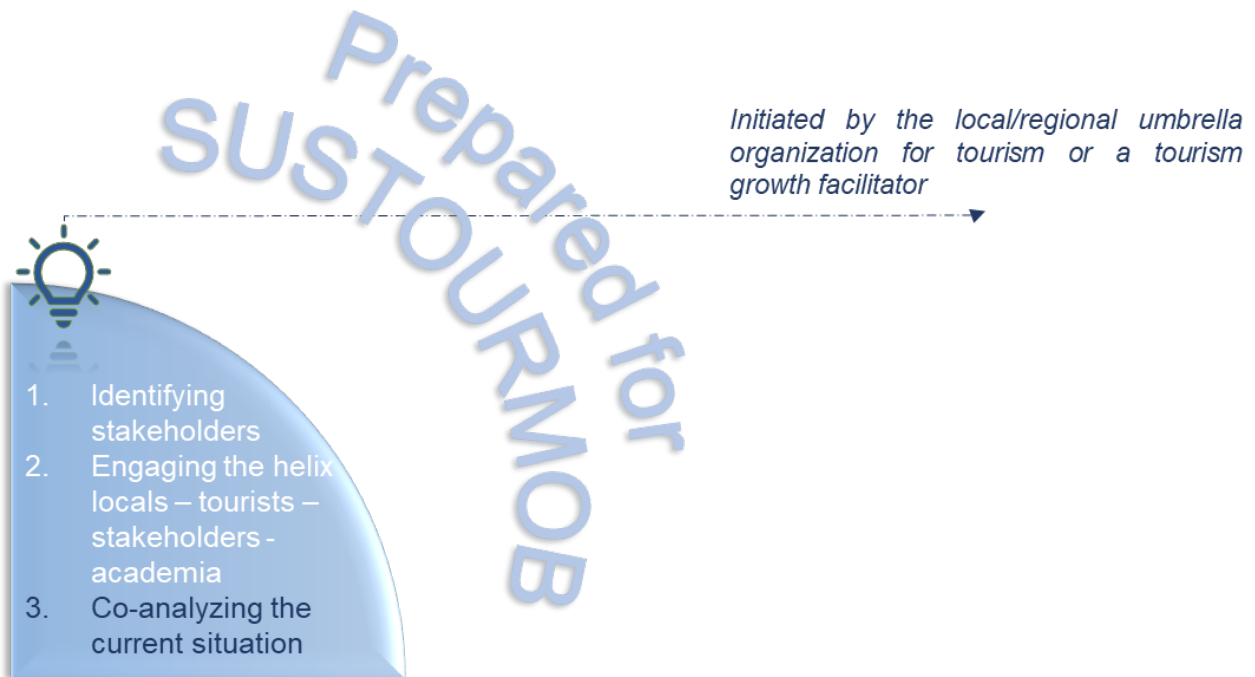


Figure 11: The first SUSTOURMOB phase

1. Identifying stakeholders

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

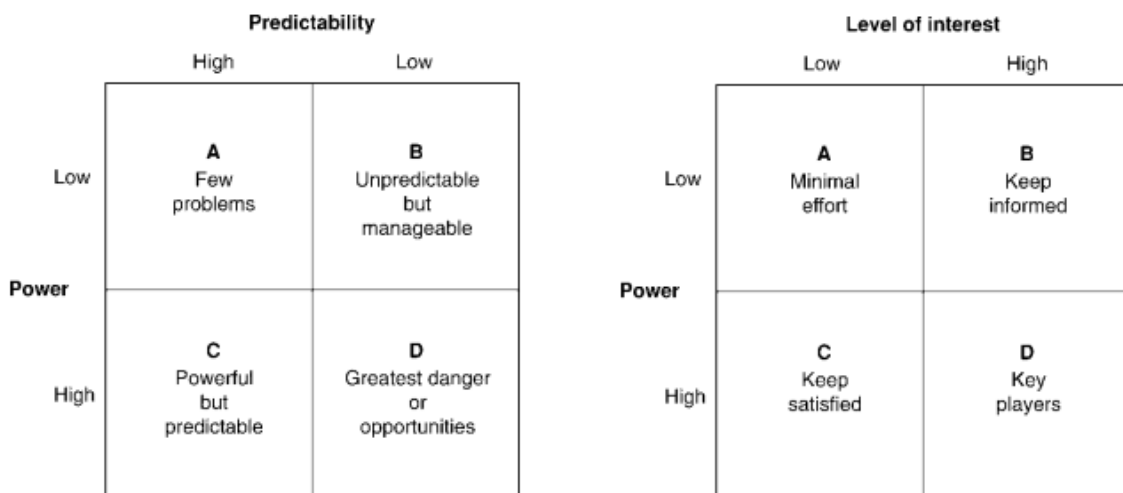


Figure 12: Stakeholder mapping: power/predictability – level of interest matrix



According to Newcombe (2003), the matrices of Figure 12 that show the power/predictability - interest relations can be used as a blackboard for plotting the stakeholders, an exercise that can facilitate decisions and engagement actions in the next steps. The stakeholders matrices can be done separately per sector and then joining will result in the SUSTOURMOB stakeholders matrix.

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



STAKEHOLDERS IN TOURISM

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



1 TOURISTS

e.g. backpackers, families, luxury, business, adventure, gap-year, students



2 SUPPLIERS

e.g. farmers, factories, manufacturers



3 EMPLOYEES

e.g. waiters, taxi drivers, Holiday Reps, call-centre operatives, CEOs



6 EDUCATION

e.g. students, employees undertaking training and development



5 UTILITIES AND INFRASTRUCTURE

e.g. powerplants, utility companies, road maintenance



6 NGOS

e.g. the Tourism Society, The Travel Foundation



7 SMALL AND MEDIUM ENTERPRISES

e.g. travel agent, restaurant, hotel



8 TRANSPORT

e.g. airlines, taxi companies, cruises, trains



9 TOURISM ORGANISATIONS AND OPERATORS

e.g. travel agents, DMOs, travel bloggers



10 GOVERNMENT

e.g. local, regional, international



11 COMMUNITIES

le.g. host community, tourist community, international community

WWW.TOURISMTEACHER.COM

Figure 13: Tourism stakeholders categories, <https://tourismteacher.com>

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

Table 4: Typical mobility stakeholders (Bosetti et al., 2014)

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

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

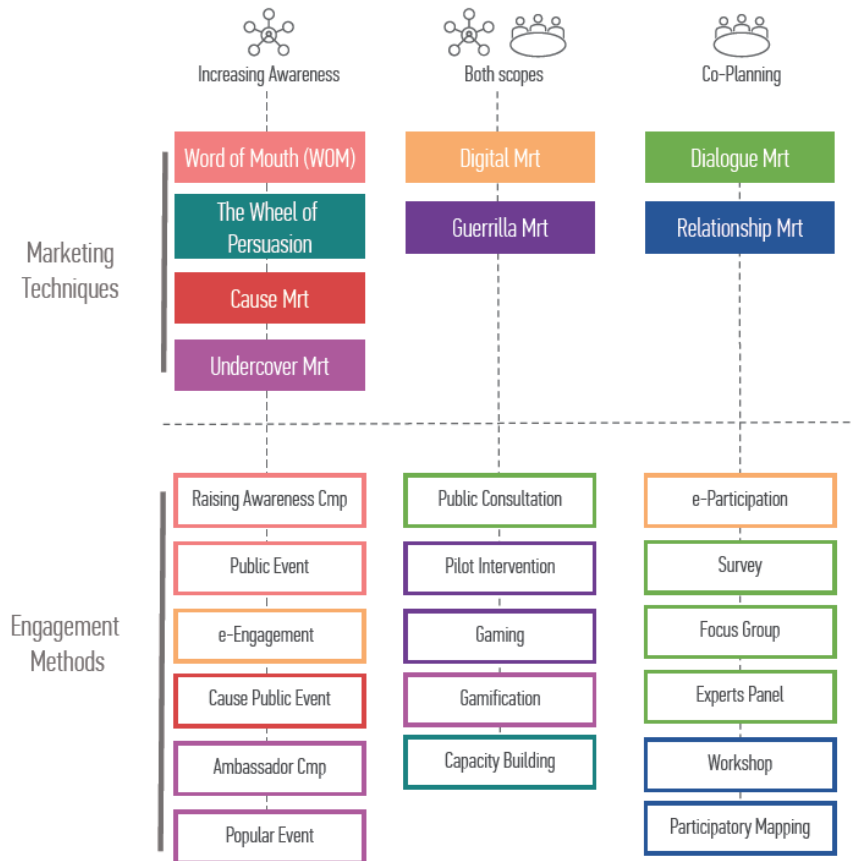
Very important is the engagement of local communities in sustainable tourism - mobility planning. The involvement of local communities at responsible tourism practices (= "tourism that promotes responsibility to the environment through its sustainable use; responsibility to involve local communities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

