

# Roadmap for the Smart Tourism Entrepreneurial Development

## NEST PROJECT

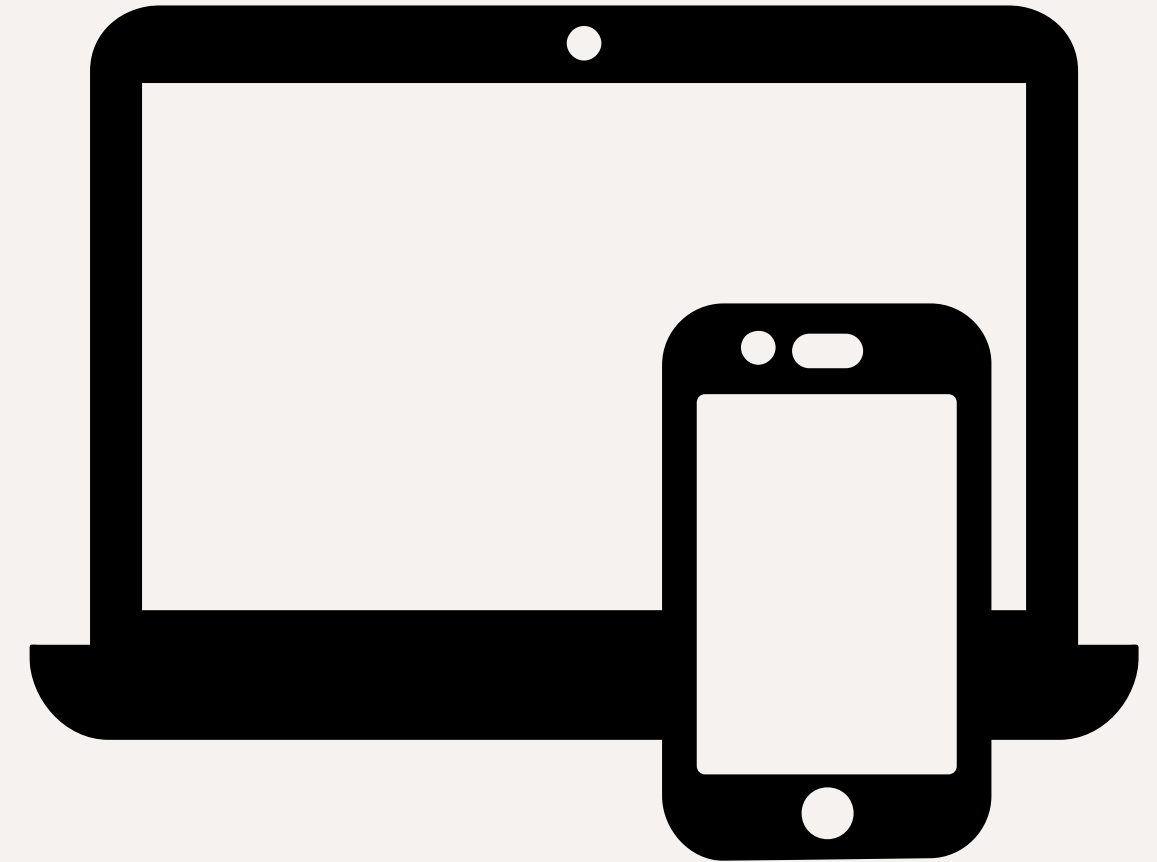
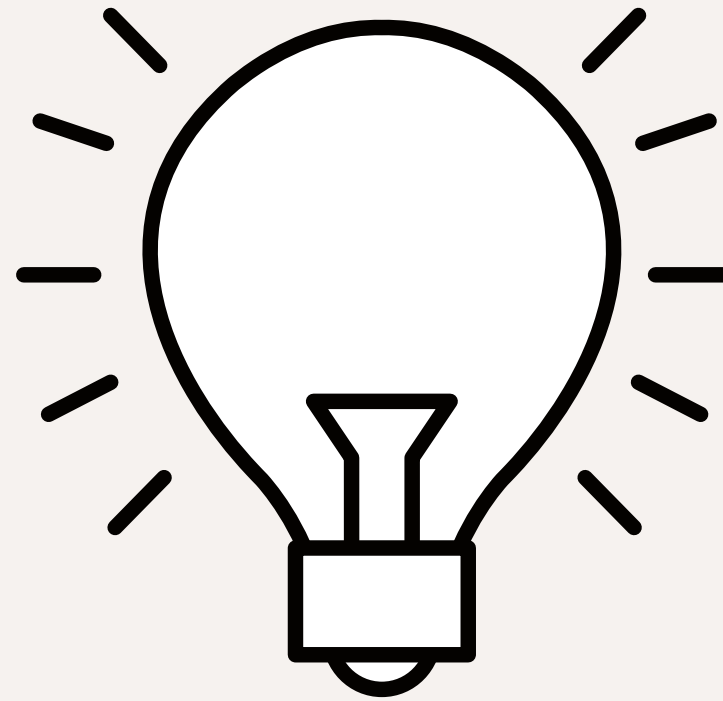
NETWORKING for SMART TOURISM DEVELOPMENT

Project No. 96 / 1st Call for Standard Projects



*This project is co-financed by the European Union under the Instrument for Pre-Accession Assistance (IPA II)*

# Index



- Introduction
- Becoming a Smart Tourism Destination
- Reshaping the business models of tourism destinations
- The Business model Canvas of a Smart Tourism Destination
- Smart Tourism Destinations: European Case Studies
- Smart Initiatives in IPA area: Apulia, Molise, Albania, Montenegro
- Best practices of Smart Tourism enterprises
- Toward a Sustainable Tourism Development



In the last years, the expression “**Smart Tourism**” has been largely adopted to express a concept which highlights the increasing dependence of Tourism Destinations from the adoption and application of digital technologies to grasp huge amounts of info and data that could be transformed into value propositions (Xiang & Fesenmaier, 2017; Gretzel et al., 2015).



## A hand-drawn illustration featuring a central globe with an airplane flying around it. The globe shows the continents of North and South America. The airplane has the number '5-132' on its tail. Surrounding the globe are various travel-related items: a camera, binoculars, a suitcase, a 'To Do List' with five numbered blanks, a key with a circular arrow, a paper airplane, a camera with a film strip, a bicycle, a pixelated square, and a stack of wood. The entire scene is set against a background of a light blue sky with white clouds.

(Xiang & Fesenmaier, 2017; Gretzel et al., 2015).

# SMART TOURISM DESTINATION (STD)

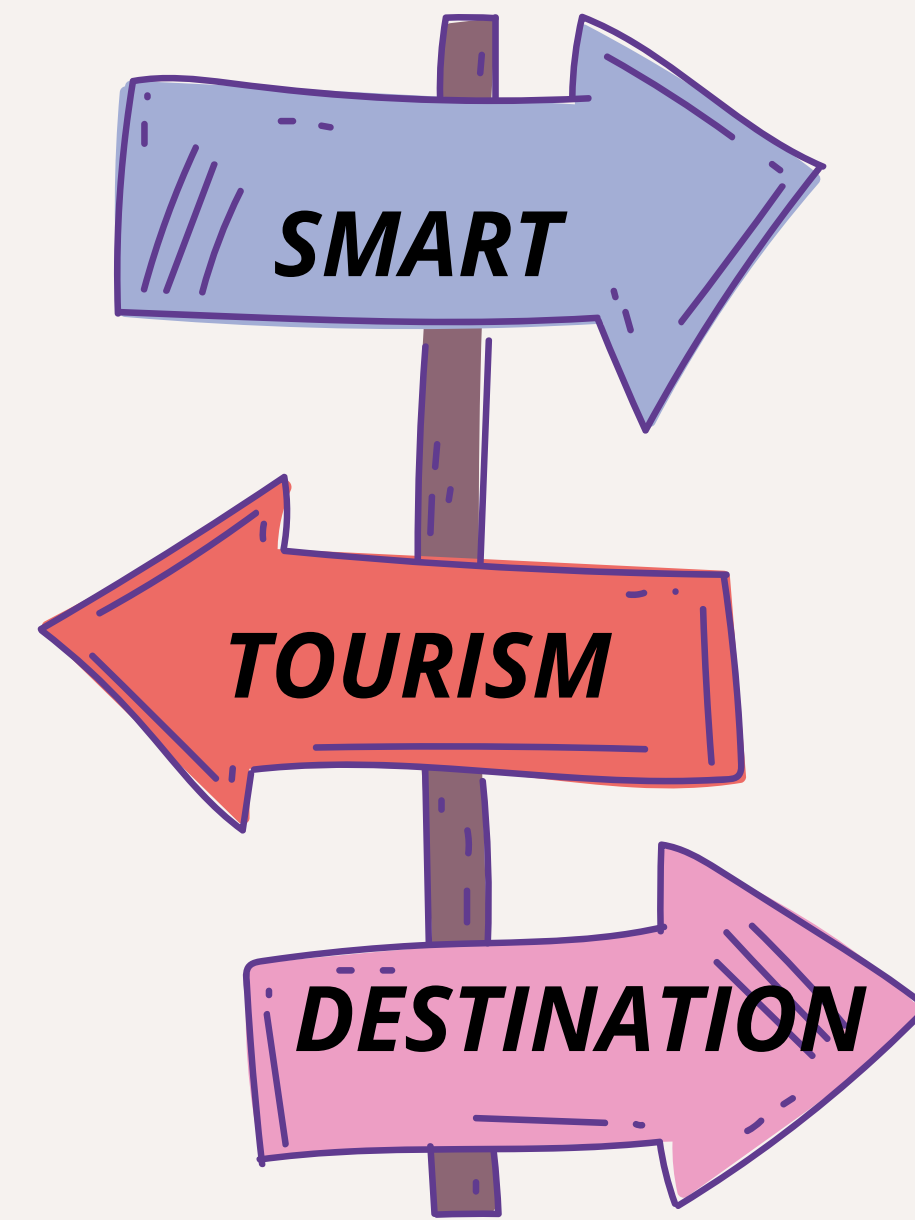
The expression “**Smart Tourism**” highlights the increasing dependence of Tourism Destinations from the adoption and application of digital technologies to grasp huge amounts of info and data that could be transformed into value propositions (Xiang & Fesenmaier, 2017; Gretzel et al., 2015).

In the Smart Tourism Destination (STD) technologies become an enabler and a vital driver for the competitiveness of a destination (Femenia-Serra & Ivars-Baidal, 2018). The adoption of advanced and innovation services, and the availability of open, integrated and shared processes for the improvement of the quality of life for both local people and tourists are the essential features of a STD (Micera et al., 2013; Wang et al. 2013; Caragliu et al., 2009).

‘An innovative tourist destination, built on an infrastructure of state-of-the-art technology guaranteeing the sustainable development of tourist areas, accessible to everyone, which facilitates the visitor’s interaction with and integration into his or her surroundings, increases the quality of the experience at the destination, and improves residents’ quality of life’ (Lopez de Avila, 2015).

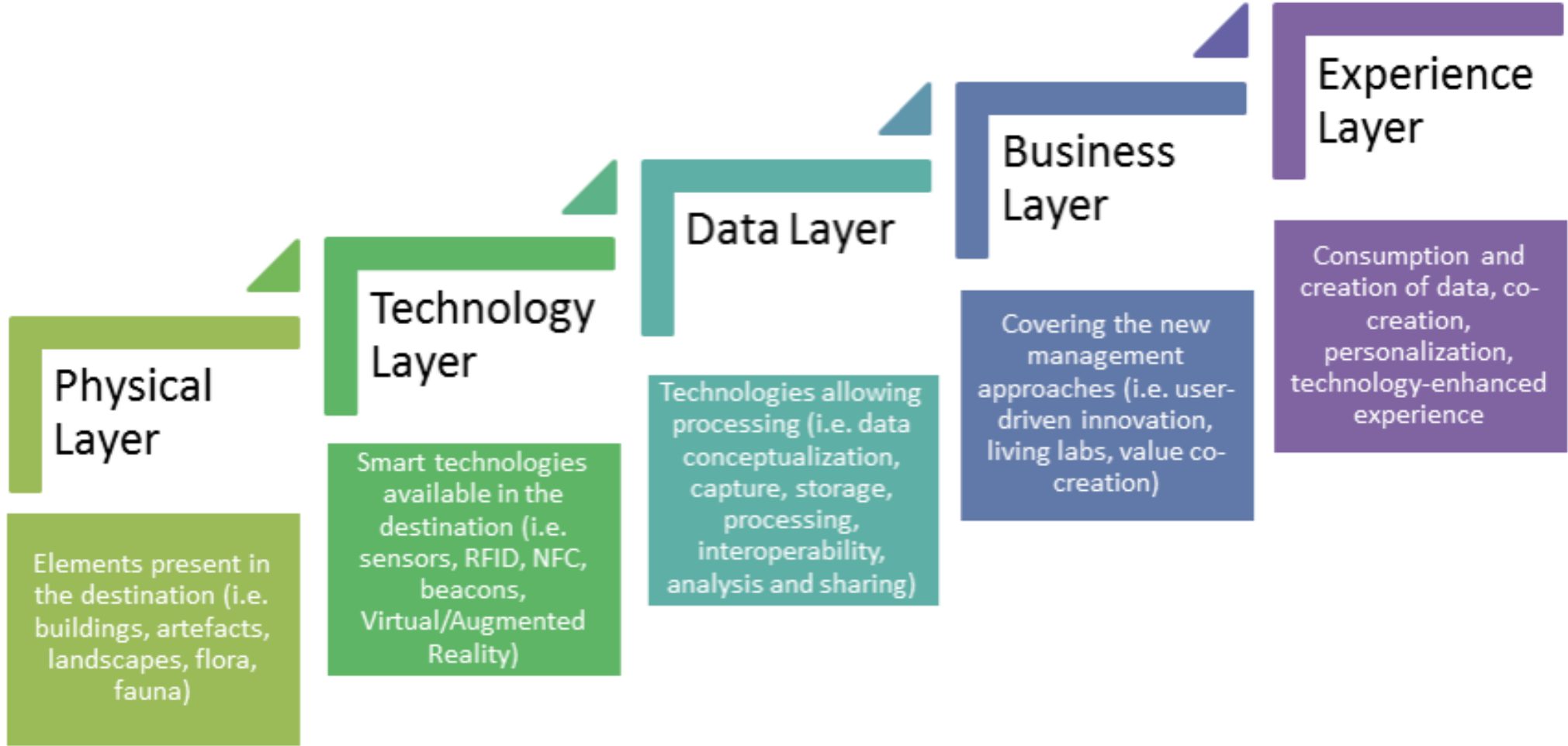
## Tourism Destination:

different interconnected stakeholders forming a cluster that interacts within a network realising a tourism experience which is aligned with visitor needs (Baggio et al., 2010).





# PRINCIPLES OF SMART TOURISM



Conceptual Layers of Smart Tourism (Gretzel, 2017)



: Features of a STD

A circular graphic showing a hand holding a globe of the Earth. The globe is blue with green continents, set against a background of a green field and a blue sky with clouds. The entire scene is enclosed in a red circular border.

**Interreg - IPA CBC**  
Italy - Albania - Montenegro

**NEST**

 EUROPEAN UNION

# RESHAPING THE BUSINESS MODELS OF TOURISM DESTINATIONS



A good tourism product requires a strategic vision of management and planning. This is entrusted to DMOs: organisations that deal with the tourism development of the destination. Over the years, their approach has changed: whereas previously they dealt exclusively with traditional marketing and promotion, simply welcoming tourists, their activity has now expanded to the point of having a collective destination vision, incorporating various authorities, stakeholders and professionals that facilitates partnership.



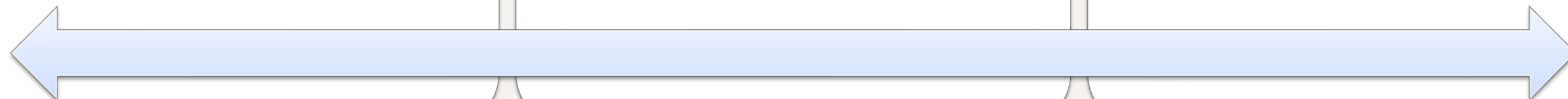
Tourism destinations will need to rethink their operations processes and redesign their strategies for the next future



Processes need to be redesigned to include smart tools and advanced technologies such as touchless check-ins, check-outs, door locks and other service elements as well as to redesign the very essence of tourism, human touch.



Smart techniques and methodologies will enable destinations to operate differently, remotely and more safely.





# RESHAPING THE BUSINESS MODELS OF TOURISM DESTINATIONS



A **new entrepreneurial journey** and mindset is required that redefines the current business models and operating models. Implementing new business models requires the assessment of differences between current business models and the future ones for catching up the changes. Key to innovative and successful business models is the fit between operating model and new business models in order to deliver new value



A **Business Model** describes the rationale of how an organization creates, delivers, and captures value, in economic, social, cultural or other contexts.  
(Geissdoerfer et al, 2017)

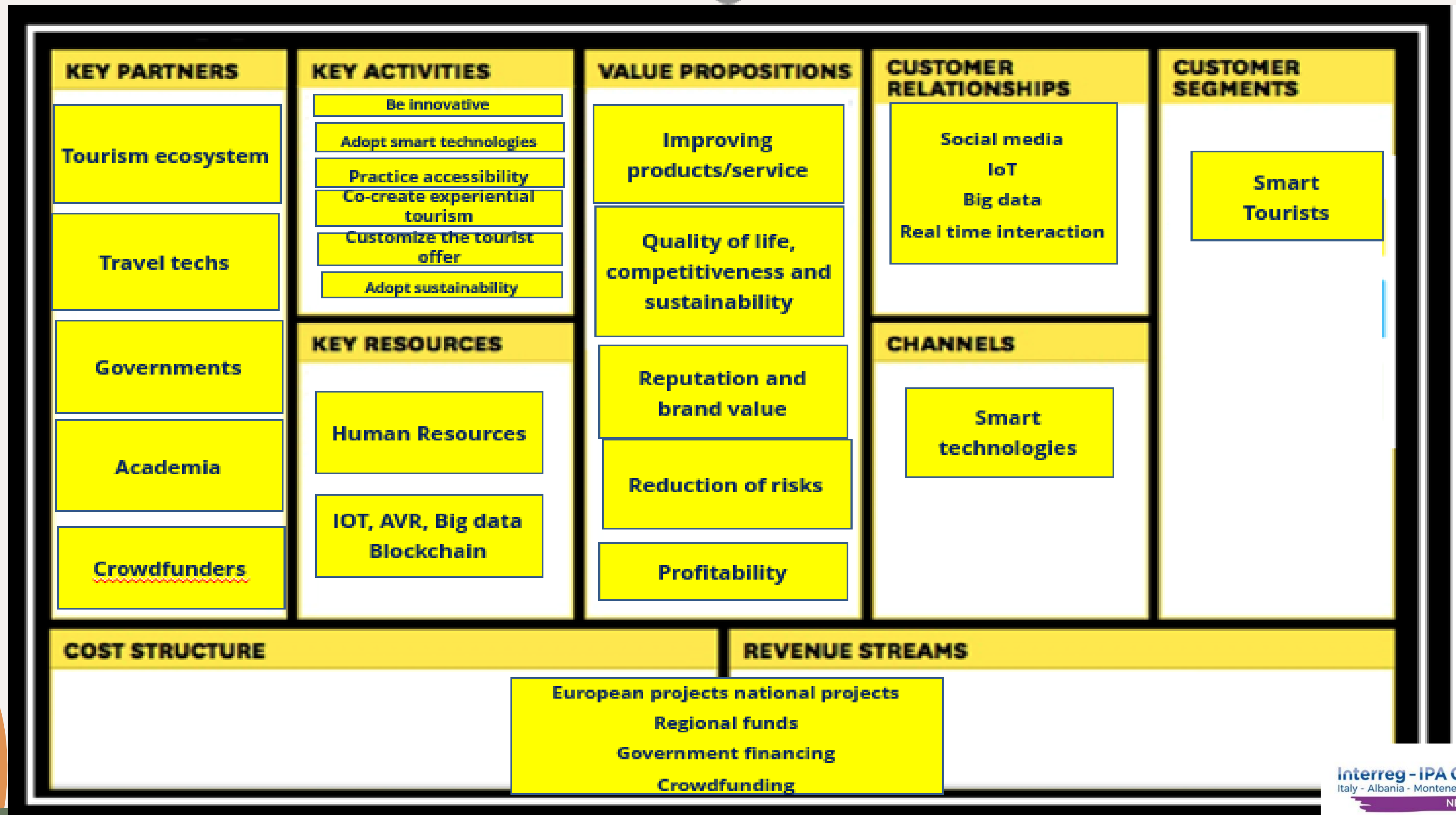
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<b>KEY RESOURCES</b> What key resources do our value propositions require? Our distribution channels? Customer relationships? Revenue streams?			<b>CHANNELS</b> Through which channels do our customer segments want to be reached? How do other companies reach them now? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer readiness?	
<b>COST STRUCTURE</b> What are the most important costs inherent to our business model? Which key resources are most expensive? Which key activities are most expensive?			<b>REVENUE STREAMS</b> For what value are our customers really willing to pay? For what do they currently pay? What is the revenue model? What are the pricing tactics?	



