



*Visiting the Margins.*  
**IN**novative **CULT**ural **ToUrisM** in European peripheries

*This Project has received funding from the European Union's Horizon 2020 research and innovation programme under Grant Agreement no. 101004552*



*Deliverable number: D7.3*

*Title: Updated plan for the impact, evaluation and exploitation of results*

*Due date: Month 34*

*Actual date of delivery to EC: 6/04/2024*

*Project Coordinator:*

*Universidad de Granada*

*Professor José María Martín Civantos*

*MEMOLab. Laboratorio de Arqueología Biocultural*

*Email: [civantos@go.ugr.es](mailto:civantos@go.ugr.es)*

*Project website: [www.incultum.eu](http://www.incultum.eu)*

### Context

<i>Partner responsible for the deliverable</i>	<i>Copenhagen Business School (CBS)</i>
<i>Deliverable author(s)</i>	<i>Carsten Humlebæk, Viktor Smith, and Maximilian Block</i>
<i>Deliverable version number</i>	<i>1.1</i>
<i>Dissemination Level</i>	<i>Public</i>

### History

<i>Change log</i>			
<i>Version</i>	<i>Date</i>	<i>Author(s)</i>	<i>Reason for change</i>
<i>1.0</i>	<i>24/03/2024</i>	<i>Egla Serjani (CER)</i>	<i>Internal review</i>
<i>1.1</i>	<i>5/04/2024</i>	<i>CBS Team</i>	<i>Final corrections</i>

<i>Release approval</i>			
<i>Version</i>	<i>Date</i>	<i>Name</i>	<i>Organisation</i>
<i>1.1</i>	<i>6/04/2024</i>	<i>M<sup>a</sup> Teresa Bonet García</i>	<i>UGR</i>

## Table of Contents

1. EXECUTIVE SUMMARY .....	5
2. INTRODUCTION .....	6
3. ROLE OF D7.3 IN WP7 AND IN THE FINALIZATION OF INCULTUM WORK.....	8
3.1 Evolution of the Project.....	8
4. APPROACHES TO RESULT, OUTCOME, AND IMPACT .....	10
5. EVALUATION OF PILOT ACHIEVEMENTS AND FURTHER PERSPECTIVES .....	11
5.1 Spain – Altiplano de Granada.....	11
5.1.1 Overview.....	11
5.1.2 Main Achievements (Products, Results, Actions) .....	11
5.1.3 Further Perspectives (Outcomes & Impact) .....	12
5.1.4 Conclusion.....	13
5.2 Portugal – Campina de Faro .....	14
5.2.1 Overview.....	14
5.2.2 Main Achievements (Products, Results, Actions) .....	14
5.2.3 Further Perspectives (Outcomes & Impact) .....	15
5.2.4 Conclusion.....	15
5.3 Slovakia – Mining Treasures of Central Slovakia.....	16
5.3.1 Overview.....	16
5.3.2 Main Achievements (Products, Results, Actions) .....	16
5.3.3 Further Perspectives (Outcomes & Impact) .....	17
5.3.4 Conclusion.....	18
5.4 Italy – Sicily – The Greenway: sustainable mobility and slow tourism in Sicily .....	19
5.4.1 Overview.....	19
5.4.2 Main Achievements (Products, Results, Actions) .....	19
5.4.3 Future Perspectives (Outcomes & Impact) .....	20
5.4.4 Conclusions.....	21
5.5 Italy – Tuscan-Emilian Apennines – Garfagnana .....	22
5.5.1 Overview.....	22
5.5.2 Main Achievements (Products, Results, Actions) .....	22
5.5.3 Further Perspectives (Outcomes & Impact) .....	23
5.5.4 Conclusion.....	23
5.6 France-- Bibracte “Ancient paths to the future” .....	25
5.6.1 Overview.....	25
5.6.2 Main Achievements (Products, Results, Actions) .....	25
5.6.3 Further Perspectives (Outcomes & Impact) .....	26
5.6.4 Conclusion.....	27
5.7 Greece – Aaos, the shared valley .....	28
5.7.1 Overview.....	28
5.7.2 Main Achievements (Products, Results, Actions) .....	28
5.7.3 Further Perspectives (Outcomes & Impact) .....	29
5.7.4 Conclusion.....	29
5.8 Albania – Vjosa, the shared river.....	30
5.8.1 Overview.....	30
5.8.2 Main Achievements (Products, Results, Actions) .....	30
5.8.3 Further Perspectives (Outcomes & Impact) .....	31
5.8.4 Conclusion.....	32
5.9 Ireland - Eachtra & “Historic Graves of Ireland” .....	33