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

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



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



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

Figure 14: e-smartec marketing techniques mapping for engagement (e-smartec project Handbook, 2020)

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

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



Tips

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

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

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

3. Co-analyzing the current situation

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

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



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

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

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

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

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

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

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



Section A: Destination management

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

Section B: Economic value

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

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

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

Figure 15: ETIS core indicators (ETIS)



Maritime and coastal tourism

Passengers and ports

Number of incoming and outgoing passengers per port per month

Number of berths and moorings for recreational boating

Water quality

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

Beaches

Percentage of beaches awarded the Blue Flag

Area and volume of sand nourishment

Total km of free beaches relative to total km of beaches

Percentage of beaches accessible to all

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

Accessible tourism

Sustainable tourism policy

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

Equality/accessibility

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

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

Percentage of businesses that have a budget for accessibility improvements

Reducing transport impact

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

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

Figure 16: ETIS supplementary indicators (ETIS)



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

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

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

Tips for tourists surveys

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

Phase 2; Co - building the future

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



Figure 17: The second SUSTOURMOB phase

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

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

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

4. Proposing ideas for the future



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

Key principles upon which to build the SUSTOURMOB future are:

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

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

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

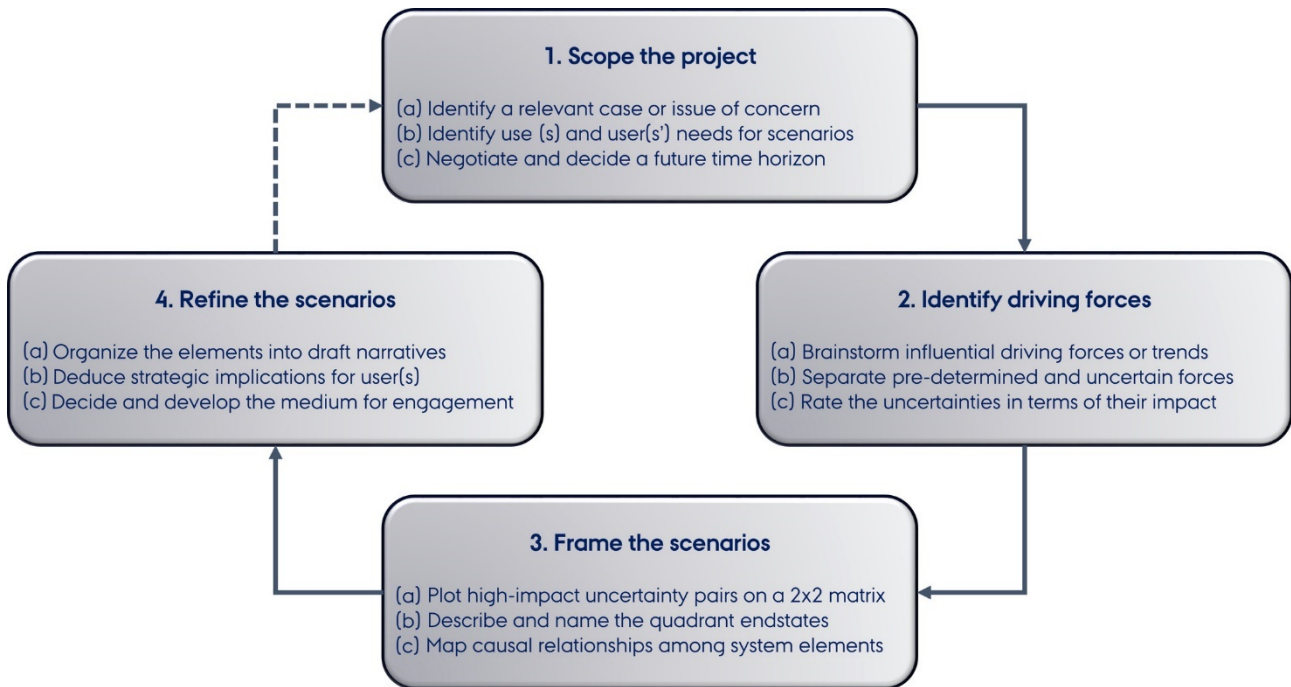


Figure 18: Intuitive Logics scenario development process according to Spaniol & Rowland (2019)

What is essential is the identification of causal relationships among tourism-mobility systems, these relations will refine the initial noted scenarios (Figure 18). Afterwards, proposals making for better serving the sustainable future goal per scenario should be recorded. Best practices in the combined issue of 'tourism - mobility' identification and transferability potentials understanding is a very significant assistant for identifying proposals to fit in the different framed scenarios. SUSTOURISMO project pilots can be a good base for proposals making in SUSTOURMOB cycle (Figure 19).



Figure 19: SUSTOURISMO pilot cases - experience to be shared

5. Giving birth to a vision

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

6. Setting targets for serving the SUSTOURMOB vision

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



Type of indicators (according to World Health Organization)

✓ **Input indicators**

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

✓ **Process and output indicators**

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

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

✓ **Outcome indicators**

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

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

✓ **Impact indicators**

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

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

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

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

Phase 3; Co-developing and co-testing services

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



Figure 20: The third SUSTOURMOB phase

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

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

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



in Step No7 while complementary, promising ‘add-ons’ (new potential sub-measures able to better frame the selected interventions in the close future) are identified.

Financial resources (Figure 21) should be taken into account at this step, and cooperation schemes should be set at this step, in order the measures/interventions to be technically/institutionally/managerially/operationally feasible.

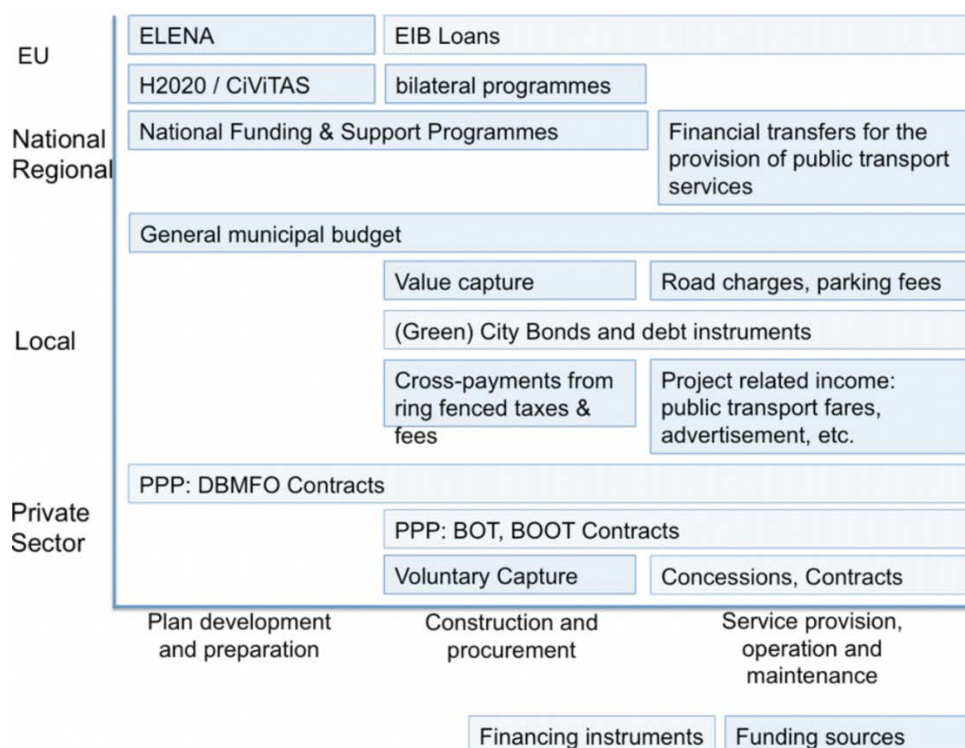


Figure 21: Examples of financial sources and mechanisms (Werland & Rudolph, 2019)

According to SUSTOURISMO results, SUSTOURMOB solutions can be:

- Smart, tailored to real needs, touristic cards
- Provision of unique experience to tourists while adding sustainable mobility options
- Active and athletic tourism promotion
- Awareness raising by exploiting advanced marketing techniques for bringing tourists closer to sustainable tourism - incentives and rewards exploitation based on their needs
- Cooperation with popular companies i.e. booking for promoting sustainable touristic packages as those developed in the framework of SUSTOURISMO project.

