Rome, 20 /11/2019

THE MODEL OF ANALYSIS TO DEVELOP
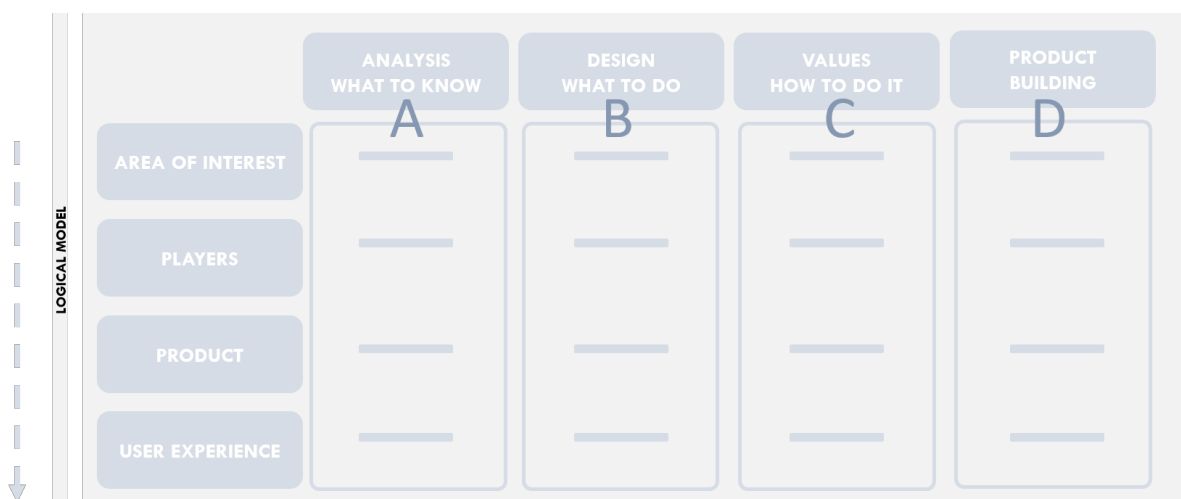**LAPs - Local Action Plan**
By CoopCulture

Summary

This document has been prepared by CoopCulture as a tool for processing LAPs (Local Action Plan). The analysis model is divided into four chapters corresponding to four necessary actions. Each moment crosses a different dimension: territory, actors, products and user experience as it is represented in the graphics of the logical framework.
This analysis model has been developed according to the principles stated in the European Charter of Sustainable Tourism (CETS).

THE MODEL OF ANALYSIS

A. WHAT TO KNOW / MODEL OF ANALYSIS

A.1. Mapping the area of interest

Area of interest: start and end points, physical, logical, perceptive, historical, economic, ethnic and social boundaries.

The internal or adjacent elements emblematic of the area. Are there any nearby attractors and/or notable elements that enhance the importance of the area, that elevate it or which perhaps push it into a secondary position?

Elements for describing and narrating the area of interest: place names, peculiar and distinctive elements of identity, claims, sense of belonging, differences, antagonism, localism, *genius loci*, lifestyles.

A.2. Accessibility: airports, ports, railway stations, road network

How can the area be reached and from where? From the region, the country, the most significant tourist markets (e.g. Central Europe), the global tourist markets (e.g. USA, China, etc.).

How can the area be reached from the nearest high-speed connecting point (airport, port, high speed train service)?

How is the local transport system? Fast or slow? Performance-driven or emotional/experiential?

A.3. Population: residents, growth/depopulation trends, old age rate, foreign residents, distribution of the population in the area

Internal and external demographic dynamics, population drivers or elements of regression/withdrawal, projects for containing or expanding the population.

A.4. Economic context: employment sectors, GDP, business environment

Traditional and preferential fields of production, recent trends, weight of first (farming, fishing, mining), second (manufacturing), third (tourism, retail, services) and fourth (information technology) sectors.

Focus on creative and cultural enterprises: their importance, in terms of the GDP and employment; average size of the enterprises; most represented sectors.

A.5. Enabling factors: health & safety, labour market, level of ICT dissemination, etc..

Pros and cons, development constraints and limitations, special opportunities.

A.6. Significant geopolitical aspects (risks/opportunities)

Social situation, any positive or negative tensions

Ethnic/religious conflicts

International tensions, cold or hot war scenarios

Refugees, international missions aid/assistance programmes

A.7. Financial planning: scheduled investments affecting the tourism sector/area of interest

Local/regional/national/community/supranational (e.g. Arab League) resources.