5.9.1 Overview.....	33
5.9.2 Main Achievements (Products, Results, Actions) .....	33
5.9.3 Further Perspectives (Outcomes & Impact) .....	34
5.9.4 Conclusions.....	35
5.10 Sweden – Escape into the archipelago landscape.....	37
5.10.1 Overview .....	37
5.10.2 Main Achievements (Products, Results, Actions) .....	38
5.10.3 Further Perspectives (Outcomes & Impact) .....	39
5.10.4 Conclusion.....	39
<b>6. OVERARCHING CHALLENGES AND WHAT CAN BE LEARNED FROM THEM .....</b>	<b>40</b>
6.1 Specifics of the “below zero” scenario.....	40
6.2 From “territories” to places to actually visit.....	41
6.3 Opportunities of cross-pilot methodology transfer.....	43
<b>7. EVALUATION AT INCULTUM LEVEL .....</b>	<b>44</b>
7.1 Types of results of INCULTUM .....	44
7.2 Looking in the mirror: contributions to INCULTUM .....	45
7.3 KPIs.....	46
7.4 Challenges to successful exploitation and realization of impact.....	48
7.4.1 Project lifetime as a challenge .....	48
7.4.2 Communication flow.....	49
7.5 (Successful) Exploitation activities .....	50
7.5.1 Cross-pilot fertilizations .....	50
7.5.2 The INCULTUM Training Portal.....	52
7.6 On the road to Impact .....	52
7.6.1 Payment for Service-contracts .....	53
7.6.2 GPS-loggers.....	53
7.6.3 Innovative combination of physical and digital resources .....	55
7.6.4 Transposing channels and railways to tourism routes.....	55
7.6.5 From cultural tourism to geotourism.....	56
<b>8. CONCLUSION .....</b>	<b>57</b>
<b>9. REFERENCES .....</b>	<b>60</b>

## 1. EXECUTIVE SUMMARY

The INCULTUM project responded to the H2020 call TRANSFORMATIONS-04-2019-2020: Innovative approaches to urban and regional development through cultural tourism, which asked for sustainable social, cultural, and economic development using cultural tourism as a tool. In INCULTUM this has been achieved through ten pilot cases scattered across Europe covering a wide range of contexts, partners, associated partners, and stakeholders. The aim has been to demonstrate the high potential of the marginal and peripheral places and their cultural heritage and resources when managed by local communities and stakeholders.

Chapter 2 explains the change of perspective of WP7 and of this deliverable as the project is drawing to a close. The focus shifts from facilitating the process of launching innovative cultural tourism products towards the sustainability of those same products past INCULTUM and towards making sure that the innovations of the project reach as far as possible.

Chapter 3 will explain the place of this deliverable within the work of WP7 and in relation to the other deliverables prepared by the WP7-team, and chapter 4 will detail the main terminology used when evaluating the performance of the pilots individually and INCULTUM as a whole, paying particular attention to the results-oriented vocabulary: measurable results, outcomes and impact.

In chapter 5, the achievements of each pilot will be discussed in detail. Even if the attention will be on what has been achieved in each case, there will also be a thorough discussion of the future perspective both in the short as well as in the medium and long term.

Chapter 6 will discuss a couple of the overarching challenges that has appeared in the course of INCULTUM, and which include a number of aspects that is relevant in most of the pilots as well as in most other cultural tourism destination in rural and remote areas.

Chapter 7 contains the main evaluation of the INCULTUM project beyond all the individual pilots, discussing first the types of results produced in the INCULTUM pilots. The KPIs detailed in the Grant Agreement are revisited and a couple of challenges that such a projects entails are discussed. The chapter then lists the successful exploitation activities, especially the cross-pilot fertilizations where the pilots have learned something from each other or take up an idea, a tool, or a method from each other. Last, but not least, the chapter details a number of representative examples of impact in the making even if it normally takes quite a lot of time for impact to materialise, and chapter 8 sums it all up in a balanced conclusion.

## 2. INTRODUCTION

INCULTUM is drawing close to its end as a project and therefore our focus in the team responsible for WP7 is shifting from the present to the future, from facilitating the invention, the testing and the implementation of the innovative tourism products in the ten pilot sites to making sure to optimise the sustainability of the innovations made and to maximise impact and that the innovations travel as far as possible and reach as many potentially interested external stakeholders.

We will continue, however, to evaluate the efforts made in INCULTUM as is necessary in any project that has received public funding. The purpose will no longer be internal to the project in order to improve the ways the project is working, but instead have a more outward focus on learning from the experiences gained and include these learnings in the activities, methods, and products that the project is resulting in and thus make them part of the impact and exploitation projected. Moreover, these experiences may be of value to the planning of future projects and actions to promote sustainable tourism in remote areas.

Since before the summer of 2023, the focus of the project and of the WP7 has been moving towards maximising impact both in all the local and regional areas of implementation of the pilot innovations, as well as towards society at large, not only the national contexts of each pilot, but also towards the European societies at large. The problems addressed by INCULTUM hold relevance in practically all European societies as do the innovations and solutions resulting from the project.