8. Signing MoUs

Memorandums of Understanding are signed and cooperation among involved actors per package of measures are getting a more formal form in Step No8 of SUSTOURMOB cycle. Benefits are made clear, risks are captured and mitigation actions are presented, actions and responsibilities are



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

9. Testing prior to real provision & fine tune

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

Phase 4; Co-feedbacking and co-upgrading

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



Figure 22: The fourth SUSTOURMOB phase

10. Provision of services

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

11. Monitoring satisfaction & contribution in targets

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

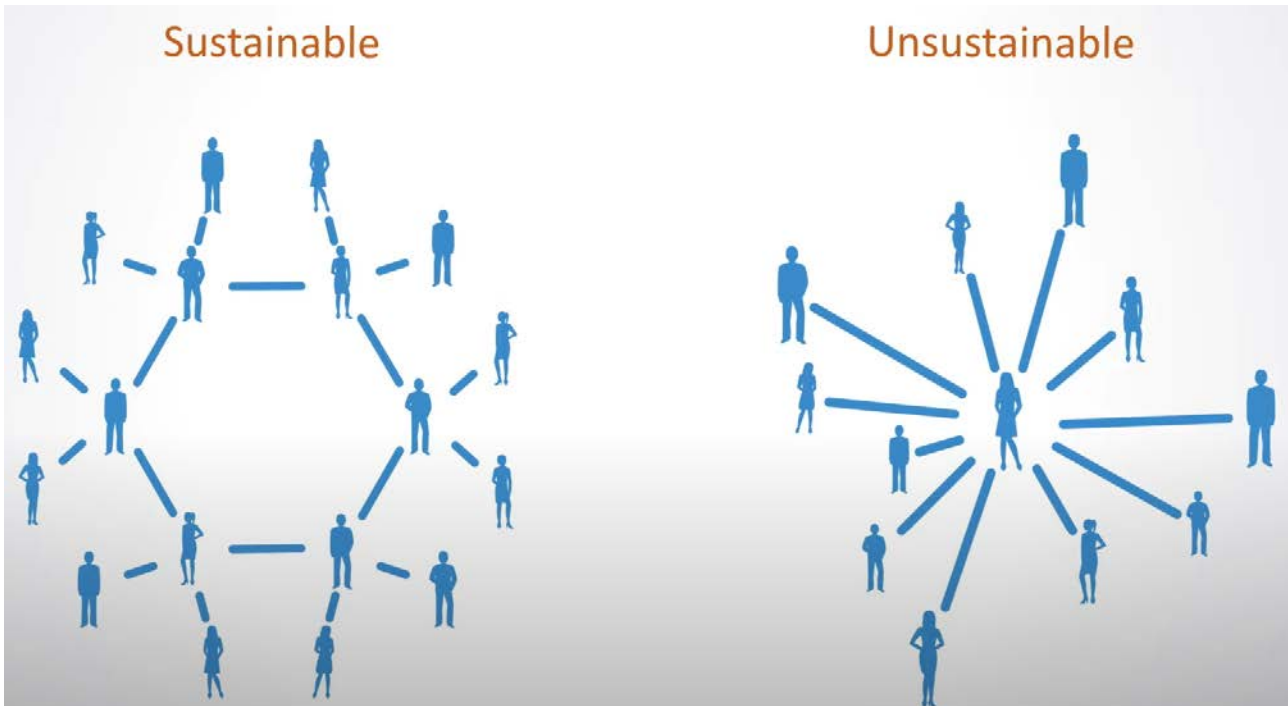


Figure 23: A sustainable interaction (source: presentation during MooC of Interref Euro-MED Academy course 'PROMOTING INNOVATION FOR SUSTAINABILITY TRANSITIONS IN THE MEDITERRANEAN', 2022)

Many marketing techniques and tools can be exploit in this last step in order to achieve high level of interaction among the system users/beneficiaries (e-smartec project legacy). A sustainable system is a system that listens to all user needs and not a centrally decided one (Figure 23).

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

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

12. Upgrading & enhancing



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



EXTRA!!!

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

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

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



Elements of SUSTOURMOB cycle

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

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

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

- 1. Strategy vision; to achieve a high shift in sustainable mobility options by tourists in ADRION area in the next decade (Sustainable tourism enhancement through sustainable mobility shift)*
- 2. Mission statement; SUSTOURMOB - co-planning sustainable tourism via sustainable mobility*
- 3. As described at the beginning, the Strategy is based on the results of the whole project that are born from intense research and stakeholders' consultation, SWOT analysis per case, transnational tourist surveys analysis, stakeholders' meetings, policies and best practices deep understanding gave place to the formulation of the current output*
- 4. Identification and definition of long-term goals that the strategy intends to achieve; they are related to the duration of the strategy (from 3 to 5 years);*