# BUSINESS MODEL CANVAS

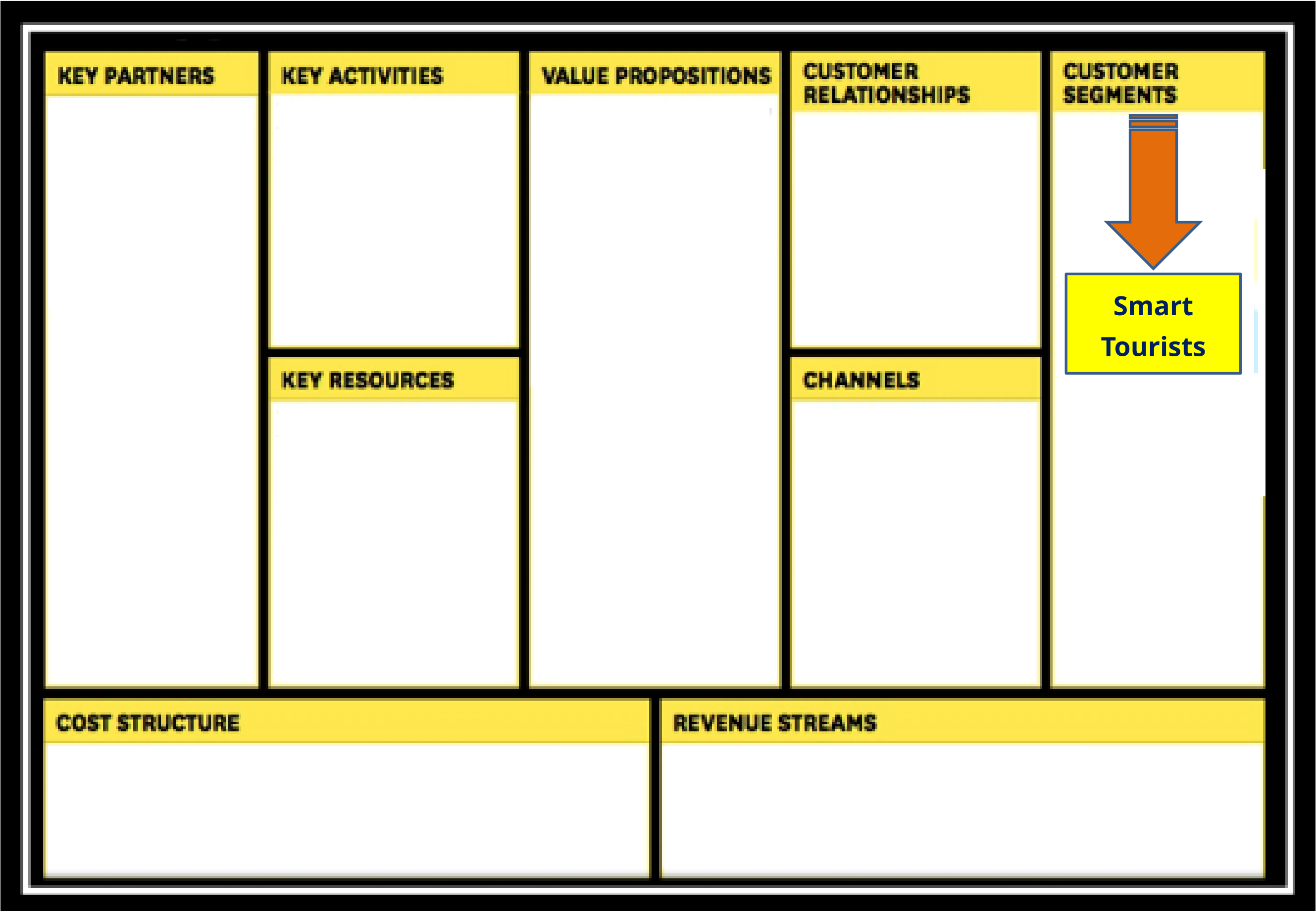
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# The Business Model Canvas of Smart Tourism





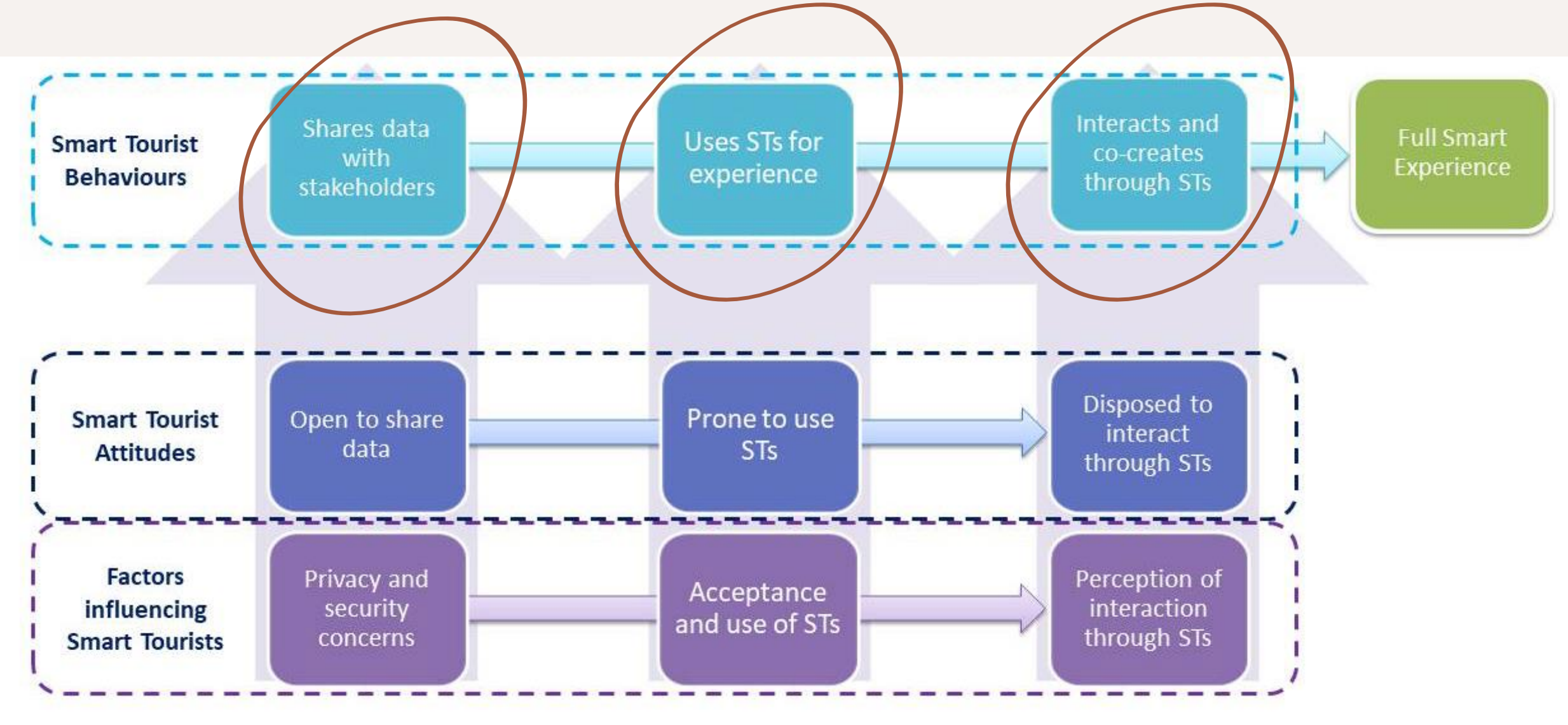
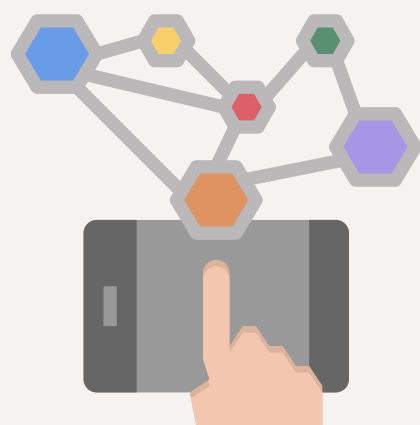
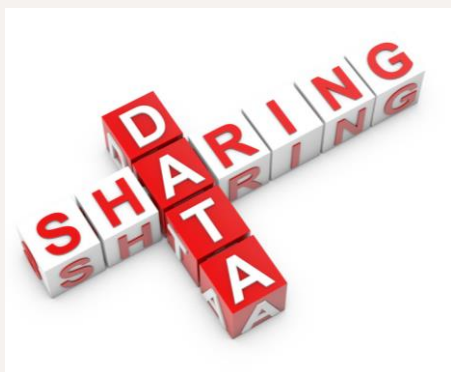
# CUSTOMER SEGMENTS



KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
				Smart Tourists
	KEY RESOURCES		CHANNELS	
COST STRUCTURE		REVENUE STREAMS		

# CUSTOMER SEGMENTS

## SMART TOURISTS



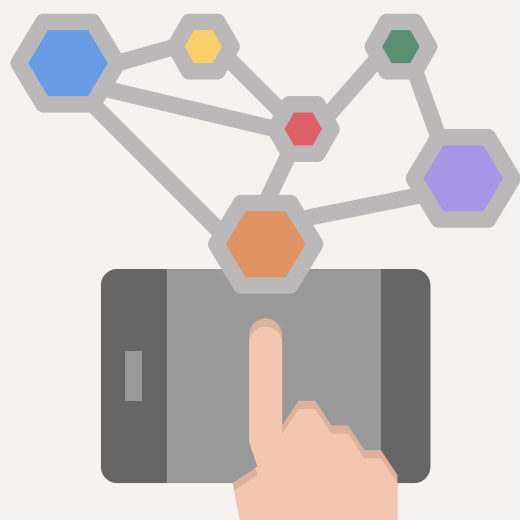
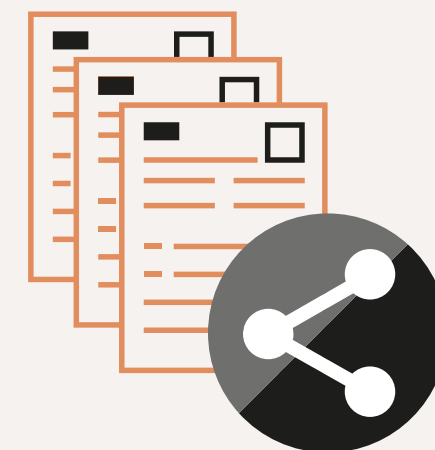
The smart tourist features. Adapted from Femenia-Serra et al. (2019).

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
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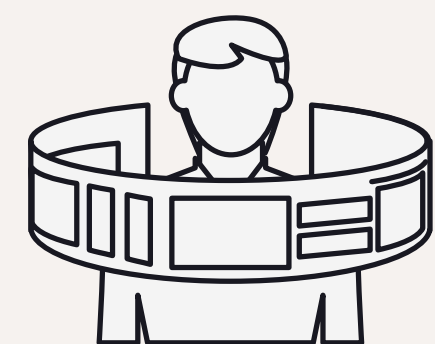
# SMART TOURIST: BEHAVIOURS



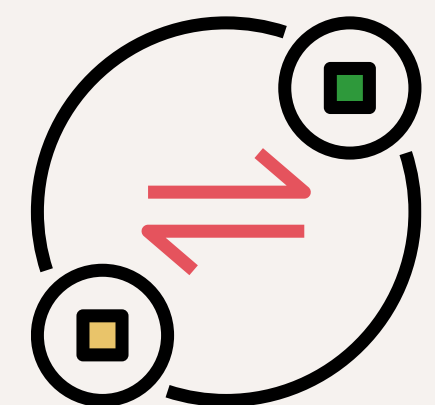
The smart tourist can be defined as an open tourist who **shares their data**, such as basic personal information, preferences, social media profiles information, location and movement.



To live a smart experience, smart tourists employ **smart technologies** and use them intensively to develop and enrich their experience: technologies they judge as useful, easily controllable and enriching their experience.

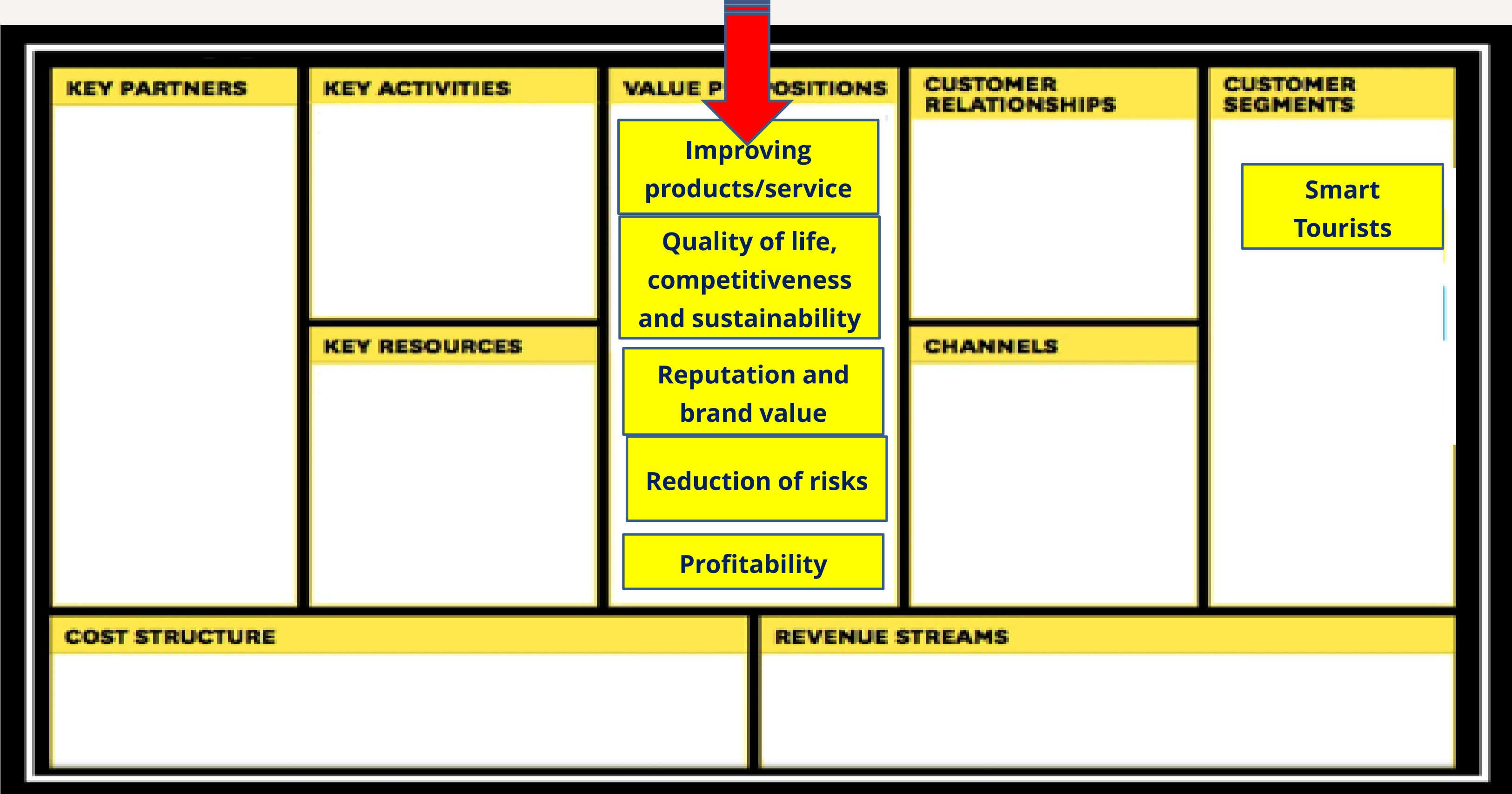


The smart tourist **interacts and co-creates** the experience through smart technologies. Besides the enhancement of their own experience, they will perform a dynamic, real-time interaction and co-creation with other stakeholders in the smart destination service ecosystem.





# VALUE PROPOSITIONS





KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
		Improving products/service Quality of life, competitiveness and sustainability		Smart Tourists
	KEY RESOURCES	Reputation and brand value Reduction of risks Profitability	CHANNELS	
COST STRUCTURE		REVENUE STREAMS		

# VALUE PROPOSITIONS

## Improving products/services

The simplification and improvement of tourism through the use of smart technologies.

*Augmented Reality, Artificial Intelligence and Cloud Computing*, in smart tourism destinations, provides the digital restructuring of tourist attractions, boosts their development and increasing competitiveness.

## Quality of life, competitiveness and sustainability

Embedding technology into the destination environment means improving the sustainability of tourism.

Understanding the needs, desires and requirements of travellers is becoming increasingly critical to the competitiveness of destinations. Being an STD means being an innovative tourism destination that ensures sustainable development, and seeks to improve the quality of life of residents..

## Reputation and brand value

It is important for destination management organizations (DMOs) to establish the destination's online reputation from social media other online reviews sources.

Tourist destinations will dedicate a significant amount of time and resources to improve their image and to build a positive reputation, favouring its attractiveness, a better tourist experience of visitors and, therefore.

## Reduction of risks

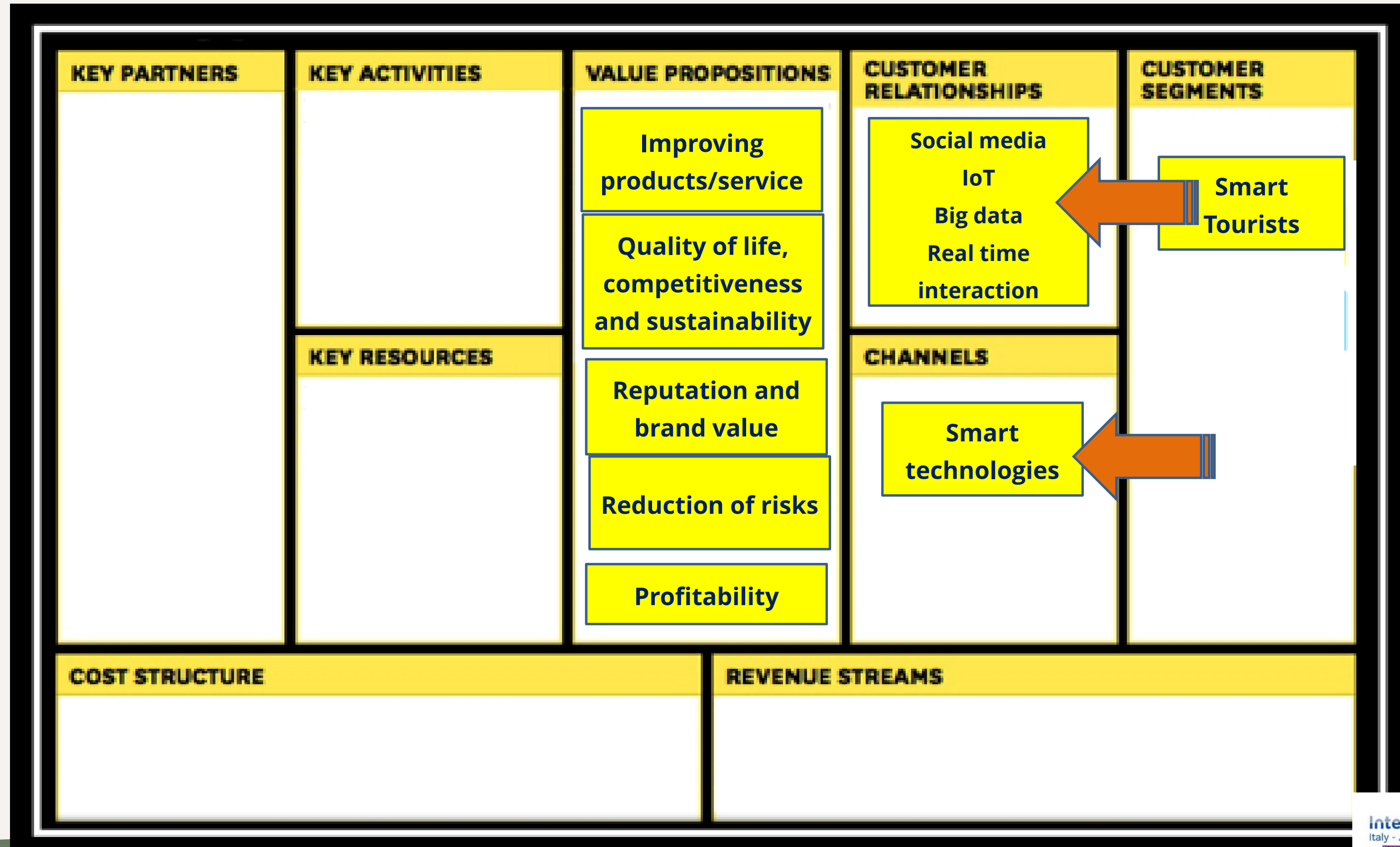
The issue of security and safety has become a pressing concern amongst tourists

The adoption of such smart technologies and predictive analytics will help to go beyond predicting future outcomes by suggesting actions in order to mitigate a future risk and show the implication of each decision option.