Investment plans (e.g. EIB - European Investment Bank), international cooperation programmes (e.g. EU, Italian Ministry of Foreign Affairs and International Cooperation, etc.).

A.8. Identity, history, vocations

Identity perceived locally and recognised abroad

Consolidated historical factors

Traditions handed down and recognised

Traditional events and objects

A.9. Tourism: accommodation (type and number of beds, average capacity of establishments, level of quality of establishments, etc.) and demand (overnight stays/arrivals)

Reception (without overnight stays) and accommodation (with overnight stays) capacity, quality-based rating of accommodation establishments.

Daytime and overnight tourist flows (arrivals and overnight stays), as both historical series and in relation to the region/country.

A.10. Top-rated hospitality (quality marks, awards, labels, MAB Man and the Biosphere Unesco, etc.)

Ratings and awards (Michelin, Lonely Planet, Baedeker, etc.)

Enterprise networks and voluntary marks/product clubs, etc.

Labels assigned (Blue Flags)

Certification (MAB - Man and the Biosphere, Unesco)

Listed sites, tangible and intangible cultural heritage sites (Unesco), Capitals of Culture, EDEN - European Destinations of Excellence, etc.

Cultural Routes (Council of Europe)

A.11. Hospitality and hospitality services (info, reception, guides, entertainment, etc.)

General and listed/awarded restaurants (Michelin, Gault&Millau, etc.)

Accommodation establishments, visitor centres, information points, travel and tourist guides/excursions on foot, horseback, by boat, mini-cruises, etc.

Special facilities (beach, ski-lifts, edutainment, theme parks, malls and outlets, natural shopping centres, …)

A.12. Governance in general: competent institutions

State, regions, provinces, municipalities and/or corresponding entities

Regional, transport, resource planning

Local development bodies and actions

Local administrative units: communities, representative entities

A.13. Governance del tourism/influencing tourism: coordination and development organizations, private operators (accommodation, organizers, incoming)

Tourism development boards, local branches, Destination Management Organizations (public or mixed) and Companies (private), Local Tourism Boards, organizations, consortiums, natural shopping centres, business networks …

Regional/product and market planning and programming (marketing, materials, off/online campaigns, Internet and social media presence, etc.)

A.14. Leaders, key players, testimonials. Narrators and narratives

Leaders, manufacturers, businesspeople, historical characters, famous expats

Testimonials

A.15. Tangible cultural heritage: mapping resources and demand flows

Museums, archaeological sites, listed buildings, industrial archaeology

Archives, libraries

Cultural projects

Access/visitor statistics, tickets sold

A.16. Intangible cultural heritage: mapping resources and demand flows

Recognised and listed traditions, related events, intangible cultural heritage, storytelling

A.17 Cultural activities: mapping resources and demand flows

Theatres, auditoriums and other live entertainment venues, venues for productions and shows, film commissions

Spectator statistics, tickets sold

A.18. Food, wine and crafts: mapping resources (e.g. quality marks, local specialities)

Specialty products, controlled designation of origin, protected designation of origin, protected geographical indication, traditional products, ambassador products and famous regional specialties, commercial agreements and footholds, online trading, food communities, teaching farms, organic products, slow food products, etc.

A.19. Great events: mapping resources and demand flows

Special and characteristic events, festivals, programmes, fairs, sports events, non-competitive events, sponsorships (active and passive)

A.20. Tourist products sold: products, buyers (individuals, groups, families, etc), markets (local, national, foreign, global), channels (commercial)

Why do same-day visitors and guests visit the location? (reasons, passion, experiences, etc.)

Where do same-day visitors come from? And overnight guests?

Which is the composition of travel and holiday groups?

Tourist product purchase methods: online, over the phone, direct contact, travel agents, tour operator, non-conventional groups (religious, clubs, sports groups, etc.)?

A.21. Branding: fame, reputation, perception

How famous is the place and how and why did it become so?

Fame measurements (surveys, Google, etc.)

Approval measurements (surveys, analytics)

Reputation analysis (reviews), experience, desire, loyalty, repeat purchase/visits, on/offline word of mouth.

SWOT ANALYSIS

Results of the analyses produced to date

B. WHAT TO DO / DESIGN

B.1 Defining the tourism proposal

Which are the underlying assets for the future tourist offer?