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

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

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

The ADRION SUSTOURMOB cycle

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

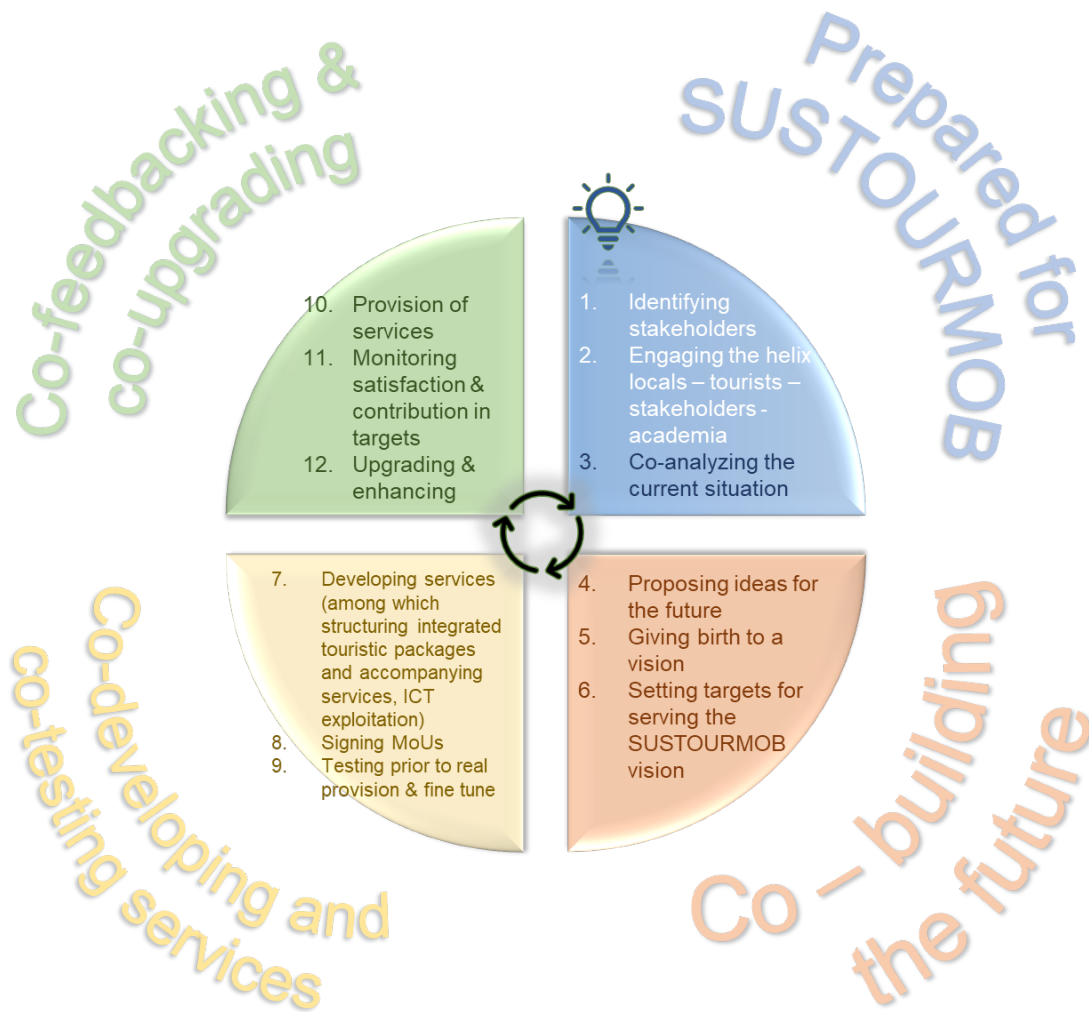


Figure 24: The ADRION SUSTOURMOB cycle - SUSTOURISMO transnational strategy

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

The SUSTOURISMO cases specific SUSTOURMOB cycles accompanying notes

Thessaloniki's SUSTOURMOB cycle accompanying notes

STEP	Step title	Accompanying notes to SUSTOURMOB cycle
0	Facilitator	<p><i>An ideal facilitation scheme for initiating Thessaloniki's SUSTOURMOB cycle can be the competent tourism policy maker supported via academic/research bodies that are dealing with sustainability and tourism issues. In practical terms, the tourism responsible is Thessaloniki's Tourism Organization (TTO) and the bodies embracing this effort can be the Centre for Research and Technology-Hellas / Hellenic Institute of Transport (CERTH/HIT), SUSTOURISMO LP with the knowledge and the vision of SUSTOURMOB development which can work with the International Hellenic University / Department of Organisation Management, Marketing and Tourism / TourLab.</i></p> <ul style="list-style-type: none"> <i>CERTH/HIT with its long experience on sustainability and transport projects and the very dynamic entrance into the tourism sector the last years (Depart. D Transport and Tourism)</i> <i>TourLab being a laboratory working years now with TTO for an integrated city's tourism strategy development</i>
1	Identifying stakeholders	<p>Core stakeholders are already part of TTO structure - https://thessaloniki.travel/about-us/thessaloniki-tourism-organization-t-t-o/</p> <ul style="list-style-type: none"> Region of Central Macedonia (RCM) & Regional Development Fund of RCM Municipality of Thessaloniki Thessaloniki Hotel Association Thessaloniki Port Authority Commerce and Industry Chamber of Thessaloniki Regional Association of Municipalities of Central Macedonia Thessaloniki International Fair - HELEXRO



		<p>The relevant to tourism and transport Research and Academia of Thessaloniki - not exhaustive list;</p> <ul style="list-style-type: none"> • Centre for Research and Technology-Hellas / Hellenic Institute of Transport (CERTH/HIT) • International Hellenic University / Department of Organisation Management, Marketing and Tourism / TourLab • Aristotle University of Thessaloniki - School of Physical Education & Sports Science/ Lab of Sport, Tourism and Recreation <p>Managing authorities of museums, individual tourism related companies (represented as such and not as a chamber), transport providers, events/conferences bodies should also be part of the SUSTOURMOB procedure.</p> <p>Locals and tourists should be also engaged in the planning procedure.</p>
2	Engaging the helix locals - tourists - stakeholders - academia	<p>The steps to engage the identified stakeholders under the SUSTOURMOB vision are crucial.</p> <p>Thessaloniki has a smart mobility living lab where an ecosystem on mobility has already been built - https://www.smartmlab.imet.gr/ecosystem.php. Intention is to exploit it and enlarge it by adding tourists and tourists related actors.</p> <p>As for citizens engagement, CERTH/HIT and RCM have identified a list of actions in order to strengthen citizens' participation in mobility planning through e-smartec Interreg Europe project as are ready to real test them through the next initiative. Furthermore, PE4trans Interreg Europe project, has developed a citizens panel for mobility issue - the two Greek partners from the two abovementioned projects (CERTH/HIT and Aristotle University of Thessaloniki) are in cooperation for further exploiting the RCM citizens' panel why not including also tourists.</p> <p>CERTH/HIT is linked with TTO with an MoU as well as with tourlab & sport management lab starting</p>

		from SUSTOURISMO project being a fertilizer for the integrated SUSTOURMOB living lab.
3	Co-analyzing the current situation	Work has to be done for collecting data at city level.
4	Proposing ideas for the future	<p>SUSTOURISMO pilots took place in a very difficult period for the whole world - coincided with the outbreak of COVID-19 pandemic - however it is a time of transformation and probably is now the time to act. Engagement in sustainable tourism planning is a challenge but is needed both to support economy but also environment and society too. Thessaloniki needs an organized and integrated planning based on the areas' real strengths and actual powers/capacity. It need to distribute flows to have a win-win effect in the Region of Central Macedonia (Thessaloniki as not only an entrance hub for travelers but also of 365-days destination - combining Chalkidiki/summer and the rest winter destinations during winter time - cooperation with Meteora).</p> <p>Thessaloniki's city center is walkable therefore it is easy for a tourist to explore it on foot given that accessibility for all is respected - walking infra characteristics need improvement, efforts are towards this dimension. Bike infra needs extended interventions but also steps are being made.</p> <p>Ideas are: Connectivity with public transport enhancement The tourist bus line of OASTH to act as hop on hop off line Cooperation among providers to take a more formal format Safe bike parkings Micromobility well formed framework Mobility as a service (MaaS) Pre-arrival information for sustainable solutions Tailored city cards</p>
5	Giving birth to a vision	'Thessaloniki as a sustainable 365days poly-destination!' - consultation of course needed
6	Setting targets for serving the SUSTOURMOB vision	According to UNWTO and ETIS Thessaloniki Tourism Observatory to be built
7	Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)	<p>What is needed to be done for the case of Thessaloniki? (not exhaustively)</p> <ul style="list-style-type: none"> The automation of the procedure of touristic packages booking and

		<p>payment, the inclusion of PuT tickets within the packages</p> <ul style="list-style-type: none"> • The interaction among tourists and locals • The current MoUs to be changed to real Business models for SUSTOURISMO touristic packages exploitation (cost of touristic packages VS time of visit VS touristic profile) • Tailored touristic packages - more services • Engagment of citizens in planning
8	Signing MoUs	Real stable cooperations among providers should take place - tailored to the needs of tourists (automated as for the procedure) touristic packages should be provided.
9	Testing prior to real provision & fine tune	
10	Provision of services	Provision of services on a cost that is attractive for the tourists.
11	Monitoring satisfaction & contribution in targets	Engagement of tourists via surveys, registration into the living lab - active future participation. We need tourists to be Thessaloniki's ambassadors.
12	Upgrading & enhancing	This is a crucial part for SUSTOURMOB cycle - adoption to real needs and trends. Continuous monitoring shall show the way towards services enhancement.



Epirus' SUSTOURMOB cycle accompanying notes

STEP	Step title	Accompanying notes to SUSTOURMOB cycle
0	Facilitator	<ul style="list-style-type: none"> • Local/regional DMO • Local/regional authorities • Tourism associations
1	Identifying stakeholders	In the area of Igoumenitsa and Preveza in Epirus, the main stakeholders are the Region of Epirus and the Municipalities of Igoumenitsa and Preveza. Secondly are the local tourism and businesses associations (Chambers of Commerce, Hoteliers Associations)
2	Engaging the helix locals - tourists - stakeholders - academia	<p>The correct moment for engaging tourists seems to be when they book their vacations and the hotel/apartment they have their vacations at.</p> <p>For the case of Epirus, relevant stakeholders agreed to be involved but their actual contributions was limited. The most difficult part is to create a rewarding scheme that will be widely adopted by the majority (if not all) of the tourism businesses in the area.</p>
3	Co-analyzing the current situation	<p>Quantitative and qualitative data preferences and needs of tourists.</p> <p><i>As for Epirus case:</i></p> <ul style="list-style-type: none"> • Tourism data are available from the Statistics Authority. But they are mainly on a regional level. Very few data are available at municipality level. • The main way to create a permanent collection mechanism is to find the authority/organization that has the will and the funding resources to start such a permanent task.
4	Proposing ideas for the future	<ul style="list-style-type: none"> • <i>Around which principles should tourism be structured? Which are the directions that should be respected?</i> <p>Sustainability, experience driven tourism</p> <ul style="list-style-type: none"> • <i>Which are the specificities that should be taken into account?</i> <p>Preferences and needs of each audience, the capacity of the area, local natural and cultural heritage</p>



5	Giving birth to a vision	
6	Setting targets for serving the SUSTOURMOB vision	
7	Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)	<p><u>Comment on SUSTOURISMO Epirus touristic packages and app usage (satisfaction, proposals for upgrade etc)</u></p> <p>The majority of tourists in the two pilot areas of Igoumenitsa and Preveza are mainly visiting the areas for the beaches in the wider area and for leisure. The audience interested in cycling and alternative mobility is specific and the promotion of the app should be targeted to them (maybe through magazines, websites, blogs, online tourism offices etc. that primarily target this kind of audience).</p>
8	Signing MoUs	
9	Testing prior to real provision & fine tune	
10	Provision of services	
11	Monitoring satisfaction & contribution in targets	
12	Upgrading & enhancing	

Thoughts on COVID-19 lessons learned while planning for a sustainable tourism era from PED side;

As the Covid19 pandemic showed, tourism sector is vulnerable to external threats and can grow or shrink very quickly depending on the circumstances. From the provisional data for 2022, it is clear that people continue to want to travel and “gain” the lost time from the covid19 restrictions.