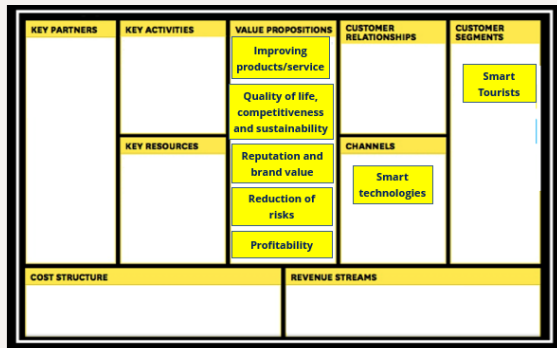
## Profitability

The adoption of ICTs helps tourism stakeholders to easy their usual operations, increase productivity, reduce expenses and improve services and products quality.

# CUSTOMER RELATIONSHIPS AND CHANNELS







# Which are the technological resources that enable STE?

The adoption of smart technologies that may improve companies business and allow them to be competitive; these technologies range from business management technologies to technologies that produce innovative tourism products, services and experiences.



- 🌿 **VIRTUAL/AUGMENTED REALITY**
- 🌿 **MOBILE TECHNOLOGIES**
- 🌿 **CLOUD COMPUTING**
- 🌿 **ARTIFICIAL INTELLIGENCE**
- 🌿 **INTERNET OF THINGS**
- 🌿 **BIG DATA AND ANALYTICS**
- 🌿 **BLOCKCHAIN**
- 🌿 **6G**

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
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		Profitability		
COST STRUCTURE		REVENUE STREAMS		

# VIRTUAL/AUGMENTED REALITY

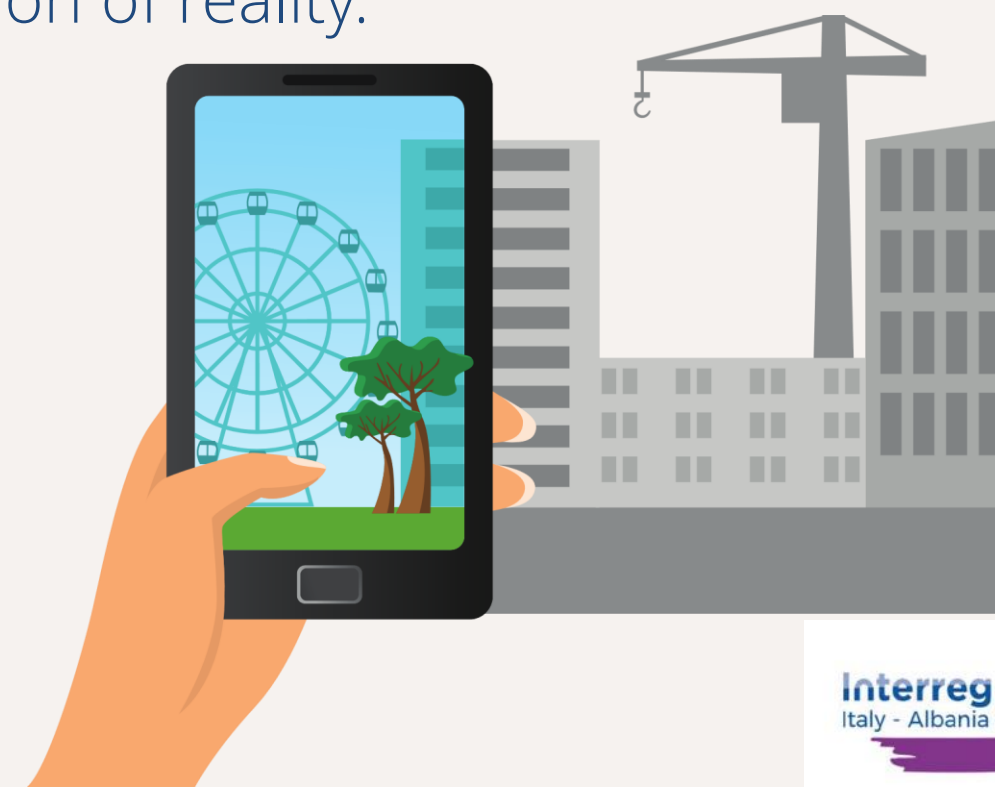


Highly innovative technologies that they create richer and more engaging content capable of improving interaction with the surrounding world and its final perception.

Virtual reality (VR) technologies create an environment around the user that has no connection with the real world, occupying the entire visual field of the user to project information or images through one or more displays.



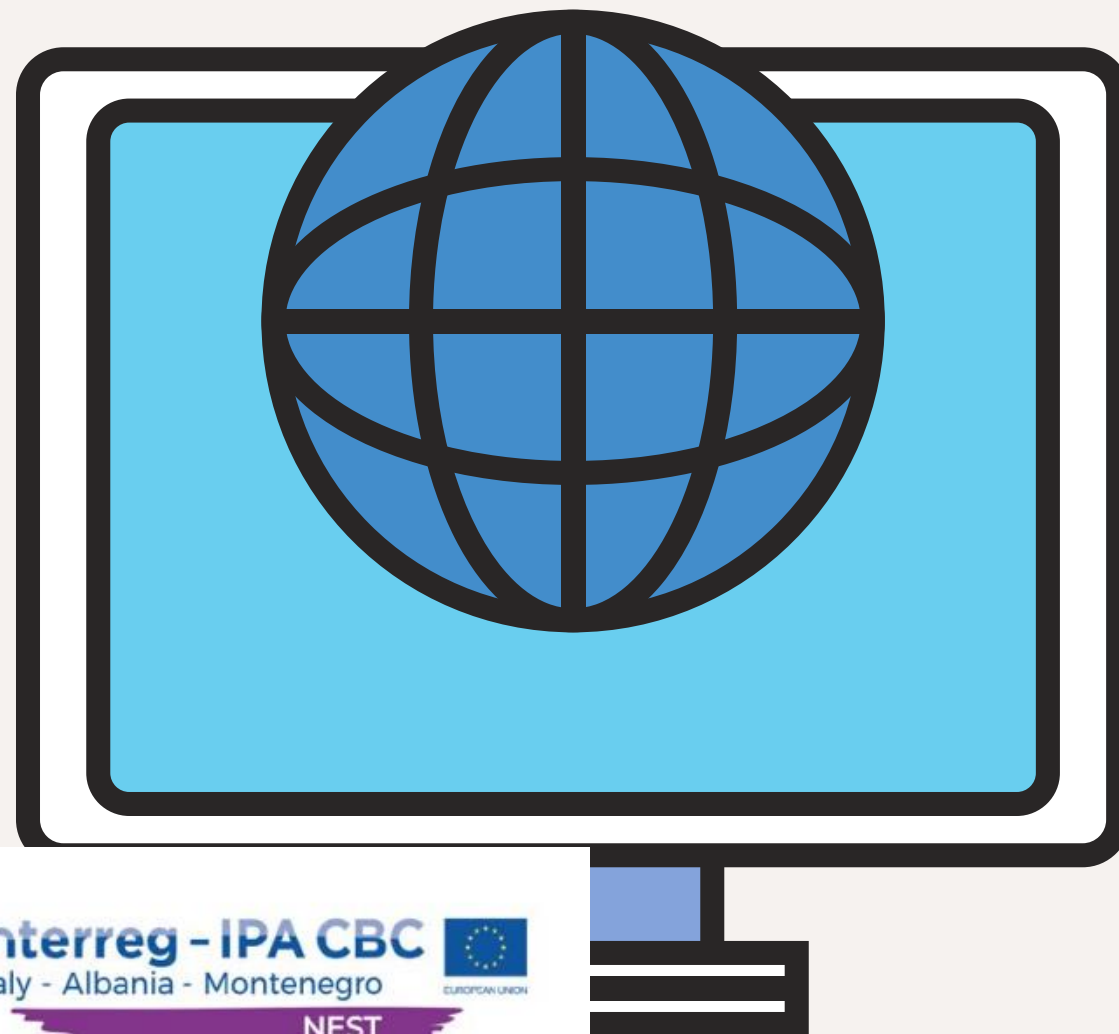
Augmented Reality (AR) is a technology that adds virtual elements to real objects, augmented perception of reality.



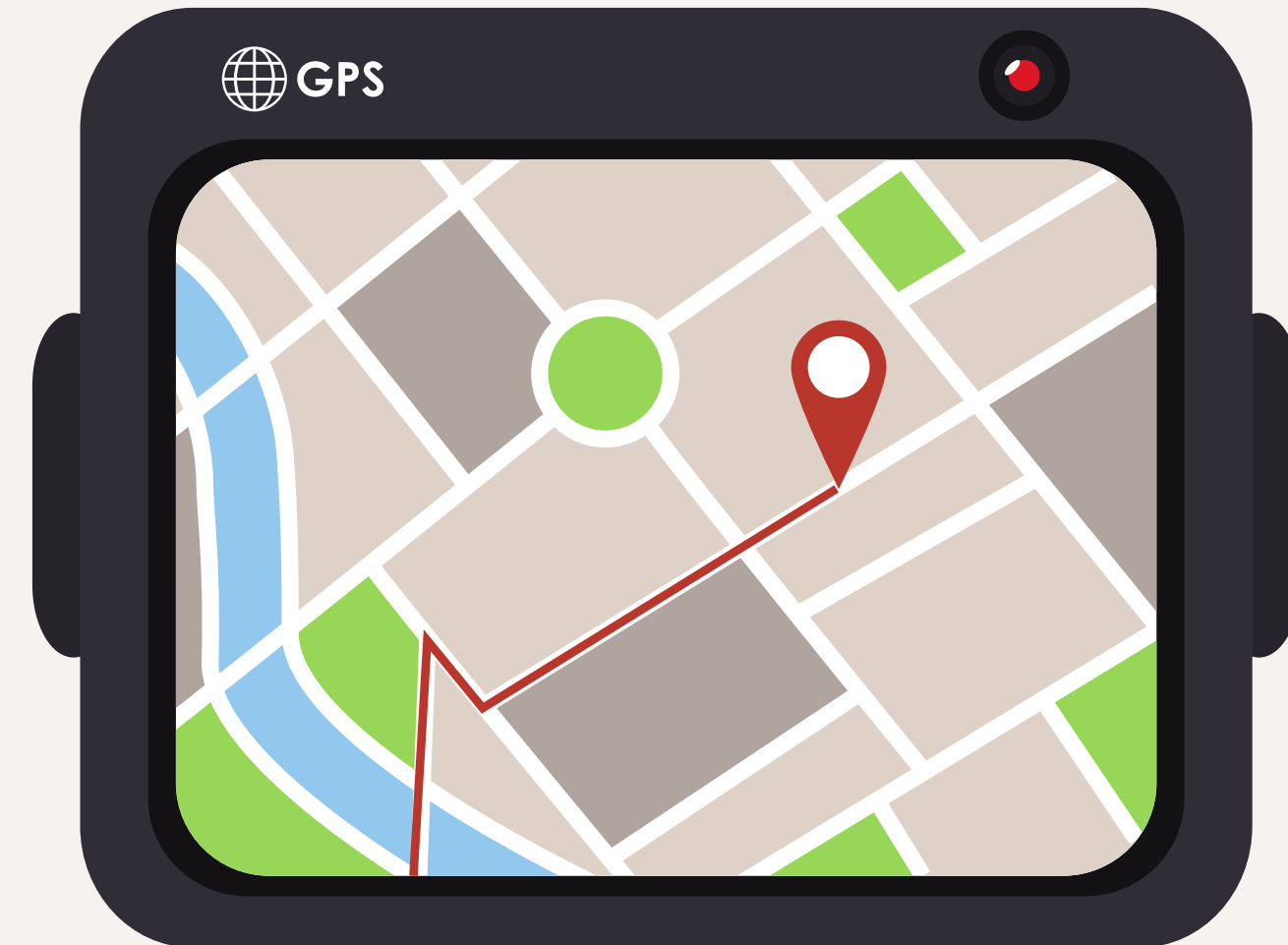
# MOBILE TECHNOLOGIES



They are assuming an important role in the creation of innovative and customised experiences for tourists becoming both an increasingly pervasive and important travel aid and a driver of change within the sustainable tourism framework.



Due to its accessibility, the use of smartphones, tablets and mobile devices allows accessing destination information in real time, online booking, mobile payment and everybody can know everything about the world, making accessible to tourists information about pre- and post-traveling.





# CLOUD COMPUTING



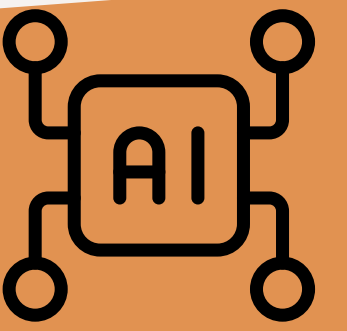
Is a technology used as an innovative mean of provisioning, utilising and maintaining information.

Several significant advantages:

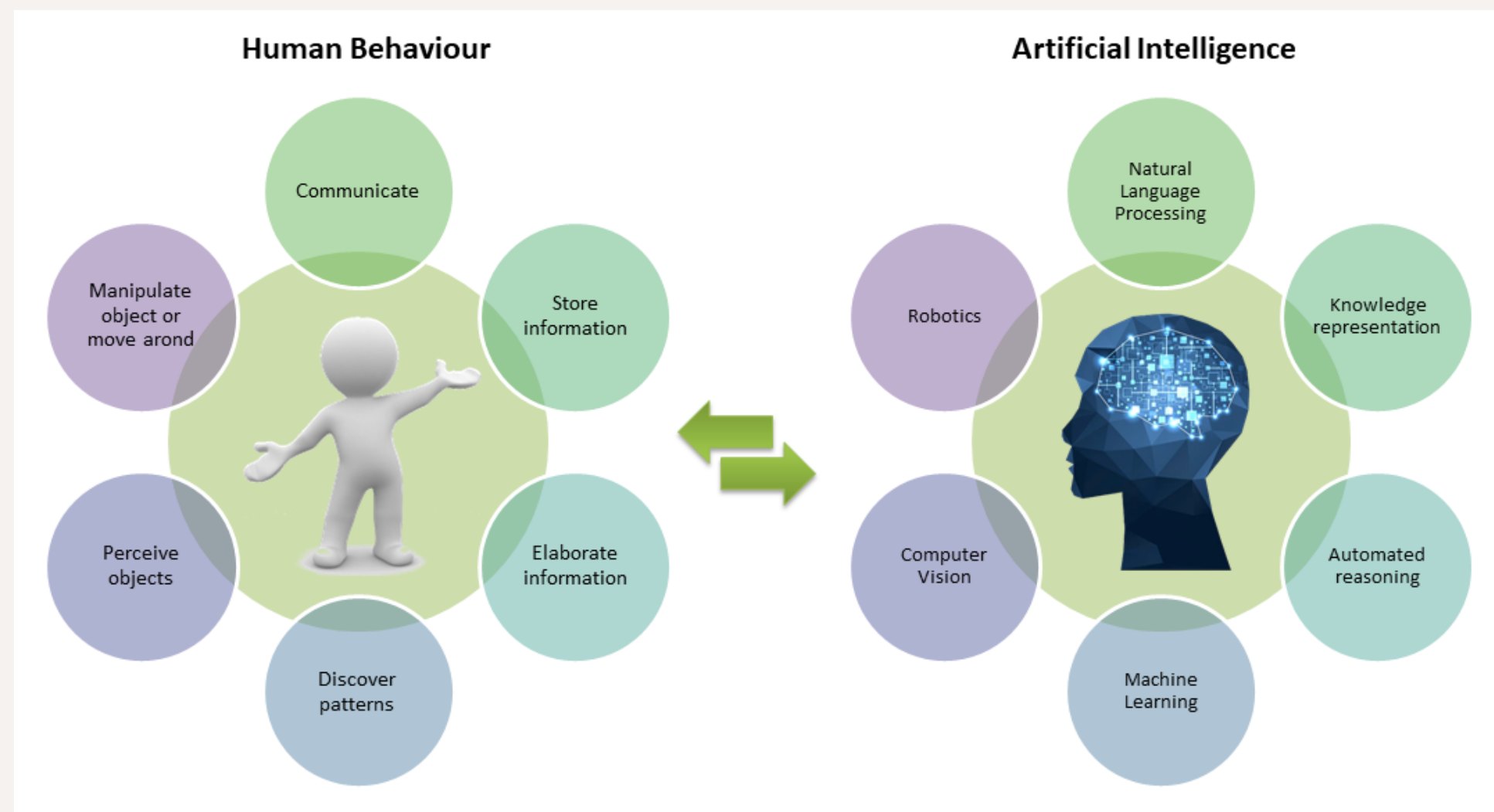
- 🌱 flexibility and on-demand self-service;
- 🌱 cost reductions;
- 🌱 improvement of productivity;
- 🌱 expansion of business prospects;
- 🌱 sharing of information.



# ARTIFICIAL INTELLIGENCE



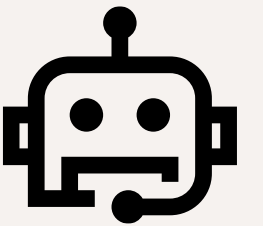
It is a technology which enables a machine to simulate human behaviour to perform complex tasks usually requiring human intelligence. Machine learning (ML) and deep learning (DL) are the two main subsets of AI.



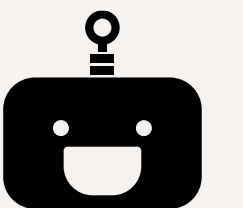
Examples of AI:



Chatbots



Robots



Equivalence between Human Behaviours and Artificial Intelligence sub-disciplines.

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		Reduction of risks	Smart technologies	
		Profitability		
COST STRUCTURE		REVENUE STREAMS		

# INTERNET OF THINGS

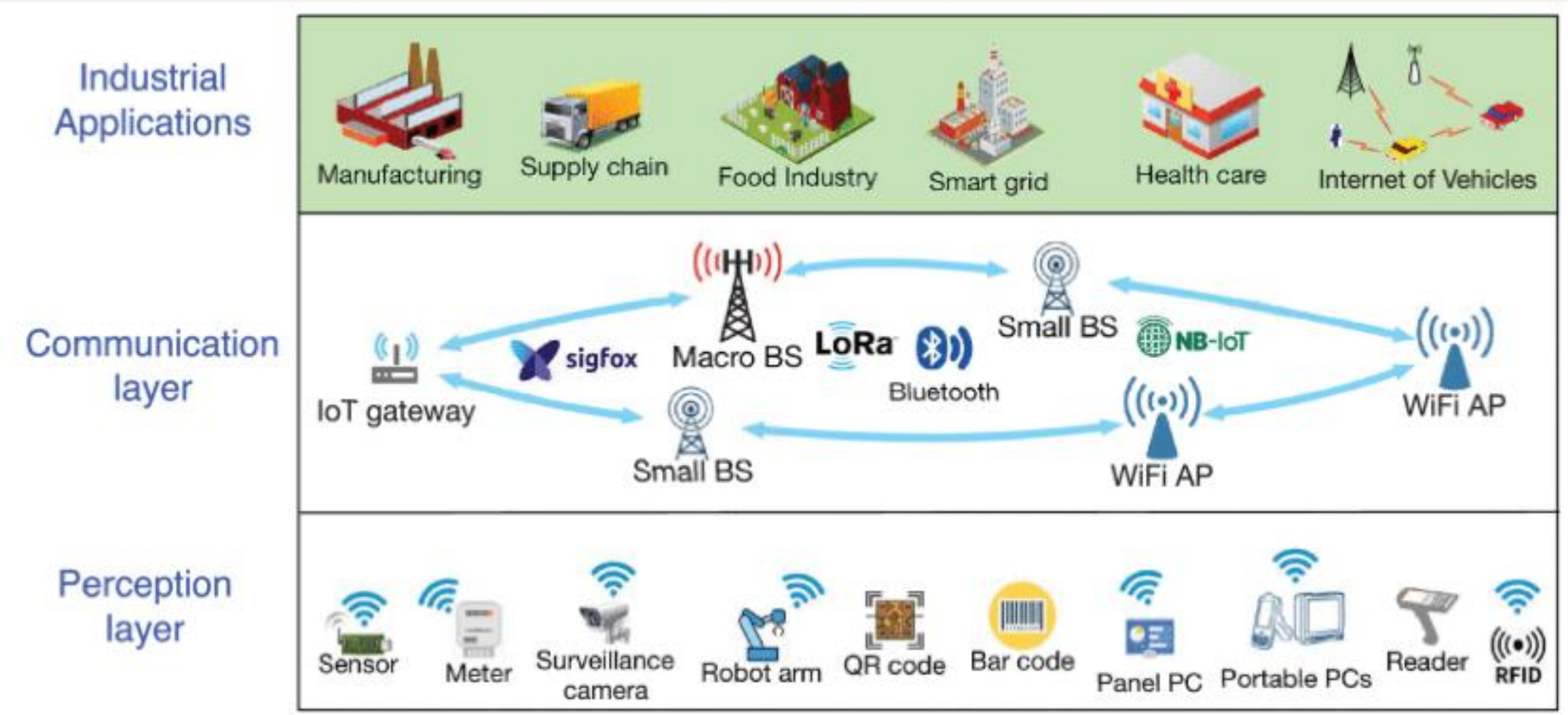


*IoT*

It aims at creating a network of objects (things) **connected** by communication protocols (i.e. RFID, Bluetooth, NFC, Internet, ...).