Which is the desired level of achievement?

Which gaps still need to be bridged?

B.2. Drafting a local hospitality charter

Which are your expectations and commitments?

What do you wish to/think you can share with the local community?

What can you offer the business community (investors and operators)?

B.3. Defining development limitations and conditions (scenario)

Project zoning/scheduling (possible/recommended and discouraged/prohibited locations and times)

Defining the quantities and type of same-day visitors and overnight guests (minimum/optimum and maximum capacity thresholds)

Outlining 2/5/10 year development horizons

B.4. Sharing a medium-term strategy (action plan)

Combining a medium-term (2/5/10 year) strategy and the relevant supply/demand actions

Defining the necessary/possible actions depending on who is duty-bound/committed to carrying them out

Periodically verifying the progress of the Plan and whether the commitments have been complied with

B.5. Defining a logical access map and procedures

Suggested/recommended access points

Recommended means

Proposed connections

Emotional map of experiences

B.6. Defining a "governance model" for developing responsible tourism

How are decisions taken and who decides?

Who is authorised to take urgent decisions if necessary?

Is a Local Action Group necessary, as experimented by the EU with its thirty-year EAGGF - European Agricultural Guidance and Guarantee Fund for the development of rural areas?

How is membership determined and who is eligible for the management positions?

B.7. Defining the rules of engagement, user and behaviour manuals

What is done and how is it done: sharing and proposing the most expedient and characteristic processes also for typical local products

Writing manuals for the general public, business operators, entrepreneurs in the various fields

B.8. Proposing sustainable lifestyles and behaviour to guests

How should guests behave here?

What not to do (in order not to upset local sensitivities) and what to require (for example, local food)?

How to relate with the local residents and community, with the accommodation staff, Authorities, security personnel, etc.

B.9. Promoting knowledge, self-knowledge and awareness

Communities should get to know each other and exchange views on the expediency of tourist development

They should pool knowledge and experiences

And coordinate their actions and potential

Integrating rather than just competing

B.10. Introducing measuring and action/guidance tools

Identifying the cornerstones of a local observatory:

by type

- residents involved
- operators/employees
- enterprises

by origin/market

- same-day visitors
- guests
- turnover

etc…

B.11. Product profiling by spheres of interest

Which type of tourist products are expected to be developed/proposed/sold?

Examples:

- bike tours of the region
- horse riding trails across the area
- trekking weeks on the main routes
- excursions to the main environmental/cultural attractions
- local events
- etc...

B.12. Selecting niches and related contact channels

Examples:

- young couples: the internet
- families with children: schools
- retirees, the elderly: press
- groups of workers: recreational associations, companies

B.13. Defining minimum performance standards

- Basic guaranteed features?
- Examples:
- information/reception/guidance
- retail/restaurants
- accommodation
- local transports/transfers

B.14. Acting like a Destination Management Company

Establishing a structured and permanent system:

- for marketing and destination management purposes, including image and communication
- for structuring/equipping the area
- for organisation and guidance
- etc...

C. HOW TO DO IT / VALUES

C.1. Accessibility: Creating the conditions for ensuring full - yet sustainable - access to the area and its resources. Approaching persons with special needs.

Assessing the conditions and the means for achievement, with a special focus on slow and green tourism.

With a focus on various types of disability (physical, sensorial, mental, etc.) and proposing the most appropriate solutions and assistance.

C.2. Reception: encouraging a welcome culture involving a range of local players, from operators to the community.

Performing continuous information and involvement activities for tourist development, raising awareness not just among the industry operators, but among all community-based entities, beginning with schools.

C.3. Serviceability: Imagining services and products for ensuring a local experience, protecting the local resources from high-impact tourism.

When involving the local community, selecting and motivating residents who are interested in and willing to relate with guests and share time, experiences and knowledge of the area, its resources and traditions.

C.4. Playing a leading role: Developing a strategy that entails zero costs for the quality of life of the local communities and residents, while enhancing the beneficial effects of tourism on the local economy.

With a special focus on the resources not currently used, it is necessary to compare the potential demand profile with the local opportunities and offers, abandoning the stereotypes of mass organised tourism managed by large international operators and offering instead the many quality attractions of local traditions and events.

C.5. Service provision processes, environmental impact, zero km, etc.