In the after-pandemic era, the tourism sector (a) should maintain hygiene policies that will make the visitors feel safe and “comfortable” (b) further explore policies and tools that could mitigate future negative effects from similar crisis.



Ravenna's SUSTOURMOB cycle accompanying notes

STEP	Step title	Accompanying notes to SUSTOURMOB cycle
0	Facilitator	This should be composed by a team of minimum 2 professionals with expertise in facilitating processes and group management, as well as the tourist industry, of course. One of the main challenges for the facilitator is to design and lead co-creation activities while ensuring participation and engagement with all the stakeholders of the helix (public authorities responsible for tourism; private businesses and operators in the tourism sector; target groups of touristic services; local community and relevant associations)
1	Identifying stakeholders	<p><i>Relevant stakeholders; Public authorities' departments of tourism; local authorities' departments of tourism; local tourism info-points; associations or networks for the development of sustainable local tourism; agencies and operators; museums and touristic sites; mobility services for tourists (e.g. rent bike, car-sharing or renting; e-vehicles renting); university departments and research centers working on tourism management; start-ups and innovative business in the tourism sector; target groups of touristic services; local community and citizens.</i></p> <p><i>Stakeholders mapping for Ravenna's case;</i></p> <ul style="list-style-type: none"> • <i>Ravenna municipality, Tourism department</i> • <i>Start Romagna, local public transport operator</i> • <i>Local museums</i> • <i>Ravenna Tourist office in the city centre main square</i> • <i>Start Romagna info point and tickets office in the train station</i> • <i>Users: tourists and residents</i>
2	Engaging the helix locals - tourists - stakeholders - academia	<p><i>Ways and proposals for involving stakeholders and rest parties under this common future of tourism planning</i></p> <ul style="list-style-type: none"> • <i>Organizing workshop to present best practices implemented in other national and EU territories; organizing study-</i>



		<p>trips to learn from these experiences; organizing roundtables on the future of tourism; raising public awareness on the theme of sustainable tourism and why it is important (socially, economically and environmentally); foster bottom-up participatory processes to involve locals in designing the vision for the future of sustainable development in their region (e.g. World Café).</p> <ul style="list-style-type: none"> • Tourists should be engaged for different reasons: to receive their input and ideas (from step 3 on); to test and use the services developed; to disseminate and promote the territory and its touristic services. • A tourism-mobility living lab should ensure regular meetings and collaborations among its members, which should be representing all sectors of the tourist industry. Public, private and civil society actors should participate and each member should be actively involved in the management and implementation of the living lab's activities.
3	Co-analyzing the current situation	<p>Data needed for planning will depend on the nature of the touristic service on offer. But certainly, the number of tourists and trends compared to previous years is needed. Also tourists' appreciation of the service would give insights.</p> <p><i>As for Ravenna case:</i></p> <ul style="list-style-type: none"> • <i>The proposed data are not available.</i> Surveys could be administered to tourists at the info points, museums, etc. • Quick digital surveys should be included in the Sustourismo App.
4	Proposing ideas for the future	<p>Sustainability, inclusivity, accessibility are the main principles for tourism planning.</p> <p>The nature of the territory and the propensity of locals to welcome tourists; the level of touristic services and infrastructures already existing; the propensity of local decision-makers to mid and long-term planning.</p>



5	Giving birth to a vision	The vision for the Ravenna Pilot is to ensure that tourists can easily move to their sites of interest without difficulties, in a sustainable and affordable way. The vision is to increase the visibility of and the touristic flows towards museums and touristic sites that are currently outside the main touristic route.
6	Setting targets for serving the SUSTOURMOB vision	
7	Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)	<p><i>Services envisaged with special reference to ICT tools add goal to be achieved, target, actors to cooperate;</i></p> <ul style="list-style-type: none"> • Use social media to create targeted personalized campaigns to attract potential users (e.g. Facebook, Instagram) • Inform users about the direct impact of their actions on the environment (CO2 emissions saved). <p><i>Comment on Ravenna's SUSTOURISMO touristic packages and app usage (satisfaction, proposals for upgrade etc).</i></p> <ul style="list-style-type: none"> • Build a reward system through the App based on new commercial agreements with tourist operators (for example with the Cruises companies, etc.) and local commercial activities (e.g. restaurants, bars, ice-cream shops). • Work towards other integrated ticketing solutions beyond the two used in the Sustainismo project (Romagna Smart Pass and Rail Smart Pass)
8	Signing MoUs	
9	Testing prior to real provision & fine tune	
10	Provision of services	
11	Monitoring satisfaction & contribution in targets	
12	Upgrading & enhancing	

General comments on the steps of SUSTOURMOB co-planning from ITL side;

Consider having step 5 (giving birth to a vision) before step 4 (proposing ideas for the future). In the step "proposing ideas for the future" it might be useful to add an emphasis on both proposing and evaluating ideas for the future, so that at the end of this step you can already have a consensus



on a selection of ideas to be later implemented. The step could be called “planning for the future” rather than simply proposing ideas for the future.

Thoughts on COVID-19 lessons learned while planning for a sustainable tourism era from ITL side;

- The importance of supporting tourism businesses to adapt and survive
- The importance of reducing uncertainty and risk both for tourists and tourist operators
- Study, learn and adapt solutions and best practices. Being aware of the best practices and solutions already at work in other regions or countries.



Grado and Aquileia's SUSTOURMOB cycle accompanying notes

STEP	Step title	Accompanying notes to SUSTOURMOB cycle
0	Facilitator	The local / regional Destination Management Organization could probably be the most effective in playing such a role.
1	Identifying stakeholders	<ul style="list-style-type: none"> • Local / regional Destination Management Organizations • Local / regional public bodies active with jurisdiction over the tourism and transport sectors • Universities with expertise in the same fields • Local tourism businesses and service providers • Local Public Transport Providers • NGOs promoting sustainable mobility (es. cyclists' associations) <p>Specifically for Grado and Aquileia's case</p> <p>The activation of a SUSTOURMOB cycle in the territory where CEI is based (Friuli Venezia Giulia Region) would require a leading role in planning by the regional departments responsible for transportation and tourism development. In the latter field the regional offices should be supported by PromoTurismoFVG, the regional destination management organization. All other above-mentioned stakeholders could valuably contribute as followers.</p>
2	Engaging the helix locals - tourists - stakeholders - academia	<p><i>Ways and proposals for involving stakeholders and rest parties under this common future of tourism planning</i></p> <ul style="list-style-type: none"> • In order to choose the most correct time, a plurality of aspects must be taken into consideration (e.g., seasonality, target tourist audience, how and when visitors usually plan and book their vacations...). The local DMO is probably the most suitable actor to provide guidance on this aspect. <p><i>What about a tourism-mobility living lab? How sustainability of such a lab can be guaranteed?</i></p>



		<p>Basing on CEI's experience, this doesn't seem to be a viable option, precisely because it is very difficult to ensure its sustainability.</p> <ul style="list-style-type: none"> <i>Examples of Grado and Aquileia's case</i> <p>All relevant stakeholders (see previous slide) agreed to be involved in the analysis and planning phase, but the willingness to make concrete contributions was very limited. The regional DMO supported the promotion of the initiative through its own communication channels, while it was hard to cooperate with the stakeholders and find a way to create rewards for visitors. This happened either for economic reasons or because of a shortage of staff to assign related tasks. Also, public procurement rules limit the possibility of offering discounts or modifying local public transport services, unless following complex procedures.</p>
3	Co-analyzing the current situation	<p>Quantitative and qualitative data concerning current and potential tourists and their preferences and needs are needed.</p> <p><i>As for Grado and Aquileia's case:</i></p> <ul style="list-style-type: none"> <i>Are those data currently available - in case not, how can we collect them?</i> <p>Quantitative data are mostly available, it would be useful to have more qualitative data, which could be collected through surveys or more innovative ways, related to social media analysis, for example</p> <ul style="list-style-type: none"> <i>What mechanisms should be created in order to set a constant collection mechanism?</i> <p>Continuity would most probably be ensured if data were made available to business operators in ways that effectively supported their business decisions. If the availability of data led to an economic return for tourism operators, they could also agree to share in the cost of their collection and analysis, thereby also ensuring the economic sustainability of the system.</p>
4	Proposing ideas for the future	Sustainability, promotion of the local identity and specificities, maximizing benefits to the