IoT allows real time insights useful for the destination management and marketing, improving visitors experiences, making destinations more efficient and reducing environmental impacts.

## IoT: three different layers.



Schematization of the IoT layers (Dai et al., 2019).

# BIG DATA AND ANALYTICS



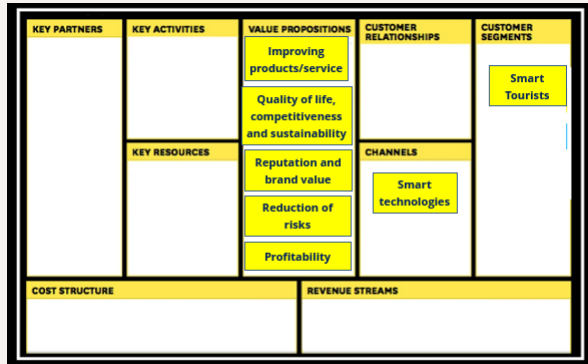
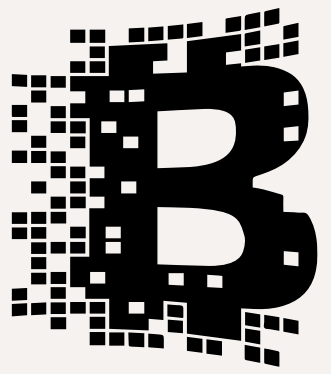
Data in both structured and unstructured styles are generated, recorded, stored and accumulated.

The adoption of Big Data and Analytics may provide new ways of reshaping the tourism destinations, understanding the tourists behaviours, satisfactions and demands.





# BLOCKCHAIN



A blockchain is made up of a series of consecutively connected blocks. The first block is called the genesis block as it does not have a parent block. From the second one, each block is connected to the previous one through a hash value.

These blocks cannot be modified once they are part of this connected chain.

Blockchain supports Smart Tourism Development:

- 🌱 tourist/Citizen identification (to reduce problems related to immigration);
- 🌱 building a trustworthy rating system (analysis of online reviews);
- 🌱 enabling secure and traceable payments;
- 🌱 baggage management (identification and monitoring the luggage);
- 🌱 customer rewards system.



BLOCKCHAIN

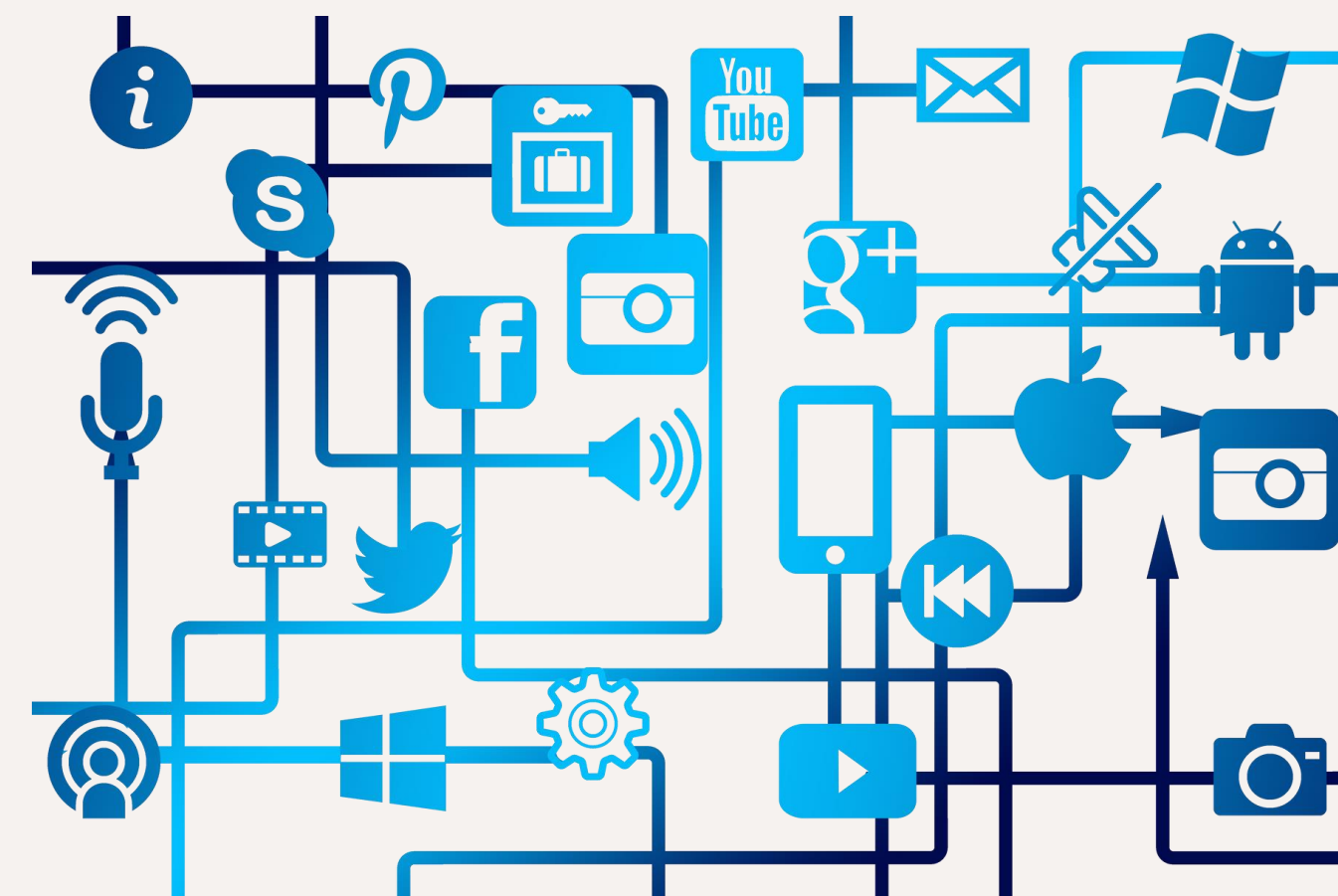
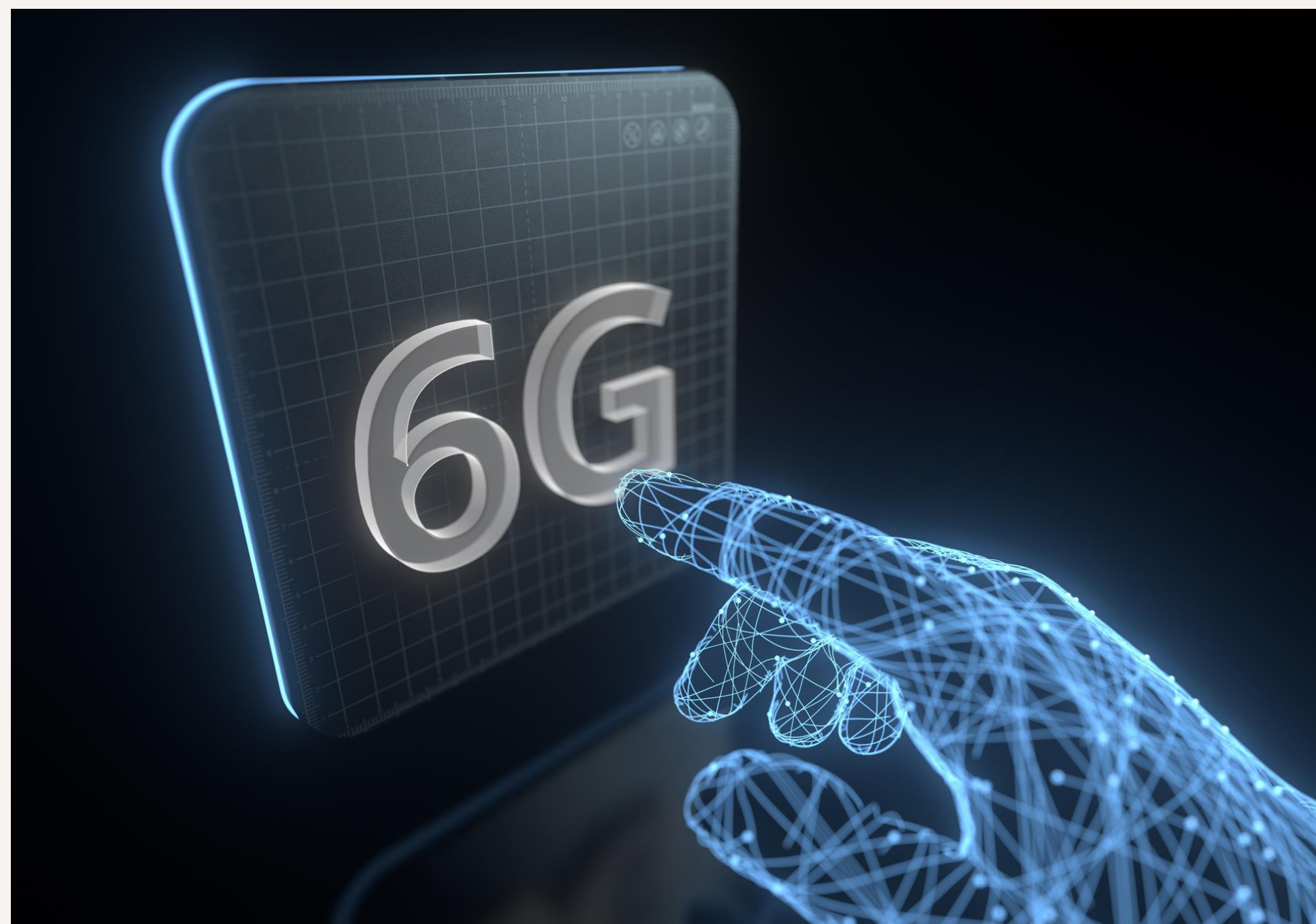
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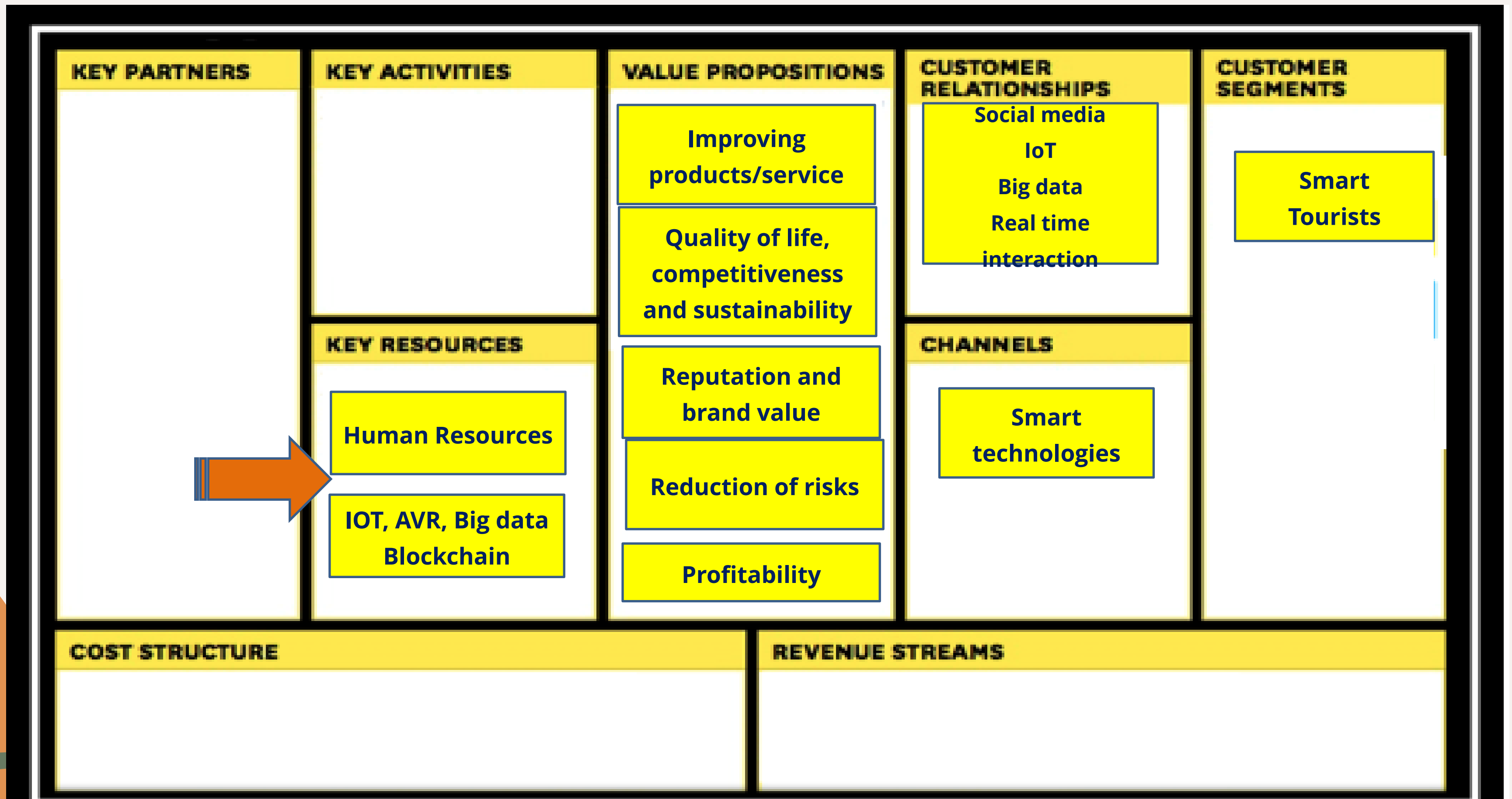
6G



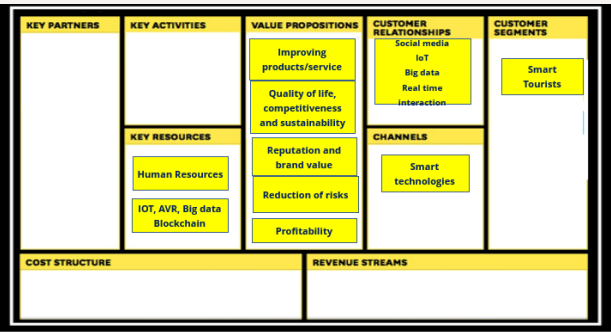
ultrahigh data rates;  
ultralow latency;  
ultrahigh reliability;  
high energy efficiency;  
very high mobility;  
massive connection.



# KEY RESOURCES







The new favorable condition of the global market and the digital transformation



will also produce an expansion of employment opportunities



companies: responsibility in the training of its operators, with specialized training courses by external experts



by "on-the-job" training approach



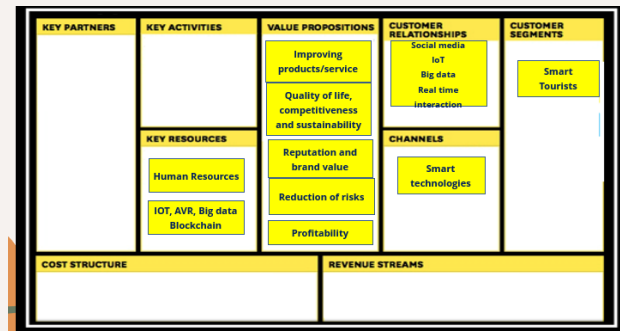
# HUMAN RESOURCES

Two challenges for tourism:

- ✿ distribution of skills to the team and company operators;
- ✿ quality of the jobs offered in the tourism sector: *"The poor reputation of tourism as an area of employment"* (OECD, 2015: 39).

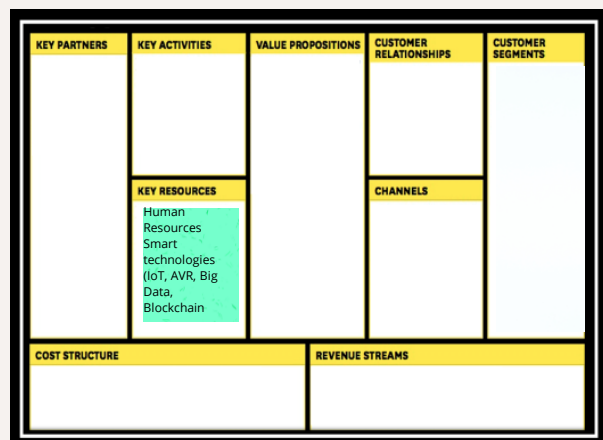


# Improve the quality of human capital in tourism through (WTTC):












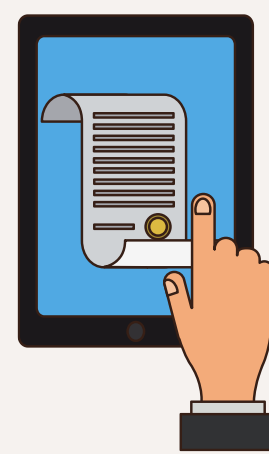
- ✿ work on improving the perception of jobs in tourism;
- ✿ include tourism among the strategic priorities at the government level;
- ✿ introduce incentives of favoring the participation of young people in the labor market;
- ✿ promoting seasonal adjustment processes that allow you to work at full capacity at least 8 months a year;
- ✿ high quality continuous training system for workers;
- ✿ enhancing informal training (takes place on the job during the performance of work activities);
- ✿ construction of dedicated spaces and environments.





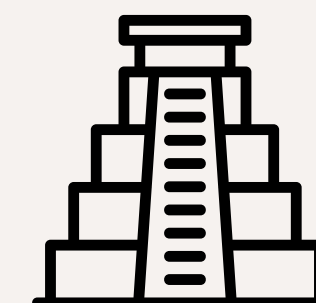
## EMERGING PROFESSIONS IN THE DIGITAL TOURISM SECTOR

-  The Digital Business Analyst
-  The Revenue Manager
-  The Community Manager
-  The Web Content Specialist
-  The Social Media Manager
-  The Channel Manager
-  Specialist
-  The E-reputation Manager
-  The Online adviser

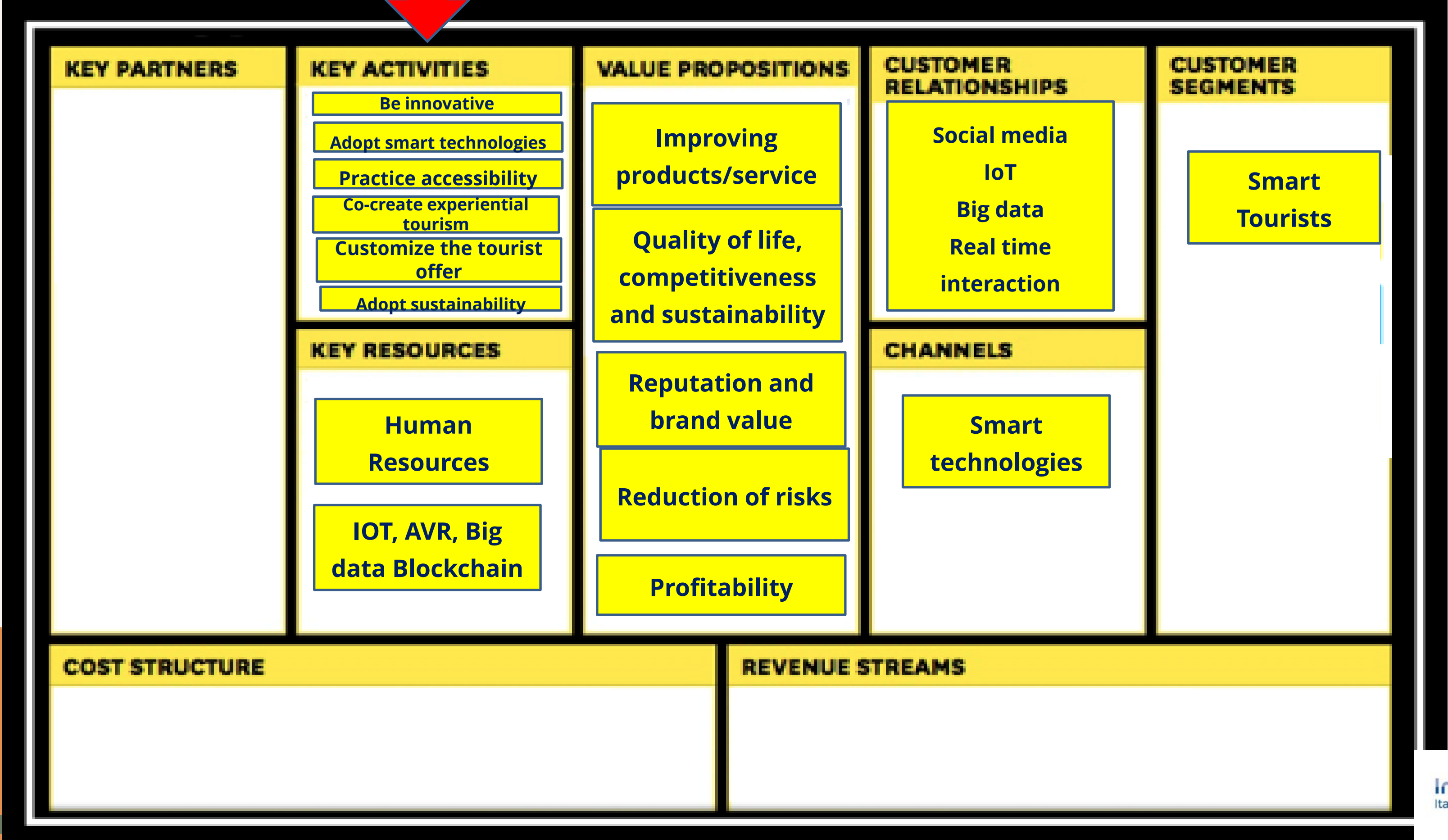


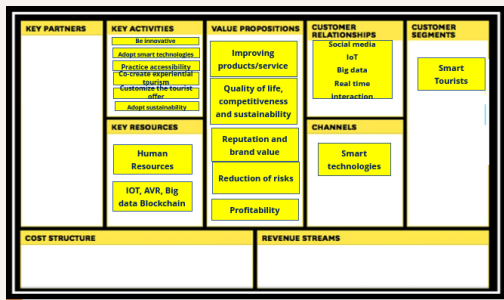
## EMERGING JOB PROFILES WITH RESPECT TO THE DIFFERENT TYPES OF "TOURISM

-  The environmental hiking guide for sustainable tourism
-  The guide and sports companions for cycle tourism
-  The science and technology expert applied to Cultural Heritage
-  The job profile in the cultural industries sector
-  The eno-gastronomic guide



KEY ACTIVITIES





# KEY ACTIVITIES



## Practise accessibility

Smart tourism destinations must be accessible to all, both in a physical and a digital sense. A smart tourist destination should have a well-developed transport infrastructure that allows all types of people to travel.