It's the "how" rather than the "what" that makes the difference and creates added value: we need to focus on interpersonal relations, on respecting the local pace of life, preserving the local nature and culture, its scents, flavour, sounds, etc.

C.6. Experiences and commitments undertaken/honoured

Focus on magnifying and disseminating what has been and is being achieved, also regarding relations with guests.

C.7. Awareness: improving knowledge, training: improving knowledge of the area and of sustainability among all the players in the tourism industry.

Only an informed person can be fully aware: we need to explain what is done and the reasons why it's done in this specific - perhaps unusual - way.

C.8. Participation: involving all the persons operating in the local tourism industry, to develop and manage it.

There are no alternatives to involvement and participation, if the purpose is to achieve cohesion and minimise opposition and contrast.

C.9. Responsibility: recognising and handling the social and cultural impact of the implemented actions.

Asking oneself about the consequences of our present and future actions, identifying and, possibly measuring them.

C.10. Defining precise roles in the governance of the system.

Assigning various levels of responsibility, from management to operation, with a focus on both experience/professional skills and capacities.

C.11. Monitoring flows and reducing impacts: monitoring visitor flows to reduce negative impacts.

Comparative flow analysis (see B.9.) and local effects, with a special focus on the potentially negative flows (traffic, crowds, waste, disturbing the balance of nature, deteriorating cultural goods, impairing reputation, etc.).

C.12. Quality: ensuring that quality is always paramount for visitors.

With a special focus on customer satisfaction, monitoring to make sure that experience equals expectations, collecting and responding to any complaints, fostering and encouraging positive word of mouth.

C.13. Specific local tourist products: encouraging tourism based on specific local products for discovering and getting to know the area.

Concentrating the tourist offer on special products with strong links to the local community/area, emphasising its rarity and, where possible, its uniqueness.

C.14. Marketability: services and products enabling the programming of the development/production and booking its use/purchase.

Selecting the proposals where the relevant operators and single parts may be serialised and proposed in variable and growing quantities, in parallel with the growth of demand, avoiding any single and impromptu solutions capable of causing bottlenecks and/or not ensuring their availability.

C.15. Ensuring minimum standards of product quality and supply-chain services

Permanently monitor the moments of use to ensure compliance with the minimum performance limits and satisfaction with the experience.

C.16. Configurability: tailor-made products

Being equipped and prepared to manage the customisation or, at least, the adaptability of the proposals, at least with regard to the various types of more foreseeable variations compared to the product standard.

C.17. Cross-sector actions: guiding tourists through the pre-, during- and post-experience stages, exploiting all the opportunities of contact with users.

We need to listen and systematically record reactions, requests, behaviours and assessments as they occur. A flexible expert system (of the CRM - Customer Relationship Management - type) will facilitate and systematise the operations and stages.

D. PRODUCT BUILDING

D.1. Defining the brand/mark

For each partner area (and generally speaking) we must being with giving names to ensure the univocal identification and, if possible, a certain previous/organic fame.

It can then be assessed whether or not to adopt or create an ad hoc graphical representation and/or a slogan/payoff.

D.2. How to arrive/move about

Provide a brief, yet effective, description of the necessary route for using the product consistently with sustainable tourism, or at least by minimising the negative impact of the experience.

D.3. The type of "unique" experience proposed

An exciting description of the proposed experience is at the heart of the product narrative, its essential "romance".

D.4. Illustrating the product and its performance

European regulations (and the common sense of relations with consumers) require a careful and accurate description of what the proposed packaging contains.

D.5. Account of the qualities and international relationships

Moreover, even if the components are mainly emotional, the qualitative and "warm" elements should be adequately highlighted because they represent a true added value.

D.6. Account of the specificity and the price

Technical details, specificities and the price/price system should be clearly explained and remain stable at least until the completion of the transaction.

D.7. Comparability: where to find and how to buy the product

The product must be easy to find and book: a convinced customer should find no obstacles to making his or her desire come true.

D.8. Product customisation and packaging

The product has a standard component but may also be customised to a certain extent, with limitations, as described in the pre-sale communication stage. If the product is a gift (voucher, honeymoon, etc.) great care must be placed in its packaging and delivery.

D.9. Step-by-step and after-use profiling and assistance

A customer support system, as "warm" and relational as possible, is a further added value to the product, also in view of word-of-mouth advertising by satisfied customers.