		<p>local community should be the main axis of tourism planning.</p> <ul style="list-style-type: none"> • <i>Which are the specificities that should be taken into account?</i> <p>Visitors target segments and their preferences and needs, characteristics of the local offer, environmental specificities to be preserved</p> <ul style="list-style-type: none"> • <i>Specific ideas for Grado and Aquileia's case revealed through SUSTOURISMO project for joint promotion of sustainable tourism and sustainable mobility within tourists communities</i> <p>Co-develop initiatives with local NGOs (careful investigation of the expectations and needs of their members is mandatory). Target specific segments of foreign tourists, identifying the most relevant and specific information channels (e.g. blogs discussing long-distance bicycle tourism)</p>
5	Giving birth to a vision	<p>The development of a detailed vision for the future cannot be achieved without in-depth dialogue with stakeholders; however, it is already possible to identify some elements that will definitely need to be part of it:</p> <ul style="list-style-type: none"> • stronger cooperation and improved exchange of information between actors operating in the tourism sector and stakeholders planning and managing the transport services • greater coordination in the collection, updating and circulation of tourist information, possibly establishing common operating protocols among all relevant stakeholders, so as to ensure that visitors can easily access and make their decisions basing on complete and up-to-date information • development of IT tools that allow visitors to purchase through a single outlet all the services they need for their trip (e.g. different travel tickets as well as attraction tickets or guided tours...), with a specific focus on the most sustainable options
6	Setting targets for serving the SUSTOURMOB vision	



7	Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)	<p><i>Services envisaged with special reference to ICT tools add goal to be achieved, target, actors to cooperate</i></p> <ul style="list-style-type: none"> • Possibility to buy transport / attractions tickets within the app • Providing information in different languages • Introducing automatic update of tourism data (e.g. opening hours and contacts of attractions and business): data should be automatically retrieved from official websites through the set up of web services and direct queries <p><i>Comment on Grado and Aquileia's SUSTOURISMO touristic packages and app usage (satisfaction, proposals for upgrade etc)</i></p> <ul style="list-style-type: none"> • Despite significant efforts and relevant changes introduced after the first implementation phase in summer 2021, the uptake of current SUSTOURISMO touristic packages was minimal. Simply upgrading them would probably be insufficient to attract a critical mass of users. Possibly, a completely different target should be identified, considering that the seaside tourists crowding Friuli Venezia Giulia beaches in summer showed a very low interest for the current proposals, which combined cycling and enjoying the local rich cultural heritage. Informal feedback from a small number of visitors showed that the need to register within the app in order to enjoy the tourism packages and obtain rewards was mainly seen as an hinderance, probably because the benefits deriving from using the app were not strong enough (e.g. visitors could not buy tickets within the app, Italian visitors could not rely on an Italian version...) or clear enough.
8	Signing MoUs	
9	Testing prior to real provision & fine tune	
10	Provision of services	
11	Monitoring satisfaction & contribution in targets	
12	Upgrading & enhancing	



General comments on the steps of SUSTOURMOB co-planning from CEI side;

From a theoretical point of view, CEI fully agrees with the proposed phases and steps.

From a practical standpoint, the experience gained within Sustourismo project highlights that, despite significant efforts, it is not easy to obtain from local stakeholders the kind of commitment needed to support the development of the SUSTOURMOB cycle.

Thoughts on COVID-19 lessons learned while planning for a sustainable tourism era from CEI side;

The pandemic period has profoundly affected the tourism sector, favouring, in some respects, more sustainable modes of enjoyment:

- the plunging levels of emissions that were seen during lockdown as a result of fewer flights and car journeys brought a growing awareness around the impacts of travelling on the environment
- the pandemic bike sales have seen a boost as people embraced fitness and switched to new means of transport to go about their daily business while avoiding public transport
- local tourism saw a considerable growth in connection with to the ban and/or increased riskiness of long-distance travelling

The challenge now is to harness this new awareness to encourage more environmentally friendly travel choices to take root. CEI's pilot case tried to build on these trends organizing some initiatives specifically addressed to local cyclists' associations but the initial response was not satisfying, probably suggesting that the expectations and needs of this target audience need further investigation.

Ljubljana's SUSTOURMOB cycle accompanying notes

STEP	Step title	Accompanying notes to SUSTOURMOB cycle
0	Facilitator	<p>Can be: Ljubljana Tourism(a destination management organization established by the City of Ljubljana. Ljubljana Tourism fosters the development and undertakes the promotion of tourism in Ljubljana and the Ljubljana region in conjunction with tourism providers)</p>
1	Identifying stakeholders	<p><i>Relative stakeholders (not case specific) linked to tourism (and mobility) sector that you can identify i.e. the local tourism organization, academia related to tourism management, local enterprises etc.</i></p> <ul style="list-style-type: none"> <i>Tourists (mainly domestic but also foreign), NGOs (LAS Barje, Krajinski park Barje), Small and medium enterprises (hotels, restaurants, travel agents, bike rentals), Transport (public passenger transport-buses and trains), tourism organizations and operators (travel agencies, local and regional touristic organizations, travel bloggers and travel related websites), government (municipalities, regional development agencies), communities (tourist and nature preservation, sustainable mobility communities).</i> <p><i>For Ljubljana's case</i></p> <ul style="list-style-type: none"> <i>The planning procedure works with the close cooperation of the main stakeholders and project partners (RRA LUR and PIL).</i> <i>Main stakeholders are: Slovenian Railways-Passenger Transport, LjubljanaByBike. Followers are: City of Ljubljana and other 24 Municipalities of LUR.</i>



2	Engaging the helix locals - tourists - stakeholders - academia	<p><i>Ways and proposals for involving stakeholders and rest parties under this common future of tourism planning</i></p> <ul style="list-style-type: none"> • <i>Information campaigns.</i> • <i>By offering rewards (discounts, free tickets for public transport, etc.)</i> <p><i>The promotion of the app and TP on the websites and social media channels of the most prominent tourist info stakeholders (Tourism Ljubljana, most popular tourist agencies, social media and blogs).</i></p> <p><i>Sustainability of tourism-mobility lab depends on the touristic products. We don't see it as an option regarding our touristic package.</i></p> <p><i>PIL/RRA LURs case serves as a good practice example of how to design a sustainable integrated tourist product, which combines all crucial actors (tourist service suppliers, public passenger transport, other means of sustainable mobility, local POIs...) and the concept of sustainable tourism.</i></p>
3	Co-analyzing the current situation	<p><i>The number of tourists, duration of their stay, age of tourists are almost necessary data.</i></p> <p><i>For LUR the data is available on SI-STAT and Tourism Ljubljana.</i></p> <p><i>Spot surveys about the tourist attractiveness of the Ljubljana urban region to obtain data on which sights and activities would they like to see and what was the most worth seeing so far.</i></p>
4	Proposing ideas for the future	<p><i>Integration among tourism and transport goals, sustainable mobility, safety, nature preservation is needed.</i></p> <p><i>Specificities on local/regional and state levels should be taken into account.</i></p> <p><i>Ideas for Ljubljana case revealed through the SUSTOURISMO project for joint promotion of sustainable tourism and sustainable mobility within tourists communities</i></p>



		<ul style="list-style-type: none"> • <i>Ljubljana case shows that public transport operators should be included in the planning of the sustainable tourist product earliest as possible.</i>
5	Giving birth to a vision	<p>For LUR's case, the following goals should be applied:</p> <p>1. Satisfied local residents and tourists In order to maintain or improve the current satisfaction of the local residents, all future development activities in tourism should be carried out with the thought of how to make the local residents happy and engaged in such a way that they are involved in the whole process. At the same time, development activities must directly contribute to improving the quality of life of the people of Ljubljana.</p> <p>2. Development and dispersion of tourist offer outside the city center Satisfied local residents and tourists In order to avoid overcrowding in the strict city center, the development of the new tourist offer must take place in less developed and valorized areas of the city. The opportunity to diversify the offer also lies in the more active inclusion of Plečnik's heritage in the tourist "must see" offer of Ljubljana. This should be the guide for the development of tourism and spatial planning. The tourism industry must become a more important partner in urban planning.</p> <p>3. Improved accessibility and sustainable mobility The development and dispersion of tourism offers outside the city center. Improving accessibility, especially by improving railway connections and railway infrastructure, must be in the center of interest of the city administration, with strong support at the government level. At the same time, it is necessary to continue to promote sustainable mobility within the destination, especially in the area of public transport, cycling, environmentally friendly transport, park and ride, bus mobility, etc.</p> <p>These goals are part of the Development strategy for tourism in the city of Ljubljana and Ljubljana urban region from 2021-2027.</p>

6	Setting targets for serving the SUSTOURMOB vision	
7	Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)	<p><i>Services envisaged with special reference to ICT tools add goal to be achieved, target, actors to cooperate</i></p> <ul style="list-style-type: none"> <i>Users/tourists could be able to book TP tours directly from the app and some rewards such as discounts or free tickets could be uploaded automatically in the app when collecting enough points. It could be uploaded as qr codes or direct tickets (special graphic/image).</i> <p><i>Comment on Ljubljana's SUSTOURISMO touristic packages and app (satisfaction, proposals for upgrade etc)</i></p> <ul style="list-style-type: none"> <i>Ljubljanas TP could be upgraded for direct booking of TP and automatic reward uploading.</i>
8	Signing MoUs	
9	Testing prior to real provision & fine tune	
10	Provision of services	
11	Monitoring satisfaction & contribution in targets	
12	Upgrading & enhancing	

Thoughts on COVID-19 lessons learned while planning for a sustainable tourism era from PIL and RDA LUR side;

In the global pandemic of Covid-19, Travel, and tourism is among the most affected sectors. The situation showed that the planning of this sector should be more resilient, which should also be applied to tourist products.