## Adopt Smart Technologies

An integrated tourism system should improve the ability of tour operators to reach the right consumers at the right time, in the right place and with the right message and through the right channels.

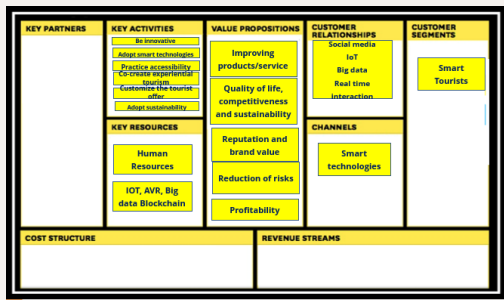


## Co-create experiential tourism

The tourist product represents a relational good and an experience that includes a series of goods and services and is based on a relationship of dialogue between the product-service and its user.







# Key ACTIVITIES

## Customise the tourist offer

Tour operators and Destination Management Organizations (DMOs) must be able to offer an integrated tourist offer, as much as possible “customizable” and segment customers according to their needs, increase their competitive advantage, which is no longer at single company level, but it is the entire territory or tourist destination.

## Monitor customer satisfaction

It is important monitoring the consumers' online actions on social networks, blogs, reviews that they publish on portals such as Trivago, TripAdvisor, Booking, etc. The data can facilitate touristic firms in knowing the needs of tourist and in planning some processes about attractions, catering facilities and transportation alternatives.

## Understand the real power of data

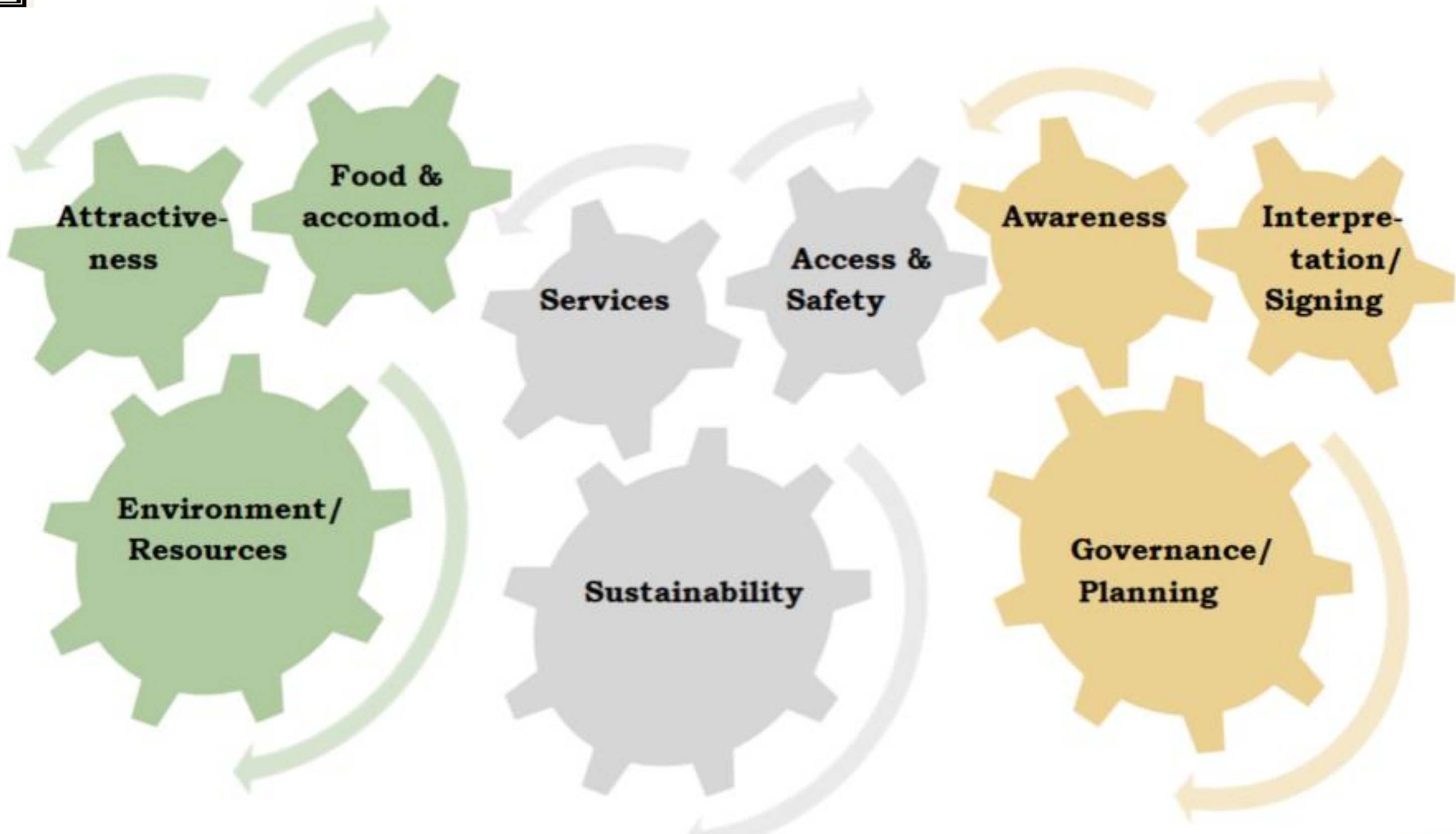
It is necessary to raise the awareness of hospitality firms, intermediaries and DMOs on the real power of data that are collected through this virtual places, in order to better integrate smart technologies in a concrete way.

## Adopt Sustainability

Sustainable tourism satisfies the present needs of the regions and the tourists, protecting and improving upon future opportunities. In addition, focus must be placed on managing resources to meet economic, social and aesthetic needs.

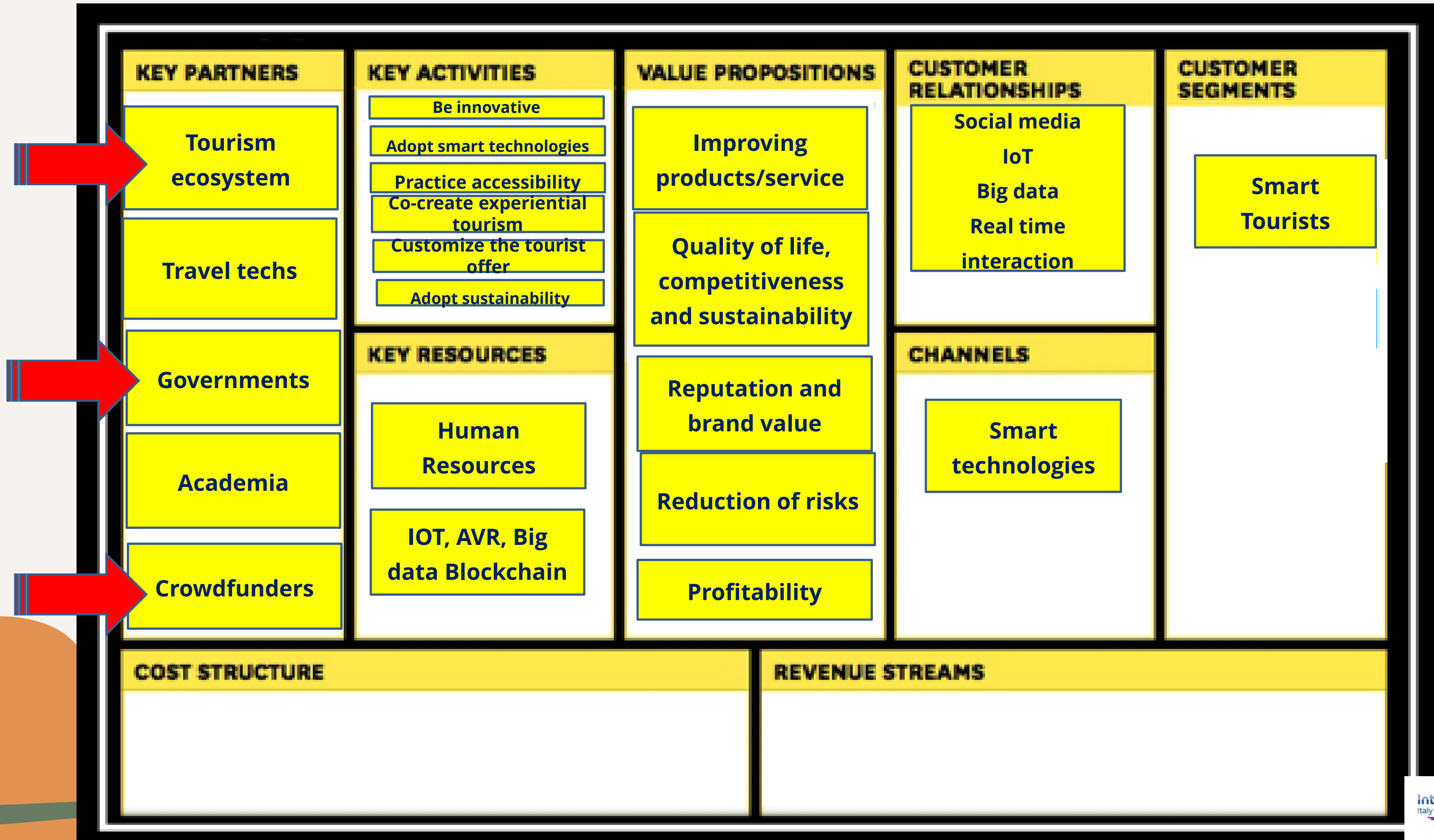
# KEY ACTIVITIES: ADOPT SUSTAINABILITY

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
	Improve service quality Improve service efficiency Improve service reliability Improve service sustainability	Improving product/service Quality of life, competitiveness and sustainability	Big data Real time interaction	Smart Tourists
KEY RESOURCES	CHANNELS	COST STRUCTURE	REVENUE STREAMS	
Human Resources IoT, AVL, Big data Blockchain	Reputation and brand value Reduction of risks Profitability			

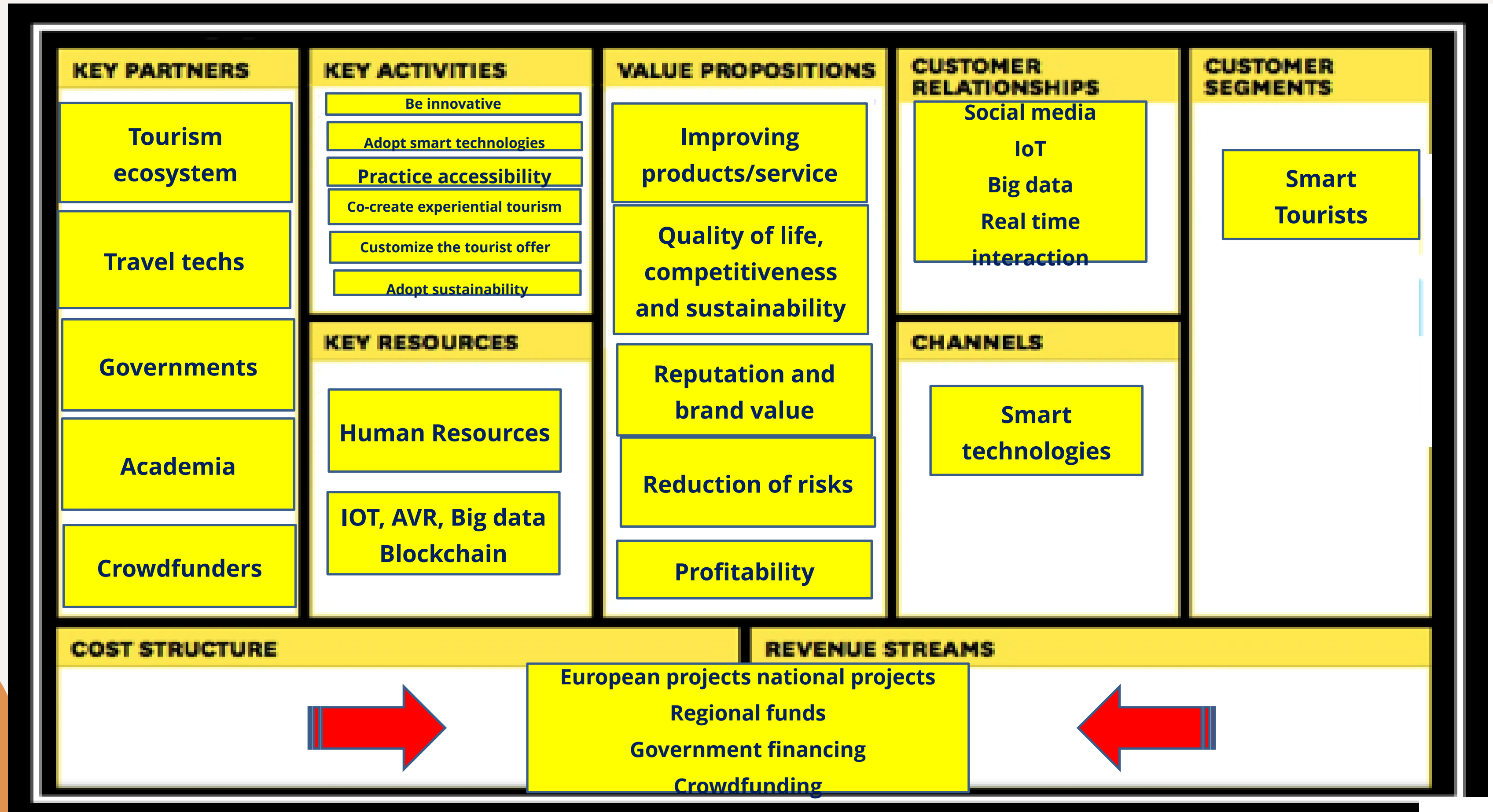


Tourism specific key sustainability and smart factors.

# KEY PARTNERS



# Financial Resources





KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Tourism ecosystem	Be innovative Adapt smart technologies Practice accessibility Co-create experiences Sustain Customize the tourist offer Adapt sustainability	Improving products/service Quality of life, competitiveness and sustainability	IoT Big data Real time interaction	Smart Tourists
Travel techs				
Governments	KEY RESOURCES	Reputation and brand value	CHANNELS	
Academia	Human Resources	Reduction of risks	Smart technologies	
Crowdfunders	IOT, AVR, Big data Blockchain	Profitability		
COST STRUCTURE		REVENUE STREAMS		
		European project national projects Regional funds Government financing Crowdfunding		

## Financial Resources

In the last years consumer preferences are continuously changing in the global competitive environment: tourists are always searching for unique and high quality experience.



the access to financing is a crucial step; it enables:

- ✿ the promotion of entrepreneurship;
- ✿ the capacity of innovating;
- ✿ SMEs development.

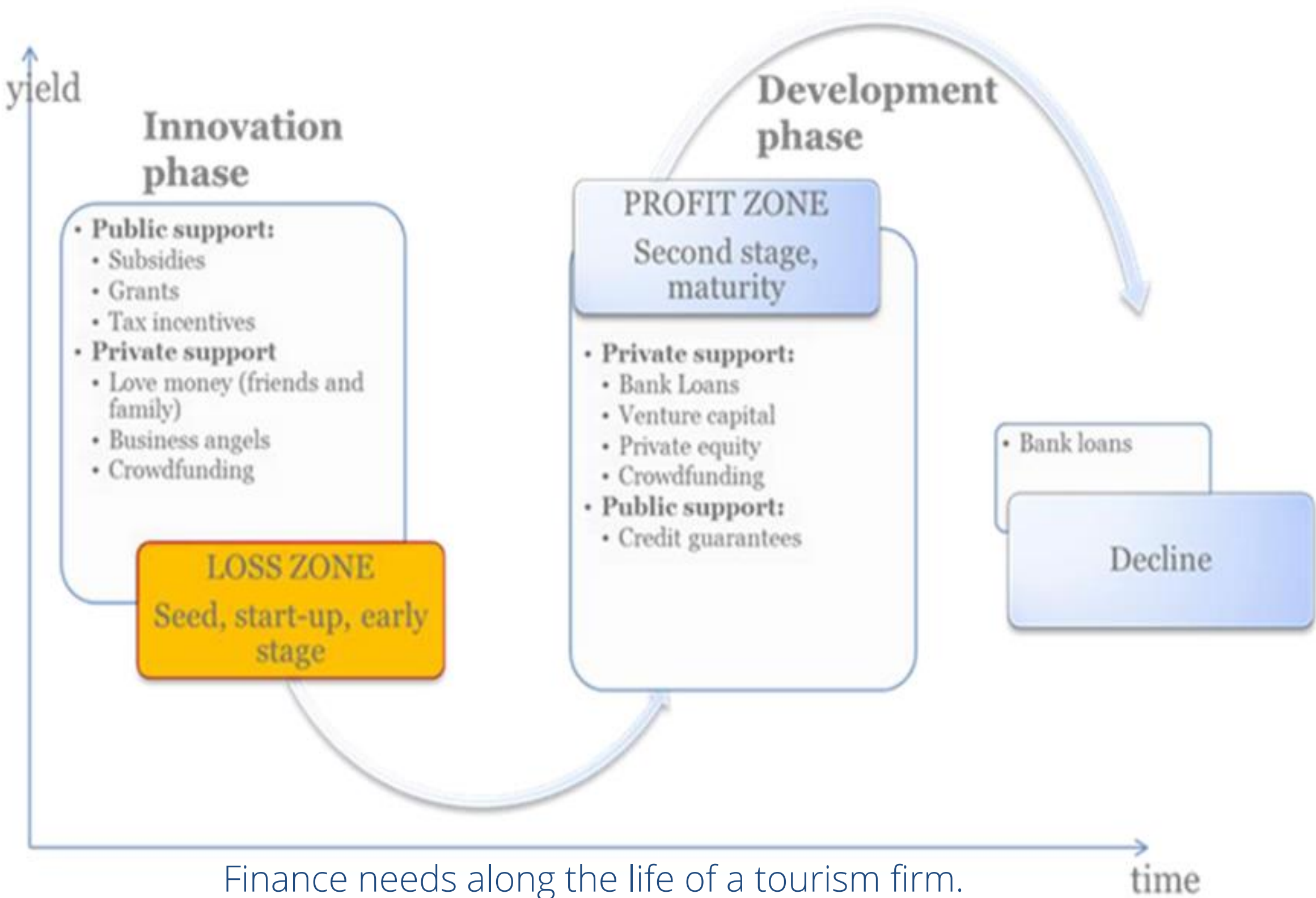


Lack of adequate and stable financial resources limits innovation in the sector, including investment in new technologies, tools and software, and hampers firms from introducing the necessary innovation to ensure, strengthen or upgrade their position in the chain (OECD, 2008).

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
Tourism ecosystem	Be innovative Adapt smart technologies Practice accessibility Co-create experiences Sustain Customize the tourist offer Adapt sustainability	Improving products/service Quality of life, competitiveness and sustainability	Social media IoT Big data Real time interaction	Smart Tourists
Travel techs				
Governments	KEY RESOURCES	Reputation and brand value Reduction of risks Profitability	CHANNELS	
Academia	Human Resources		Smart technologies	
Crowdfunders	IOT, AVR, Big data Blockchain			
COST STRUCTURE		REVENUE STREAMS		
		European project national projects Regional funds Government financing Crowdfunding		

# Financing Entrepreneurial Ideas

Financing is necessary at the early stages of an idea or product development and for the support to and the growth of existing tourism businesses.



# Financial Opportunities

**The European Fund for Strategic Investments (EFSI)** aim to overcome the current investment gap in the EU by mobilizing private financing for strategic investments.

EFSIO may support:

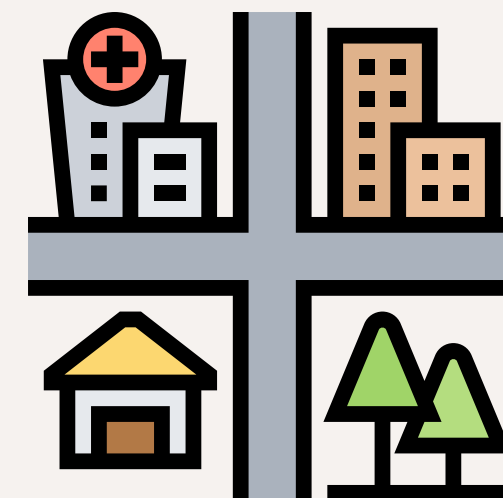
- Strategic infrastructure, including digital, transport and energy.
- Education, research, development and innovation.
- Expansion of renewable energy and resource efficiency.
- Support for smaller businesses and midcap companies.



Research and development

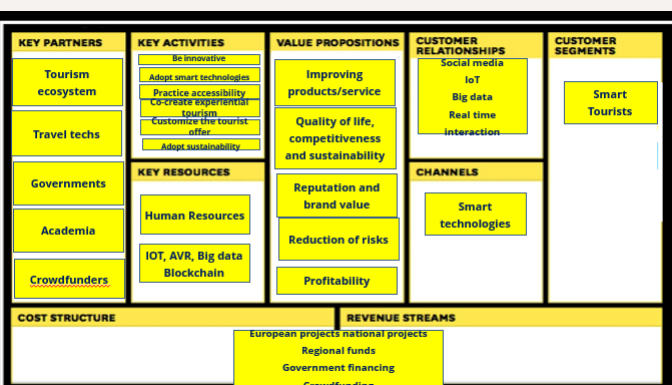


Energy



Infrastructure



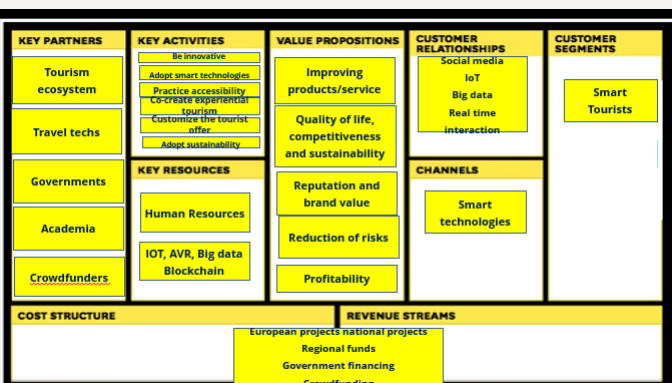


**The European Regional Development Fund (ERDF)** aims to strengthen economic and social cohesion within the European Union for giving support for the improvement of tourism competitiveness and quality at both regional and local levels counts eleven "thematic objectives and investment priorities" in line with the Europe 2020 policy priorities:

- ✿ Research and innovation (objective N°1).
- ✿ Information and Communication Technologies(objective N°2).
- ✿ Competitiveness of Small and Medium-Sized Enterprises(objective N°3).
- ✿ Shift to a low-carbon economy(objective N°4).
- ✿ Environmental protection and resource efficiency(objective N°6).
- ✿ Employment and support for labour mobility(objective N°8).
- ✿ Education, skills and lifelong learning(objective N°10).







**The Cohesion Fund (CF)** is aimed at Member States for reducing economic and social disparities and promoting sustainable development.



**The European Social Fund (ESF)** aims to improve employment, workers mobility and the level of professional qualifications in the EU.

**COSME** is the European programme for the Competitiveness of Enterprises and Small and Medium-sized Enterprises.

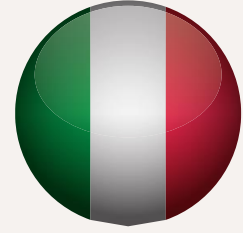
It aims at improving access to markets, improving framework conditions for the competitiveness and sustainability of Union enterprises (Tourism Action Plan) and promoting entrepreneurship and entrepreneurial culture.



Access to finance:SMEs

Tourism Action Plan

Erasmus for young entrepreneurs



# Italian Financial opportunities

## Apulia

Regional Strategic Plan for Tourism Puglia365;  
several stakeholder: local authorities, tourism operators, trade unions, local opinion leaders, universities, local action groups and the Ministry itself.

Several aims:

the promotion thematic area;

✿ the product thematic area;

✿ the infrastructure thematic area;

✿ the innovation thematic area;

✿ the training thematic area;

✿ the hospitality thematic area.

## Molise

Fondo Sviluppo e Coesione patto per lo sviluppo della Regione Molise 2014-2020.

Invitalia supports those who want to start a business in Italy, financing new businesses and encouraging innovative startups.





# Albanian Financial Opportunities

The Albanian Investment Development Agency (AIDA), in support of small and medium enterprises (SMEs)

ProSEED is a program of Ministry of Economy and Finance and GIZ, that support Entrepreneurs in sectors such as tourism, informatics, handicrafts, textiles.

RCC – Regional cooperation program: the Tourism Development and Promotion project works to consolidate what is now a fragmented tourism offer in the six Western Balkan economies.

<http://www.azhbr.gov.al>: for agricultural and rural development.

- Program for Integrated Urban and Tourism Development (PIUTD).
- Sustainable Rural Development SRD project of GIZ Albania.
- Cultural & Eco Tourism. Different projects between AADF (Albanian American Development Fund) and the Government of Albania.



# Montenegrin Financial opportunities

## Ministry of Economy (MoE)

implementing strategy and policy of regional development and creating conditions for sustainable and balanced growth Montenegrin economy.

Priority activities:



- Production/processing;
- Tourism;
- Wood processing (final production);
- Information Technology.

## Ministry of Science (MoS)

promoting innovation, research infrastructure and technological development at national level.

## Ministry of Sustainable Development and Tourism (MSDT)

tourism development, implementation of investment programs of interest for sustainable tourism development and promotion of investments in the tourism sector





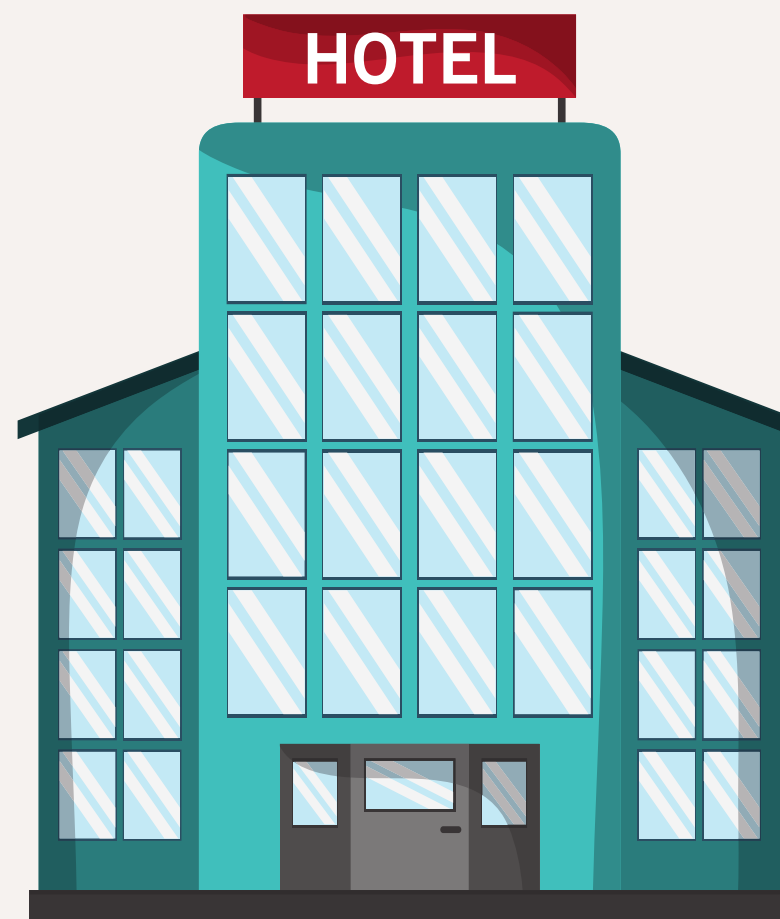
# Montenegrin Financial opportunities

**Investment and Development Fund of Montenegro (IDF)** - approval of loans and issuance of guarantees and other activities that provide support to economic development.

Four credit lines in tourism sector:

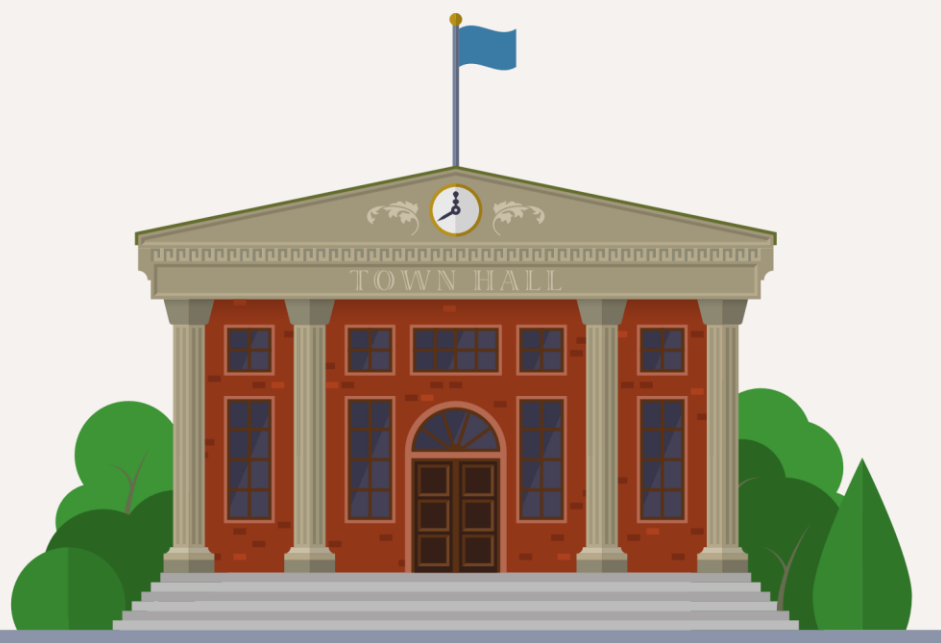
1. Support to construction of new Hotel Capacities Programme.

3. Support to Improvement of Tourism Infrastructure and Non-accommodation Facilities Programme.



2. Support to Improvement of the Existing Apartment and Hotel Capacities Programme.

4. Hospitality Support Programme.



## Banking sector and Micro-credit financial institutions financial support:

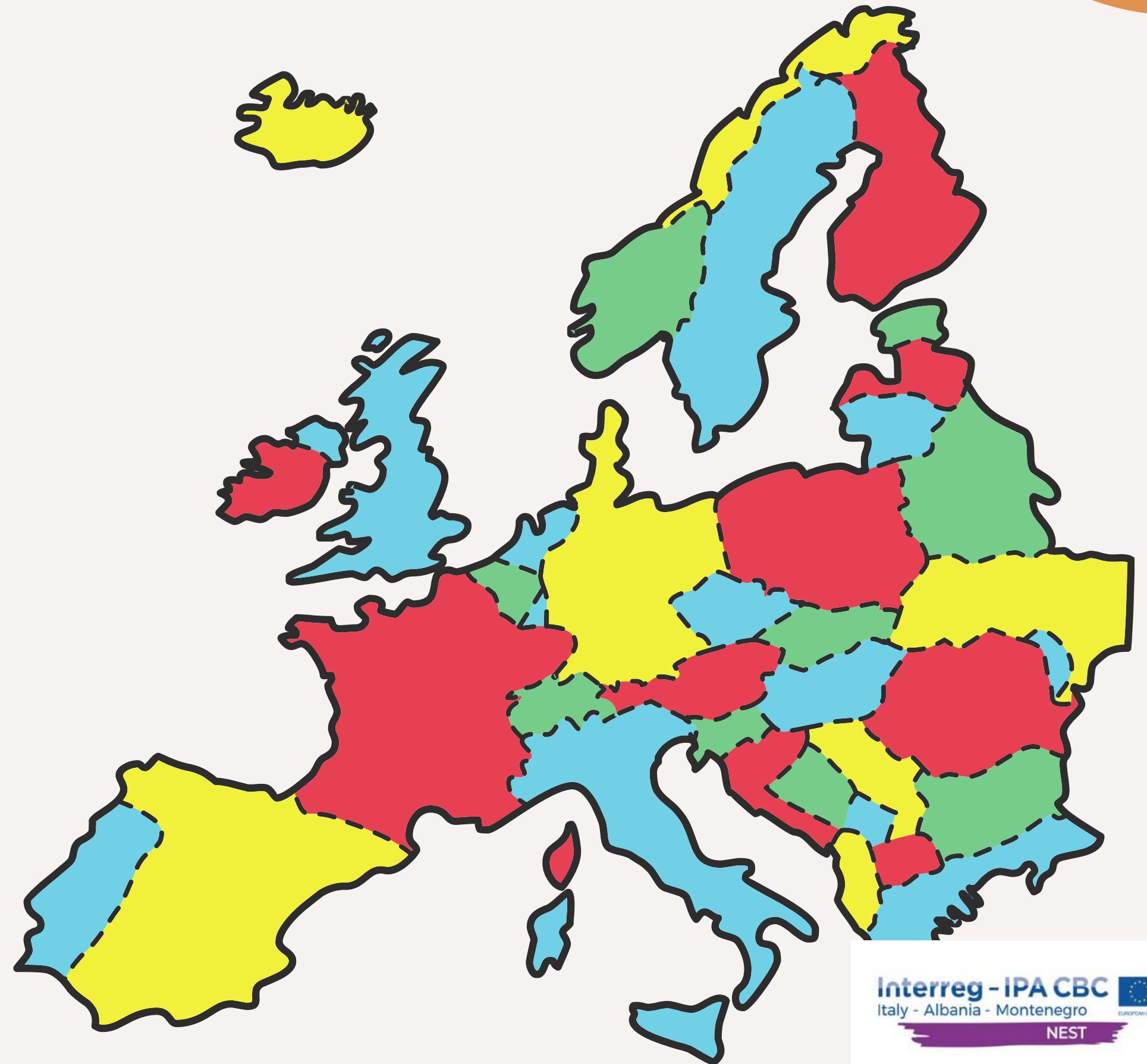
What are the different bank business models?

model of high cyclicity ↔ models of contra cyclical behaviour;  
models of dominantly retail ↔ dominantly corporate banking;  
models of short term ↔ long-term loans granting;  
models of classical banking products ↔ innovative models;  
models of diversification ↔ models of concentration.



Part II  
Case Studies  
Best Practices

# European Case Studies





# ADOPT SMART TECHNOLOGIES: Milan & Bologna

**Milano360°**, developed by the Turismo Milano website, allows you to walk around the city, move around the places and get close enough to observe the most interesting details; moving around the places and getting close enough to observe the details that interest you most.



**La Macchina Del Tempo**, located at the Virtual Reality Museum in Bologna, allows to take a first-person tour and to “physically” enter historical scenarios meticulously reconstructed with 3D technology.

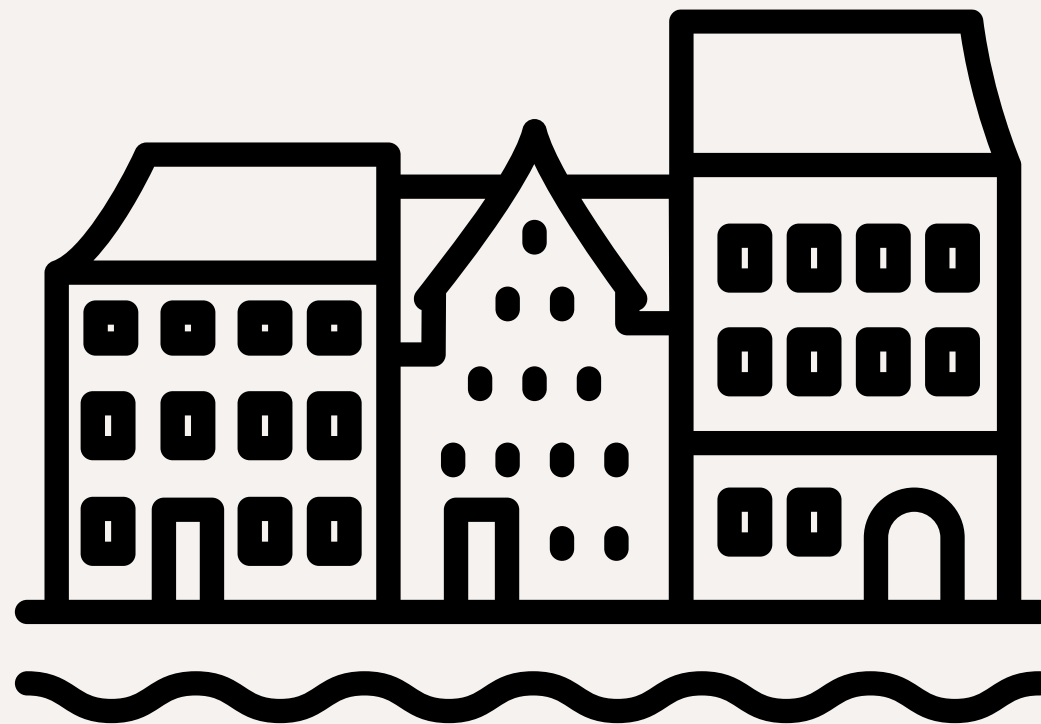


# BE INNOVATIVE: Copenhagen



The **Wonderful Copenhagen** hosted the Open Tourism Days hackathon, during which participants were given access to several data sources to create innovative solutions to offer visitors a more local experience and to disperse them more.

Very important is the application "Know Your Bro", which offers self-guided tours through the local neighbourhoods of Copenhagen, aimed at dispersing tourism by encouraging local commerce and consumption.



# PRACTISE ACCESSIBILITY: Lyon & Gothenburg



In **Lyon** there is the **LyonCityCard**, which is an electronic pass that includes all museums, the main tourist attractions, public transport including the shuttle that links the city to the airport, guided tours in four languages and shows, as well as numerous discounts and priority access opportunities.



The **Liseberg amusement park** is one of Sweden's most popular tourist attractions; it is the most accessible park possible, redesigning the concert stages to include people with disabilities, building ramps for wheelchair users, and creating several shows with narration and signing for guests with visual and hearing impairments.

# CO-CREATE EXPERIENTIAL TOURISM: London



In **London, the Big Innovation Centre** convenes a network of representative global companies in every sector, plus national public agencies and some of the best universities. Through this coalition, they are building world-class innovation ecosystems and co-creating global innovation and investment hubs.

It helps businesses, public agencies and universities to put their open innovation principles into practice.





# CUSTOMISE THE TOURIST OFFER: Nice



**The Nice Tourist Office** is employing a travel journal app that allows tourists to compile their plan of their holiday and save their own itinerary for their journey in order to adopt paperless promotion of the destination.

Tourists are provided with details about local events and real-time availability of Vélos Bleus (self-service bicycles for hire), car-park location, local attractions, and so on.

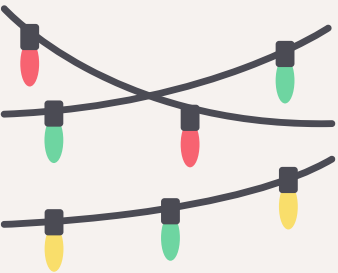
Four start-ups were selected to design new services relating to intelligent mobility and encourage the use of environmentally friendly modes of transport.