Sustainability should be the new norm for every part of touristic/mobility sector, not just niche sector.

For LUR's case:

During the lockdowns, public transport was shut down. There should be variations of our routes that rely solely on other means of sustainable mobility - cycling and walking. Our TP could be modified to only cycling and walking if there is another situation with lockdowns and restrictions. TPs that are sustainable are attracting more and more visitors and could be also „alive“ after the duration of the project.



Zadar SUSTOURMOB cycle accompanying notes

STEP	Step title	Accompanying notes to SUSTOURMOB cycle
0	Facilitator	
1	Identifying stakeholders	<ol style="list-style-type: none"> 1. <i>City of Zadar</i> 2. <i>Zadar County</i> 3. <i>Zadra Nova- Zadar County developemet Agency</i> 4. <i>Touristic Board of Zadar</i> 5. <i>Zadar County Touristic Board</i> 6. <i>Liburnija d.o.o.</i> 7. <i>Next Bike</i> 8. <i>Other local service providers</i> 9. <i>Other local and regional public bodies</i>
2	Engaging the helix locals - tourists - stakeholders - academia	<p><i>Ways and proposals for involving stakeholders and rest parties under this common future of tourism planning</i></p> <ul style="list-style-type: none"> • <i>Social media, Local digital media, most relevant tourism organization (in Zadar case is City of Zadar touristic Board and Zadar County Touristic Board)</i> <p><i>The correct moment to engage tourists is just before and during high season.</i></p> <p><i>Zadar City had very good cooperation with stakeholders and service providers. For example they organized rewards with gratic public bicycles for tourist and Sustourismo application users. Their main DMO worked on project and application promotion but when it happen for tourists for login and activate app and touristic packages they obviously gave up.</i></p>
3	Co-analyzing the current situation	<p><i>Necessary data are number, gender, age, preferences of tourists to know what should we offer them. In our case we don't have same guest at preseason, high season and postseason.</i></p> <p><i>Some of above data are available for Zadar case but not all. Zadar can collect them via various application from accomodation providers, national touristic bord. Those dana exist but analysis is needed.</i></p>
4	Proposing ideas for the future	<p><i>Sustainability, Promotion of the local identity, targeting of tourists needs.</i></p>

		<i>Case specific ideas revealed through SUSTOURISMO project for joint promotion of sustainable tourism and sustainable mobility within tourists communities; Info-days, video promotions, promotion during festive days</i>
5	Giving birth to a vision	<i>Cooperation between all actors, change of state of mind of all participants in tourism, developement of relevant IT Tools</i>
6	Setting targets for serving the SUSTOURMOB vision	
7	Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)	
8	Signing MoUs	
9	Testing prior to real provision & fine tune	
10	Provision of services	
11	Monitoring satisfaction & contribution in targets	
12	Upgrading & enhancing	

Thoughts on COVID-19 lessons learned while planning for a sustainable tourism era from Zadar Municipality side;

Although COVID -19 brought a lot of bad in our lives during the pandemic we all started to change our way of life. Due to a fact that people were forced to spend their time out of closed places it happen that people started to walk more than earlier, there is great increase of use of bicycles and e-scooters, other activities in the open space. We learned some new ways of behaviour and still learning it, although is a little bit heavier everything can be done. Also in tourism sector, we need to adapt to summer season behaviour and winter season behaviour.



Tivat SUSTOURMOB cycle accompanying notes

STEP	Step title	Accompanying notes to SUSTOURMOB cycle
0	Facilitator	Local formal body from tourism sector (e.g. Tourism organisation, Municipality, Development agency etc.)
1	Identifying stakeholders	<ul style="list-style-type: none"> • Main stakeholders: Municipality, Local tourism organisation, Regional bus operators (e.g. BlueLine), Water transport (e.g. BellaBoka), Travel agencies, Rent-a-car operators, other rent operators. • Followers: National tourism organisation, Ministry of economy and tourism (Directorate for transport; Directorate for tourism); Morsko dobro.
2	Engaging the helix locals - tourists - stakeholders - academia	<p><i>Ways and proposals for involving stakeholders and rest parties under this common future of tourism planning</i></p> <ul style="list-style-type: none"> • Social media campaigns, public consultations, website announcements, info-days, newsletters, offering incentives. <p>All-year-around <i>is the correct moment to engage tourists.</i></p> <p>A tourism-mobility living lab could be sustainable if there are sponsors, a small fee is given by the participants or there is EU / National funding.</p>
3	Co-analyzing the current situation	<p>All data about tourist arrivals, overnights, their motives, visits, expenditure etc are necessary for a good planning.</p> <p>As for Tivat, most of the above data are available. Formal cooperation with tourism organisation and statistical office of Montenegro.</p>
4	Proposing ideas for the future	<p>Sustainable and responsible development should be the core aspects of sustainable tourism planning.</p> <p>Promotion of less developed destinations should be taken into account.</p>



		Development of new routes and attraction points in hinterland for Montenegro is a good idea.
5	Giving birth to a vision	Mobility for all means tourism for all
6	Setting targets for serving the SUSTOURMOB vision	
7	Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)	Needed upgrades in sense of wider promotion by offline/traditional methods (by formal tourism offices and stakeholders) and online campaigns/opinion makers (e.g. more efficient dissemination).
8	Signing MoUs	
9	Testing prior to real provision & fine tune	
10	Provision of services	
11	Monitoring satisfaction & contribution in targets	
12	Upgrading & enhancing	

General comments on the steps of SUSTOURMOB co-planning from Tivat Municipality side;

- Signing MOUS (No 8) should be done in first phase (Prepared for Sustourmob)
- Proposing ideas for the future (No 4) should be widened by „Proposing ideas and vision for the future“
- Giving birth to a vision (No5) should be reconceptualised in „Giving birth to a road map / strategy“

Thoughts on COVID-19 lessons learned while planning for a sustainable tourism era from Tivat Municipality side;

Price is less important, but still significant in occasions when tourists have opportunities to compare values, especially similar or identical ones. Experiences therefore should be unique in order to avoid comparability!



Berat SUSTOURMOB cycle accompanying notes

STEP	Step title	Accompanying notes to SUSTOURMOB cycle
0	Facilitator	<i>The most experienced / relevant partner and the one that can keep a low operation cost, applying/adopting a sustainable operation model.</i>
1	Identifying stakeholders	<ol style="list-style-type: none"> 1. Albanian Rafting Group - follower 2. Regional Directorate of Museums - main 3. Star-Trans-OR - follower 4. Tourism Association - main 5. 1001 Albanian Adventures - follower 6. Hotel Gega - follower 7. Berat Walking Tour- follower 8. Regional Council of Berat- main 9. Municipality of Berat- main 10. Prefecture of Berat - main 11. Margarita' Artisan Center - follower 12. Agrotourism 'Alpeta' - follower 13. Regional Directorate of National Culture- main 14. Ministry of Tourism and Environment- main
2	Engaging the helix locals - tourists - stakeholders - academia	<p><i>Ways and proposals for involving stakeholders and rest parties under this common future of tourism planning</i></p> <ul style="list-style-type: none"> • <i>Social media campaign, public consultations, website announcements, info-days, newsletters, offering incentives.</i> <p><i>The correct moment to engage tourists is the period before and during the high season.</i></p> <p><i>A tourism-mobility living lab could be sustainable if there are sponsors, a small fee is given by the participants or there is EU / National funding.</i></p>
3	Co-analyzing the current situation	<i>The future needs of tourism, the challenges/obstacles that need to be addressed, informing/ attracting investors and implement works for improving existing facilities and infrastructures, re-design the offered tourist packages in line with the needs of the new era.</i>