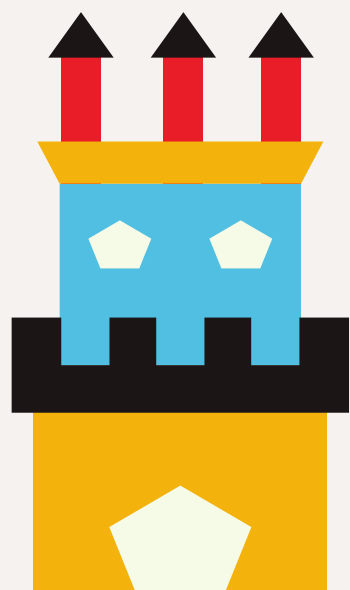
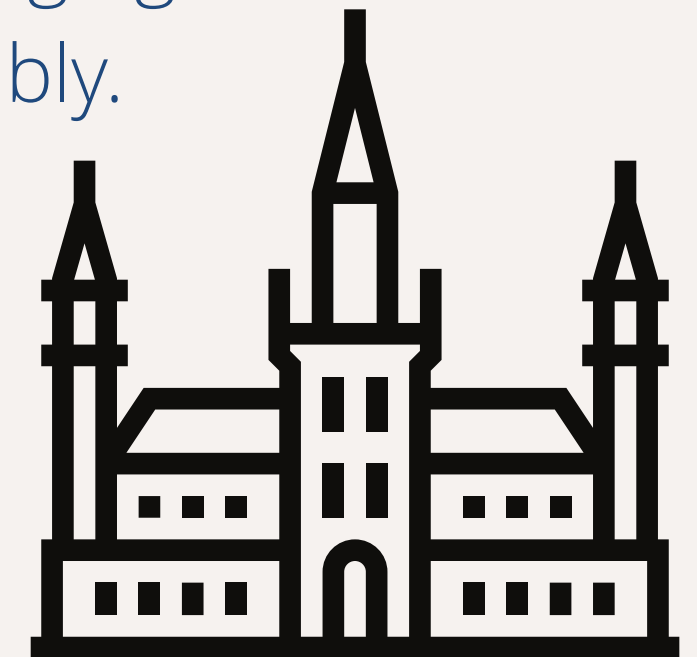
# ADOPT SUSTAINABILITY: Breda, Brussels & Sintra



Breda is the first city in Europe to use remote control and colour-changing LED technology in its street lighting, thus at the night light pollution can be avoided for humans, flora and fauna and during the day the light can be adapted depending on the seasons.



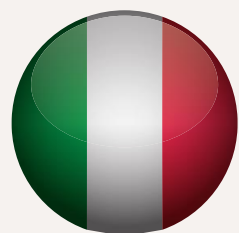
In Brussels, the tourism board promotes 'MIXITY walks' for encouraging visitors to explore all 16 districts and managing the tourist flows more sustainably.



The city of Sintra organises and promotes various activities and events during the low season in order to further benefit from tourist arrivals.

# UNDERSTAND THE REAL POWER OF DATA :

## Bologna & London



**Bologna Open Map**, Bologna Open Rock, OrigineBologna are just some of the services created by the Municipality of Bologna Open Data that publishes online a part of its data in an open format (Open Data) focusing on transparency and accessibility; citizens, associations and businesses are thus enabled to participate actively.



**Legible London** is the integrated wayfinding system that's helping people move around the Capital more easily and quickly.

Data from the Oyster system (the smart-mobility card of London) used in accordance with data protection standards, provides breadth and depth of information about how customers travel across the network.

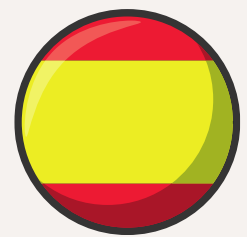


# MONITOR CUSTOMER SATISFACTION :

## Copenhagen & Malaga



In the **Wonderful Copenhagen strategy** for 2020, to improve tourist satisfaction: Tourism + Culture Lab is an initiative in which Wonderful Copenhagen and cultural institutions work together to identify the synergies between tourism and culture.



The **Smart Data Túristico initiative**, relevant data are now accessible for destinations and firms across Málaga for improving the customer experience.

Smart Costa del Sol project has the objective of creating a multi-town platform which contain useful information for tourists.



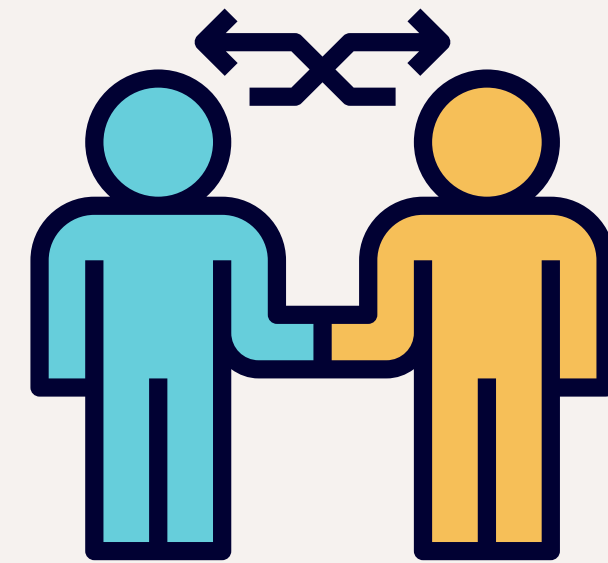


# COLLABORATE WITH BOTH CUSTOMERS AND PARTNERS:

## Cascais, Gothenburg & Brussels



**Cascais** created a set of “personas” which represent the archetype of its tourists. Thereby, the city can better understand its individual visitors, their interests, needs and activities.



‘Meet the Locals’ is a project in **Gothenburg** that connects visitors with locals: it introduces the visitor to Gothenburg’s daily life and the Swedish lifestyle, personalizing the visitor’s trip through the local perspective.



The regional agency ‘hub.brussels’ set up the cluster ‘hospitality’ **Brussels’** to support entrepreneurship, training, innovation and networking in the hospitality sector.



# Case Studies

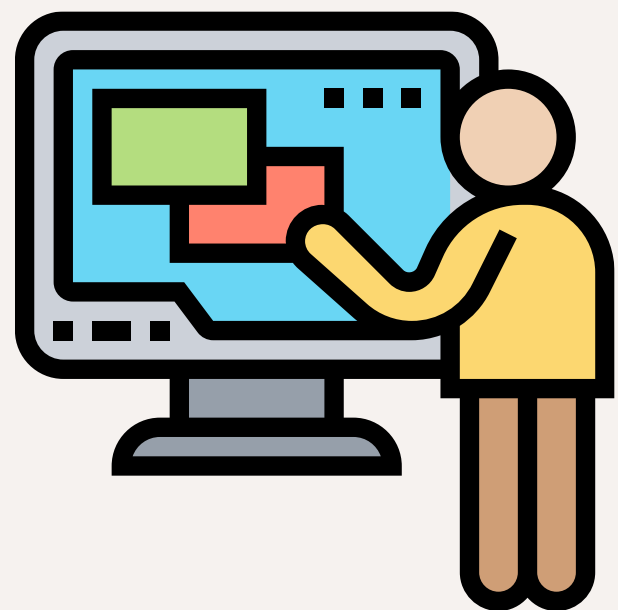
## IPA area

### Italia- Albania-Montenegro

## M.u.s.i.c.a. – Monitoraggio Urbano attraverso Soluzioni Innovative per Città Agili (Urban Monitoring through Innovative Solutions for Agile Cities)

The **MUSICA** project aims to develop an innovative urban monitoring system, called Urban Control Centre (UCC).

It is represent the commitment of the Municipality of Bari in the development of technological innovation and in way to communicate directly with its citizens.

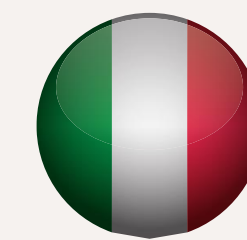


UCC:

- ✿ acquire and integratesources of data;
- ✿ analyse and process the information;
- ✿ view a management web dashboard.

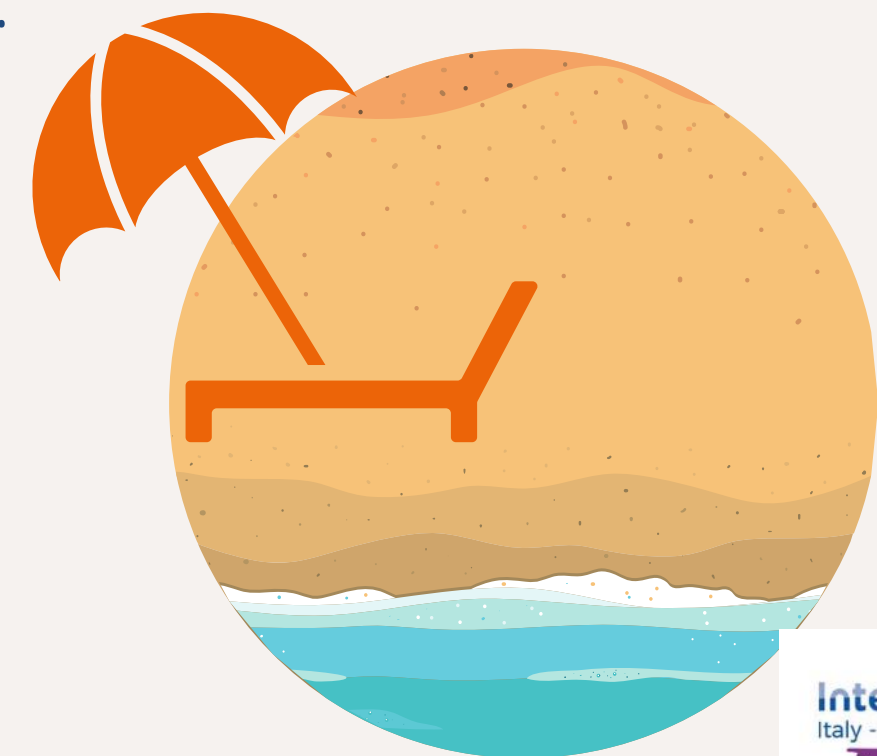
## VR/AR – Ac tourist

Ac tourist is a work by the Bari-based start-up Augmented city that in three months has mapped and built an infrastructure containing more than 4,500 monuments, buildings, services, with images and informations.



## Accessible coasts

In order to make the coasts accessible to all visitors, the beaches have been equipped in such a way as to be completely accessible, offering suitable paths and mattresses that allow direct access to the calm sea for people in wheelchairs.





The municipal administration of Lecce with the implementation of the Digital Agenda, has set itself the goal of improving the life of the citizen and the business of companies.

## To achieve

- ✿ online accessibility of public services;
- ✿ availability of apps of public utility;
- ✿ adoption of digital platforms;
- ✿ use of social media;
- ✿ release of open data;
- ✿ transparency;
- ✿ implementation of public Wi-Fi networks;
- ✿ intelligent network technologies

## Open data

The open data counter favours the dissemination of open data disclosed by the municipal administration.

## Lecce Wireless City

The "Lecce Wireless City" project aims at reducing the digital divide by providing free of charge to the local community the basic facilities of access to the Internet.

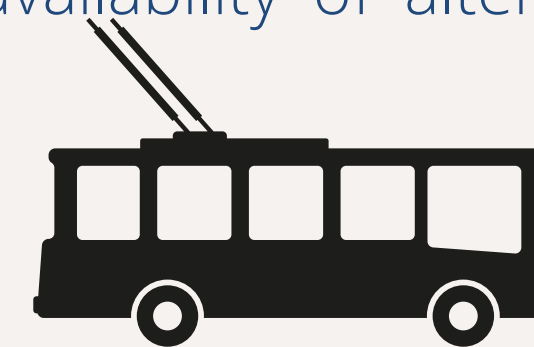


## Smart, Green and Integrated Transport

SemAntic MObility Analyzer 3 (SAMOA) is an experimental system to improve urban mobility services with a view to environmental sustainability and quality of life in the city.

Objectives project:

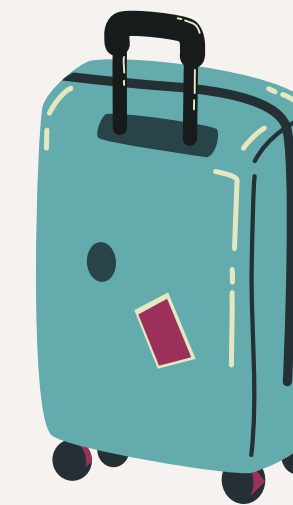
- 🌱 Promote the reduction of travel with private vehicles by offering the user valid alternatives to travel in urban areas;
- 🌱 Increase the quality of urban public transport service by optimizing the flow of information and intermodality;
- 🌱 Increase the profitability of local public transport companies;
- 🌱 Mitigate the urban discomfort caused by congestion of vehicular traffic;
- 🌱 Increase the awareness of citizens in the choice of the path with a lower exposure to pollution;
- 🌱 Maximize the flow of information on the availability of alternatives to conventional individual transport.



## Smart Travel

Apuliamoving, is the Apulian mobility technological platform, a project of which the Municipality of Lecce is the coordinating body and territorial. Apuliamoving was born to support citizens and tourists in the choice of the path and way of moving in Puglia, based on individual needs. By browsing the website [www.apuliamoving.it](http://www.apuliamoving.it) or using the MyCicero app; it is possible to choose the best, most comfortable and fastest routes to reach the destination of interest.

Apuliamoving allows you to monitor traffic, improve road safety, manage emergencies, disseminate information relating to Local Public Transport services in real time, improve visibility and usability of the most important tourist attractions.



## Engagement and participation strategies

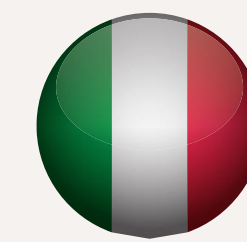
To strengthen the competitive capacity of the commercial, cultural and tourist system of the city of Lecce as a sustainable territorial system, the Municipality of Lecce has developed a set of technological platforms and a portfolio of value-added services;

Two objective:

Historic Centre: the intention is to enhance the tourist offer to make access to the cultural heritage increasingly engaging and rewarding.

Urban Commerce District: the construction of a service platform aimed at strengthening and promoting urban commerce.

The real enhancement of the two target areas identified will be functional to the ability to harmonize the needs and pressures of the different stakeholders.



## Accessible coasts

A small strip of free beach in San Foca, in the province of Lecce, has become an accessible area where all people with disabilities can enjoy the beautiful sea of Puglia thanks to the "Io Posso" project. Finally, for people who have transport difficulties to the beach, there is the possibility of using an equipped camper.



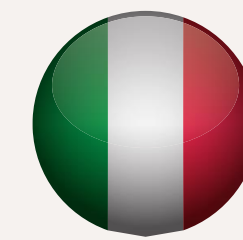
Source: Fondazione  
Cesare Serono



## Smart Villages

- ✿ "Sant'Agapito smart village" in Sant'Agapito (IS):  
the project developed a multimedia outdoor exhibition, an augmented reality game and multimedia events.
- ✿ Castel Del Giudice (IS):  
It is a virtuous example of innovative policies. Like the smart street lamps installed in the town that allow energy saving but also the control of water consumption.
- ✿ Capracotta (IS):  
the municipal origin mark for typical products and the organization of a series of tourist-cultural events. By applying the Smart Village conceptual model, a cost-benefit forecast of possible project initiatives for the enhancement of Sustainable Digital Tourism.





## Rom@nticamente:

it is a virtual and interactive 3D tour in the Romanesque churches of the Province of Campobasso.



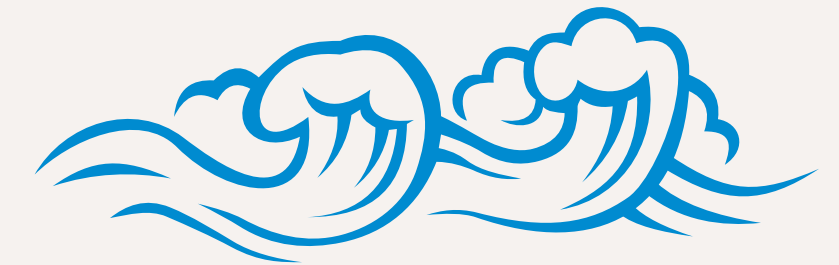
## MoVi – Molise virtuale:

it is a project promoted by Superintendence for Architectural Heritage and Landscape and local organisations. The main objective of the project is the territorial, artistic and cultural promotion of Molise through the use of virtual reality.

## Molicoast:

part of the Europe project “Hericoast”.

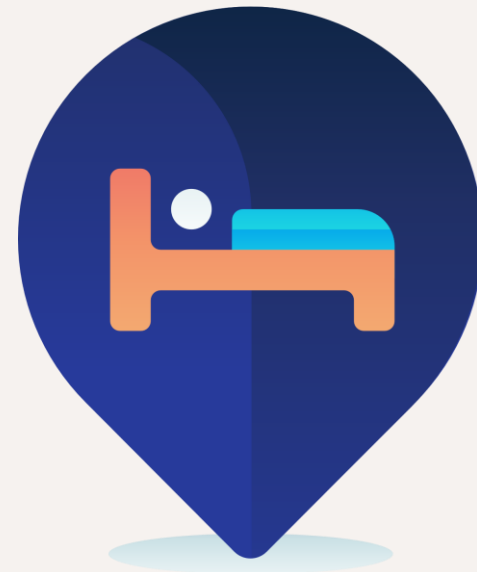
The platform enables the region and its stakeholders to access a series of short information, photos and videos to provide essential data on the entire coastal heritage of Molise.



## Accessible coasts:

Lido Panfilò is one of the few accessible establishments in Termoli. Lido is equipped with an accessible entrance, a job chair, walkways that allow everyone to reach almost the seashore, reserved umbrellas, dedicated toilets.

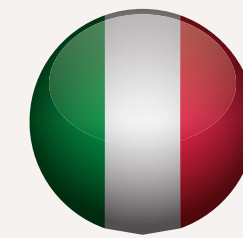
## Hospitality



Borgotufi in Castel del Giudice (IS):

It has been transformed and restored into an “albergo diffuso”, a hotel consisting on houses located throughout the village.

La Piana dei Mulini in Colle d’Anchise (CB): La Piana dei Mulini is a historic residence, It is consisted by a “albergo diffuso” and a fluvial park. The strategy want to promote the economic development of the territory and support human resources.



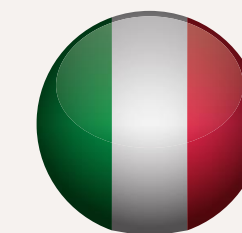
# MOLISE

## Intermediaries

Feel Italy (<https://feelitaly.it/en/>): web portal to develop customised touristic tours in the region.

I viaggi dell’Origano  
(<https://iviaggidellorigano.com/>): Web portal to develop thematic touristic tours and experiences (sport, trekking, hiking, Cycling tourism, photo tourism).





# MOLISE

## Services:

The official portal web for touristic information ([visitmolise.eu](http://visitmolise.eu)) gives some basic information on the region and its cultural and environmental heritage and summer events.

### CHARTER OF QUALITY TOURIST SERVICES

ClusterINNOTOURCLUST Financed by Interreg IPA CBC Italy–Albania– Montenegro 2014/2020: The tourist services charter has the objective of supporting the emergence and development of a system of integrated cross-border.



### Different type of services:

1. Hotel accommodation facilities
2. Farmhouses
3. Tour Operators
4. Travel agencies
5. Transport companies
6. Public and private tourist associations
7. Restaurants and, in a broad sense, catering companies
8. Agri-food companies, wineries, oil mills
9. Typical local enterprises
10. Trade companies engaged in the sale of typical products.





## Sport services

Several organisations in the private sector which have developed a keen experience related to outdoor tourism:

🌿 Hiking and camping



🌿 Hunting and fishing



🌿 Canoeing, kayaking and rafting



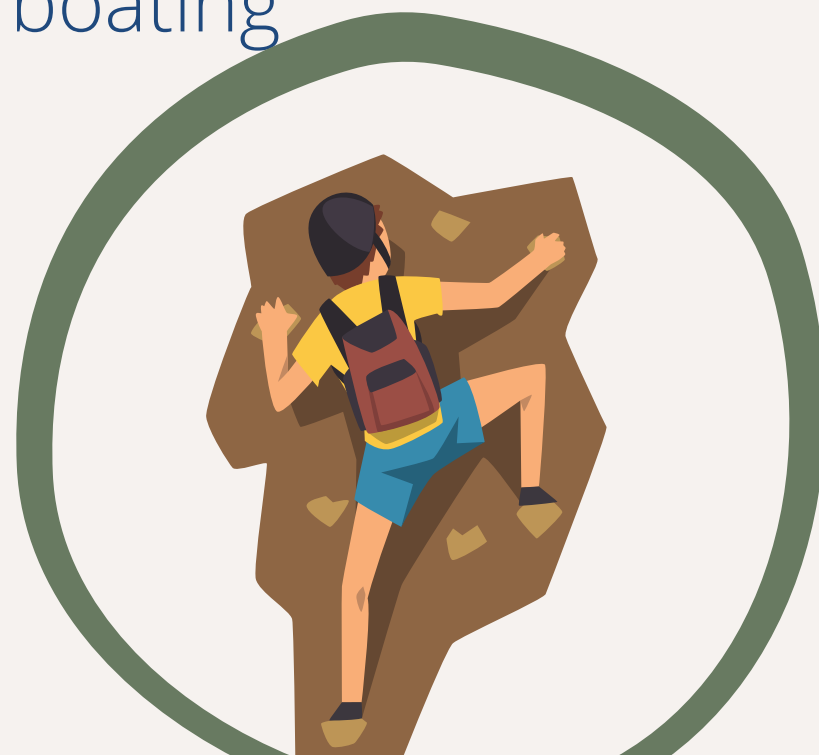
🌿 Sailing and motorboating



🌿 Biking



🌿 Rock Climbing



🌿 Horseback riding



🌿 Skiing





Tirana, the capital of the country is the only example that has developed entrepreneurial business and their interconnection" and on the 4 main categories of smart tourism: Accessibility, Sustainability, Digitisation and Cultural Heritage & Creativity.

## Visit Tirana



## Free Wifi in the city of Tirana

"Tirana Smart City": service for free in the public spaces to get real time information.

It is the best information portal for tourists and locals who want to visit the capital of Albania.

It through twitter, FB, Instagram promote everything from Tirana (attractions, museums and surrounding castles or clubs and bars, restaurants, event and city tours).



## Tirana Open Data Portal



promotes transparency through the collection of the data from public offices and publishes these data based on the state of the art information technologies.



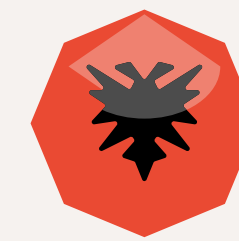
## The application “Tirana Ime Outdoor”

was implemented to provide updated information of destinations, opportunities and proposals for green living, active relaxation and regeneration and meditation close to nature; a guide with detailed information on new natural destinations, trails on orientation maps for hiking, climbing and pedaling enthusiast.



## 1001 Albanian Adventures

it is the first and yet only audio guide platform in Albania and it provides free audio tours for tourists who want to explore Berat city in 10 different languages.



## “Albanian Tourism MAP”

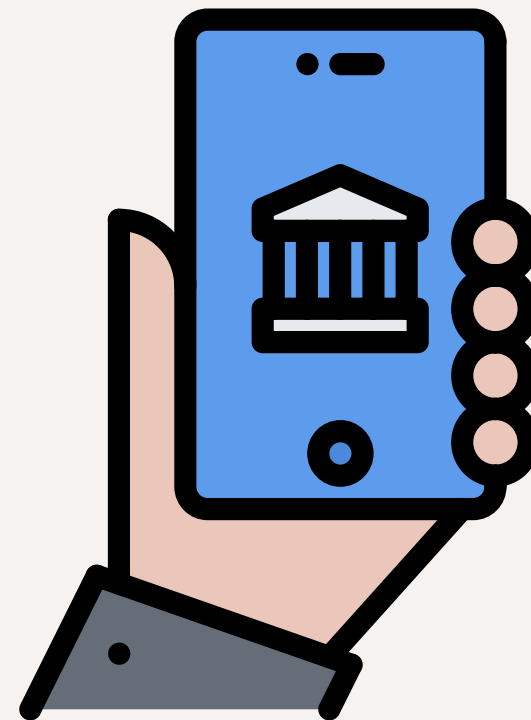
it is a new multimedia technology application designed by Applying Virtual Reality (AVR).

## Zanamavele

the portal [www.zanamaleve.com](http://www.zanamaleve.com) and the app Zanamaleve, to promote the tourism in the cross border area with Montenegro, in Malesia e Madhe.

## Digitalization of Historical Muzeum of Shkodra

it is the first model of an online museum in Albania.



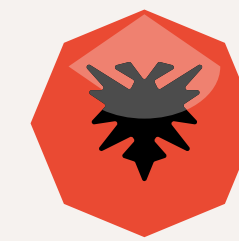
## Tirana virtual tour

it is a project to promote some of the top cultural heritage of Tirana through photos, audio guide and 360° VR Videos.

## “Smile Albania”

it is the portal and app created Government as a guide to help tourists and stay in Albania.





## Sotours



it is an application that is being created by the Dajti Alpino Turistik. The app shows the tracks of Dajti Mountain for all the amateur climbers and tourists that want to explore the mountain.

## Go2Pogradec.al

it is an online platform that shows much information about the city of Pogradec, its tourism sites and attractions, tours and businesses, places.

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## UNESCO Tour

- 1) Butrint Ancient City;
- 2) Berat the city of 1000 windows;
- 3) Gjirokaster city of stones.

## Communist Tour

tour includes the main landmarks of communist history in the city of Tirana.

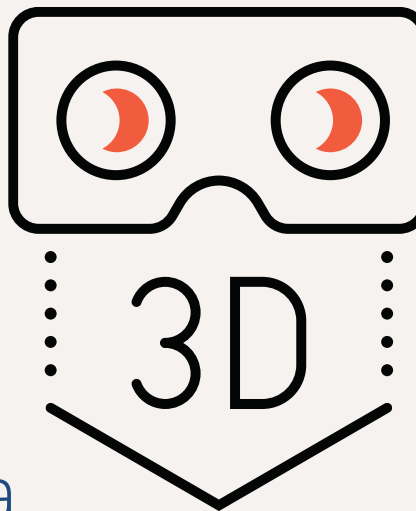


## **TIRANA (Digitalisation)**

implementation digital tools and management methods with the objectives of communicating better, simplifying and facilitating the overall tourism activities.

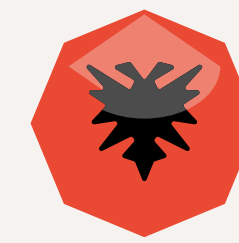
### **3D virtual tours**

offer the chance to explore in detail some of the most important museums in Albania.



**[www.cultureticketsalbania.al](http://www.cultureticketsalbania.al)**

it is the official online ticket sales.



# ALBANIA

## AGRITOURISM

### AgroTimeAI

guide for those who want to visit tourist farms, taste local products, typical cuisine and experience a fantastic experience that the village offers.



### Medical tourism

"Medical Tourism Albania":  
organizes promotions and establishes appropriate bridges of contacts between foreign stakeholders and instances in our country such as clinics, hospitals, etc., in cooperation with travel agencies.

### Sport tourism

Platformrs for promoting sports such as parachuting are realized.





# ALBANIA

## MARKETING

### “Kalipso”

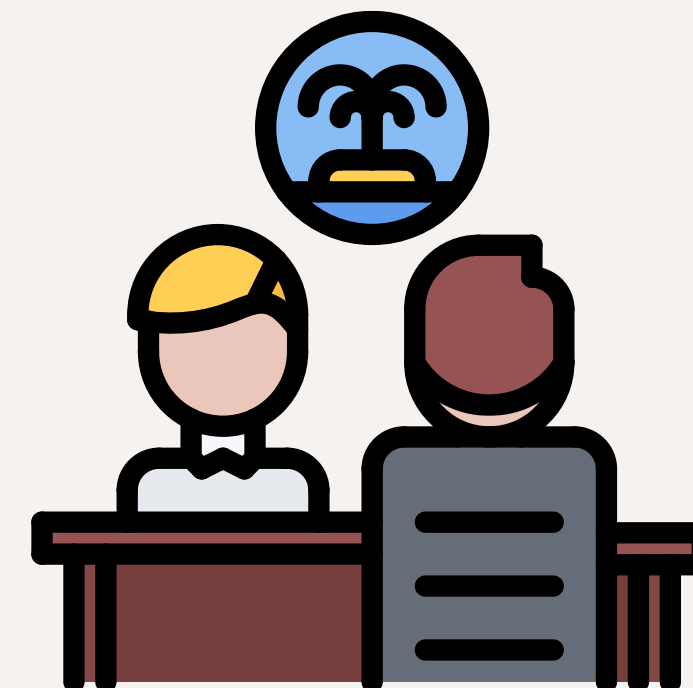
represents a platform that serves in a very simple, well-organized way for tourism activities.

### Manderina

it is another of the best practices in Albania about the digital marketing in the tourism.



- Albania.al
- EUROCAR Rentals is Car Rental Company.
- Kalemitravel.com
- Himatravel.com



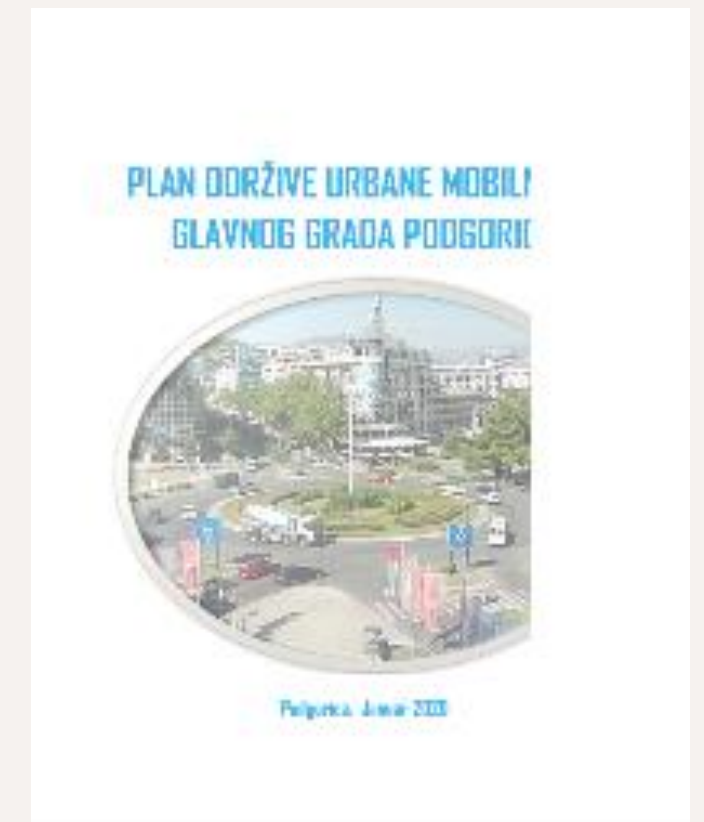
## TRANSPORTS





## SUSTAINABLE URBAN MOBILITY

Sustainable Urban Mobility Plan (SUMP)-  
Plan održive mobilnosti, as an instrument  
to enhance the quality of living and  
traveling in the city. "Podgorica focused on  
people".



## ECO-SEA MOBILITY

environmentally friendly public sea transport – 2 eco-  
powered ships. The eco-friendly sea public transportation  
shall free road traffic in the Boka Bay, reduce emissions,  
including CO<sub>2</sub>.



Photos source: internet

## CITY ROADS FOR ALL

- accessible travel of people with disabilities:
- reconstruction of roads, parking spaces and sidewalks to create conditions for efficient mobility of all;
- reserved parking spaces for people with disabilities;
- audible pedestrian traffic signals in mayor crossroads in town.



Photos source: internet



# MONTENEGRO

## LOCAL TO GLOBAL

"Kupujmo domaće" is a Facebook group as one family initiative to secure good quality foods and make them available providing platform for connecting domestic producers and consumers.

"Biraj crnogorsko" is another recent initiative focused on strengthening perception of consumers toward national/local products.



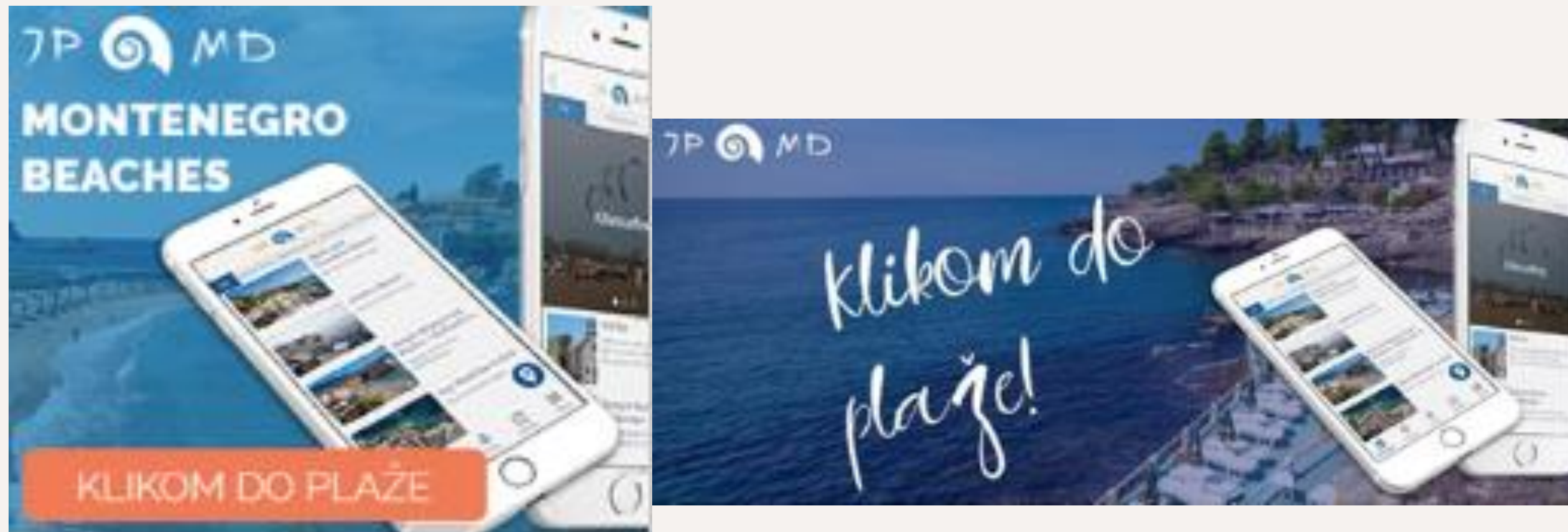


## E-AGRICULTURE

One of the first innovative approach and digitization in the agriculture sector was initiated with creation of a “virtual digital village” - [www.seljak.me](http://www.seljak.me). The website was established to enable networking among farmers and with consumers.



## FIND YOUR BEACH



Photos source: internet

“Montenegro Beaches” is a mobile application focused on summer holiday tourist and sea lovers, enabling them to reach favourite or desired beaches with just one click.



## NATURE FOR SPORTS

Few examples (not limited to) of internationally popular events:

- ❖ Extreme triathlon - BLACKLAKE Xtreme Triathlon Montenegro.
- ❖ Ocean Lava Montenegro Olympic & Half Distance Triathlon.
- ❖ Challenge Budva – Montenegro – PP PIVA – NP SUTJESKA TRAIL 2020” (Nature park Piva, Montenegro in cooperation with National Park Sutjeska, Bosnia and Herzegovina).



Photos source: internet



## ICT SERVICES



# MONTENEGRO

AMPLITUDO Ltd. is leading digital innovator in Montenegro, with an extensive track record in software development, implementation of ICT and IoT solutions, digital marketing and online promotion.

BILD Ltd. gathers the a team of 70+ IT professionals, designers, marketing specialists, and business development experts.

QQRIQ Ltd. is creative studio specialized in comprehensive support in designing brand strategy, achieving business goals and accelerating company growth and customer acquisition.

FLEKA Ltd. is a top UX/UI design and development agency based in Montenegro, which creates products for web, mobile, and IoT with a strong focus on user experience (UX) and user interface (UI) design. In cooperation with the Montenegrin Hipotekarna Bank, Fleka developed the MojNovčanik (My wallet) application, which enables for the first time in Montenegro contactless payment by smartphone.



**Interreg - IPA CBC**  
Italy - Albania - Montenegro  
NEST





## ICT SERVICES

BIZNIS ANDJEO Ltd. which developed the FoodBook.me portal: a team of young, creative and energetic people who use professional approach in order to be true leaders of small and medium business in Montenegro.

KOMODIKO Ltd. ([www.promovisi.me](http://www.promovisi.me)) is a business model based on the mechanism of free investment in the promotion of accommodation/tourist facilities, to ensure and maximize profits.

DONESI Ltd is the company behind the web food/meals and other goods delivery system in Montenegro - the rhythm of the city, the dynamism of the streets, the rich offer and the most delicious food are part of the Donesi.com visual identity.

HEC MANAGEMENT COMPANY Ltd. developed the portal Smjestaj.me as innovative and modern tool for booking the accommodation in Montenegro.





## INTERMEDIARES



# MONTENEGRO

Tourism Agency Montenegro Eco Adventures (Montenegro Eco Adventures Ltd.) is specialized in adventure tourism and ecotourism in Montenegro and dedicated to the provision of ecologically responsible travel to unique and authentic locations.

Very importante are environmental conservation and the promotion of the employment and involvement of local people.

Tourism Agency Explorer DMC (Explorer Ltd.) is a company specialized for active tourism:

### Business Units:

- ✿ DMC Explorer Tourist agency with offices in Kolasin, Podgorica and Budva
- ✿ Adventure Park Gorica in Podgorica
- ✿ Adventure Ivanova Korita in the area of the Lovcen National Park
- ✿ Adventure Park Kolasin
- ✿ Cafeteria "Sto cinis" on the hill Gorica in Podgorica
- ✿ National restaurant "Crno jezero" in the National Park Durmitor
- ✿ National restaurant "Biogradsko jezero" in the National Park Biogradska Gora
- ✿ Hotel "Radovan Luka" in the canyon of the river Tara
- Ski rental at Hotel Bianca, located in Kolasin.

### Tour Operator:

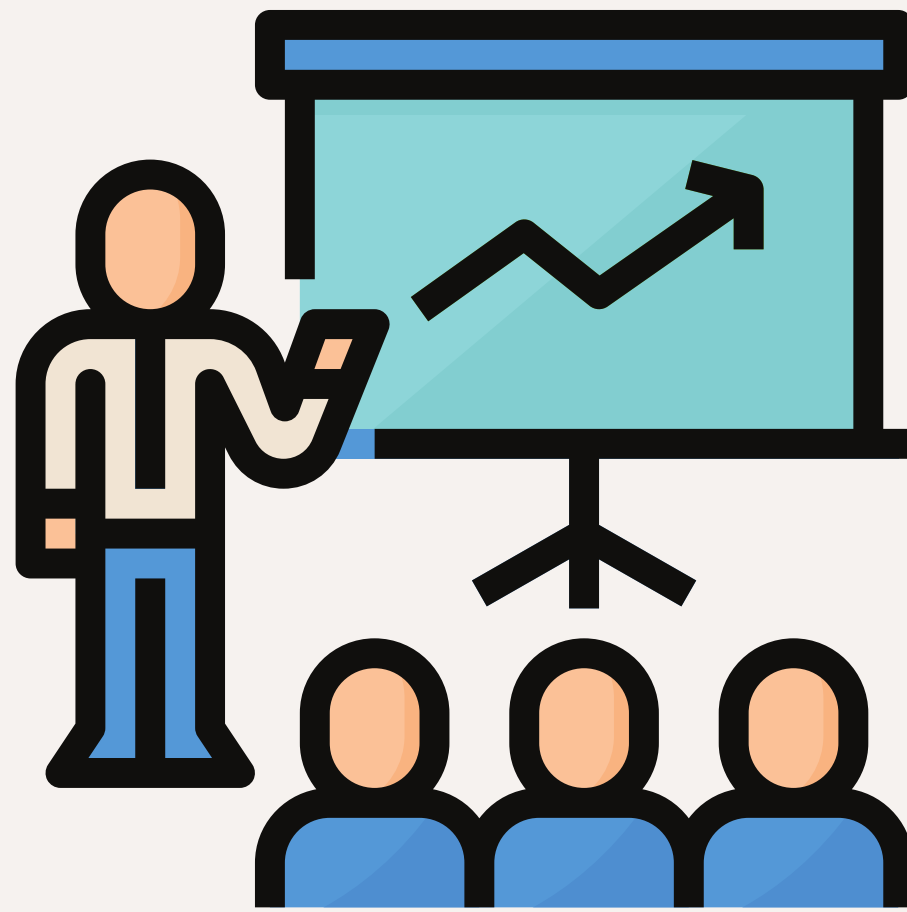
- ✿ Jeep safari tours, quad tours, rafting, kayaking, canyoning, cycling tours, hunting and fishing, diving, etc.
- ✿ Organization of team building for groups of up to 500 people. Providing accommodation in hotels.
- ✿ Organization of bus excursions within the territory of Montenegro and beyond.
- ✿ Explorer DMC Active sets the complete offer on the basis of inquiries and always adapts to the client's needs.



## TRAINING AND CONSULTING SERVICES

M-TEL DIGITAL FACTORY is the center for the development of technological entrepreneurship and innovation. The Digital Factory act as ICT HUB and provide:

- education;
- connecting;
- investment.



INOVATIC Ltd. based in Podgorica, is engaged in the design, implementation and maintenance of complex information systems for small and medium enterprises, development of software solutions for specific business purposes, procurement of IT equipment and marketing services.





entrepreneurship is a  
**journey,**  
not a destination





a shared  
vision  
of the future

**NEST - Networking for Smart Tourism Development**

# THANK YOU!

## NEST PROJECT

**Networking for smart tourism development**

**WEBSITE:**

<https://nest.italy-albania-montenegro.eu/home>

NEST aims to sustain socio-economic growth in the Programme area, by empowering the small and medium tourism enterprises with innovative approaches, tools and strategies, that leverage digital technologies and networking.

In coherence with smart growth priority of the Europe 2020 strategy NEST project aims to reinforce the competitiveness of the Ionic-Adriatic destination by promoting the creation and experimentation of open innovative collaborative dynamics as a space for the development of a smart tourism community that favour cross-border cooperation, co-creation and co-development of experiential paths that valorise unique natural and cultural assets.

The main results of the project relate to:

Development of a Smart Tourism Destination Action Plan;

Creation of cross border experiential paths valorising natural and cultural assets as well as landscapes, traditions, folks and crafts;



**WEBINAR - EVENTS  
VIRTUAL COMMUNITY**