		<i>The future needs of tourism, the challenges/obstacles that need to be addressed, informing/ attracting investors and implement works for improving existing facilities and infrastructures, re-design the offered tourist packages in line with the needs of the new era.</i>
4	Proposing ideas for the future	<i>The tourism should be structure around Sustainability and Circular Economy.</i> <i>Respect the natural environment and the local communities, orthological use of the resources (water, energy), sustainable waste management, food security (eat local-think global), sustainable mobility.</i> <i>Social Media campaigns, animations, info-days should be exploited.</i>
5	Giving birth to a vision	<i>Sustourismo vision should be the reshape of the behaviour of tourists/visitors and tourist actors, adopting the pillars of sustainability: Environmental viable, Economic feasibility and social desirable.</i>
6	Setting targets for serving the SUSTOURMOB vision	
7	Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)	
8	Signing MoUs	
9	Testing prior to real provision & fine tune	
10	Provision of services	
11	Monitoring satisfaction & contribution in targets	
12	Upgrading & enhancing	

General comments on the steps of SUSTOURMOB co-planning from RCB side:

Slight changes could be:

1st phase:

- Step 1 - Stakeholders mapping
- Step2 - 4helix engagement / consultations
- Step 3 - Gap Analysis (needs, obstacles, missing links etc)



2nd phase:

- Step 4 - Proposed future ideas / Recommendations
- Step 6 - Setting targets for serving the SUSTOURMOB vision / defining goals & design performance/ result indicators

4th phase:

- Step 12 - Interventions for upgrading & enhancing

Thoughts on COVID-19 lessons learned while planning for a sustainable tourism era from RCB Municipality side:

During summer, most of the activities are outdoors. Even the restaurants and the café serve outdoor. So, people have less fear for Covid-19.

During the upcoming winter, and if covid cases continue, then all the enterprises should adopt and respect the restricted/protection measures such as using masks, sanitizer, limit the number of people entering, keep social distances etc.

In any case, all the protocols that will make the visitor safe should be respected.

Belgrade SUSTOURMOB cycle accompanying notes

STEP	Step title	Accompanying notes to SUSTOURMOB cycle
0	Facilitator	<i>An ideal facilitation scheme for initiating Belgrade's SUSTOURMOB cycle can be the competent tourism policy maker supported via academic/research bodies that are dealing with sustainability, mobility and tourism issues.</i>
1	Identifying stakeholders	<p>Core stakeholders are already part of structure:</p> <ul style="list-style-type: none"> • Tourist organization of Belgrade • Hotel Moona Plaza Belgrade • City of Belgrade, Secretariat for public transport <p>The relevant to tourism and transport - not exhaustive list;</p> <ul style="list-style-type: none"> • University of Belgrade - Faculty of Transport and Traffic Engineering <p>Managing authorities of museums, individual tourism related companies (represented as such and not as a chamber), transport providers, events/conferences bodies should also be part of the SUSTOURMOB procedure.</p> <p>Locals and tourists should be also engaged in the planning procedure.</p>
2	Engaging the helix locals - tourists - stakeholders - academia	The steps to engage the identified stakeholders under the SUSTOURMOB vision are crucial.
3	Co-analyzing the current situation	Work has to be done for collecting data at city level.
4	Proposing ideas for the future	SUSTOURISMO pilots took place in a very difficult period for the whole world - coincided with the outbreak of COVID-19 pandemic - however it is a time of transformation and probably is now the time to act. Engagement in sustainable tourism planning is a challenge but is needed both to support economy but also environment and society too. The support is needed for sustainable tourism and mobility itself.



		The center of Belgrade is suitable for walking, and part of the center for cycling. Also, the part of Belgrade called New Belgrade is suitable for walking and cycling. Therefore, it is easy for a tourist to explore the city on foot. Bike infrastructure in the center of the city needs to be extended and bike stations to be built. Some first steps have been done regarding this.
5	Giving birth to a vision	
6	Setting targets for serving the SUSTOURMOB vision	
7	Developing services (among which structuring integrated touristic packages and accompanying services, ICT exploitation)	<p>What is needed to be done for the case of Belgrade? (not exhaustively)</p> <ul style="list-style-type: none"> • The interaction among tourists and locals • Tailored touristic packages - more services <p>Engagment of citizens in planning.</p>
8	Signing MoUs	Real stable cooperations among providers should take place - touristic packages should be provided.
9	Testing prior to real provision & fine tune	
10	Provision of services	Provision of services on a cost that is attractive for the tourists.
11	Monitoring satisfaction & contribution in targets	Engagement of tourists via surveys.
12	Upgrading & enhancing	This is a crucial part for SUSTOURMOB cycle - adoption to real needs and trends. Continuous monitoring shall show the way towards services enhancement.

The SUSTOURISMO Strategy - infographic

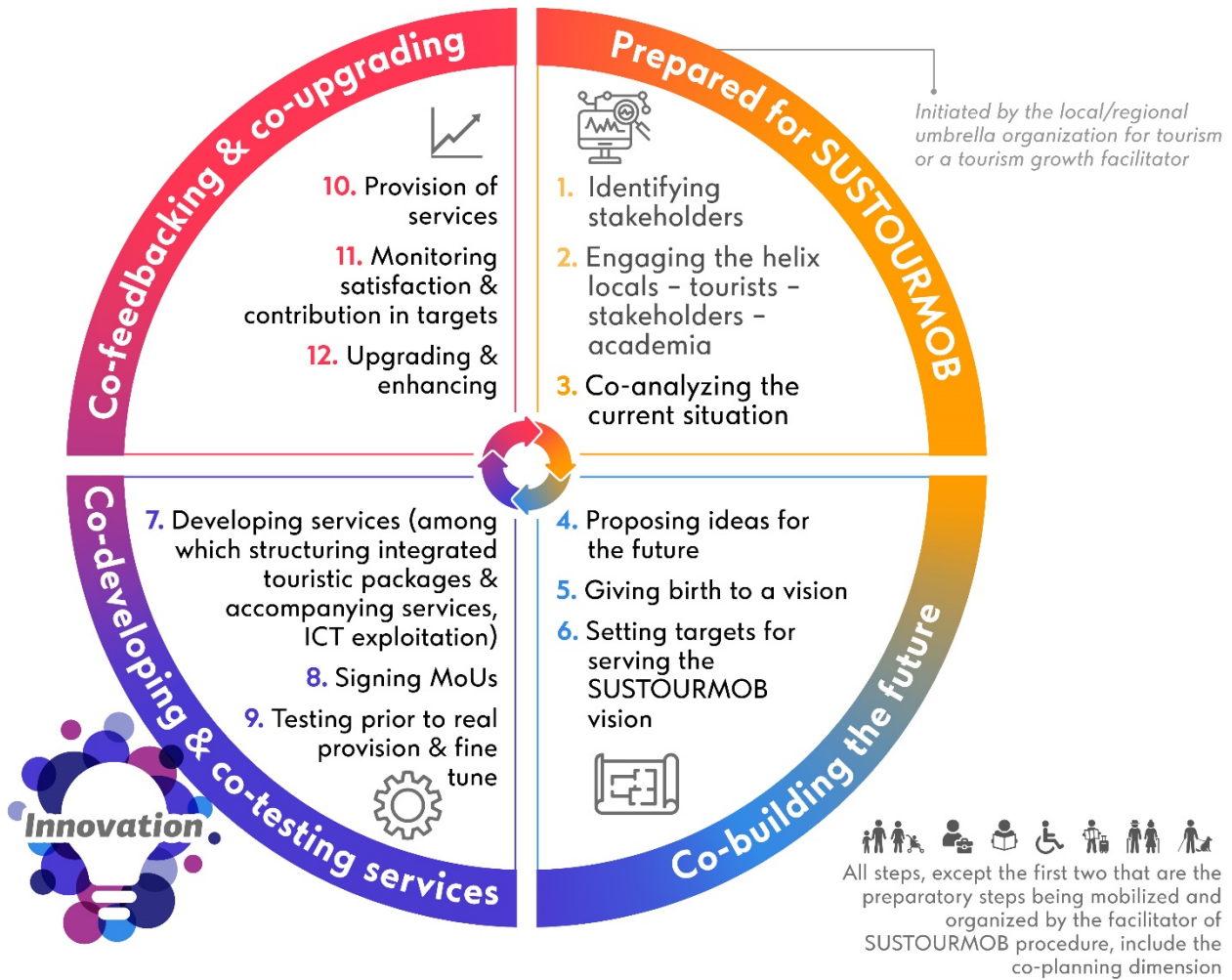


Figure 25: The SUSTOURISMO Strategy - infographic

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

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