We have paid special attention to ensuring the cross-fertilisation between the pilots because they have the possibility to function as privileged demonstration cases for each other. After almost three years, all the involved people know each other well and they know each other's tools and innovative products well and therefore they all share a responsibility to test the innovations of the fellow pilots whenever relevant. The WP7 team shares this responsibility towards making sure that the innovations are put to work and tested in as many ways and contexts as possible and in this deliverable, we will pay special attention to this aspect.

The intention has been to align the stages of development of the pilot wherever possible, meaning that the pilots were to be as parallel as possible in their development and launch of innovative cultural tourism products. This well-intentioned goal has, however, not been entirely achieved mainly due to the very different nature of the pilots as well as of the products that are being developed in all of them. Some of the cultural tourism products are being developed from scratch so to say in places where no such offers existed before, while others more had the character of new, interesting offers in already well-developed markets. This difference explains that in some pilots the innovative products are only just being rolled out or going through the last phases of development at the time of writing, while in others they have been on offer for more than a year. The difference notwithstanding, nevertheless, does not invalidate that the goal of alignment was worth aiming for and that it has had positive effects. Aiming for alignment pushed a few of the pilots a bit more than the majority, but they probably are also closer to launching their cultural tourism products now than they would have otherwise been.

Before the 2023 season, all the pilots had detailed a plan for demonstrating measurable results during the then-upcoming tourism season and how these, in the medium- to long-term, would enable a wider impact. Where possible, this included reflections on the individual pilot baseline regarding the situation pre-INCULTUM intervention and how results regarding the new cultural tourism products were going to be measured up against this baseline. This entailed a fair amount of difficulty in many pilots, since the before-INCULTUM status often was lacking or did not include any specific indications of which particular products would be prioritized. Deciding on the product and establishing the baseline was thus a key achievement.

The tourist season 2023 went well in practically all the pilots and the innovative tourism products reached the market with relative success in most cases. But they also occasioned

important learnings which, in turn, led to a number of relevant adaptations and the preparation of new cultural tourism products. As an indisputable proof of the validity of the INCULTUM cultural tourism products, in various pilots, neighbouring communities have shown interest in the INCULTUM solutions and have begun implementing them in their own communities.

The focus of this deliverable, therefore, is to explain and critically examine the measurable results, outcomes, and impact or plans for making an impact in the medium to long term. The main independent variable will be the implementation of the innovative cultural tourism interventions in each of the ten pilot sites, allowing however also for synergies and cross-fertilization between pilots and with other communities and sites. Therefore, the basic level of examination will concern the pilot cases individually, but secondly, the aggregate level will be addressed and examined as well considering possible wider effects on such dependent variables.

First, chapter 3 will explain the place of this deliverable within the work of WP7 and in relation to the other deliverables prepared by the WP7-team. Then chapter 4 will detail the main terminology used when evaluating the performance of the pilots individually and INCULTUM as a whole. In chapter 5 the achievements of each pilot will be discussed in detail as well as the future perspectives. Chapter 6 will discuss the overarching challenges as well as the positive aspects and possibilities of cross-fertilization between pilots and chapter 7 will sum up the preliminary evaluation of INCULTUM in general before the conclusion of chapter 8.



### 3. ROLE OF D7.3 IN WP7 AND IN THE FINALIZATION OF INCULTUM WORK

#### 3.1 Evolution of the Project

By now, the INCULTUM project has spanned almost three years with a total of 10 pilot destinations and 15 partners from all parts of Europe involved. This deliverable presents the main achievements and future impact and outcome of the work carried out in the pilots. Before doing so, we take a look at the evolution of the project over the three years through the involvement of the various pilots but also in the work routine of WP7-team, and what all that means for INCULTUM ultimately.

On the path to D7.3, we have laid the groundwork for this report through two previous deliverables, namely the D7.1 'Stakeholder Map' and the D7.2 'Mid-term Plan for the Impact, Evaluation and Exploitation of Results'. For the first deliverable which was published six months into the project, we intended to establish a comprehensive and practical understanding of the stakeholders involved in each of the pilot projects, as well as the distinct configurations of interests, objectives, opportunities, and obstacles present in them. Through that, we, as the team behind WP7, one of the transversal work packages of INCULTUM, already identified some of the intended actions, for example, the interactive platform in the Slovakian Pilot, in order to assess impact or outcome performances in later stages. However, the majority of actions later executed by the pilots were only vaguely or not at all formulated at the time such as, for instance, the construction of the Vlach dwelling site in the Albanian Pilot. This, however, was not a worrying indicator given that the project was still in its early phase. But it did prompt us to start pushing the pilots towards thinking in practical terms about their innovative cultural tourism products in order to be ready to launch within INCULTUM. In preparation for the Data Workshop celebrated in month 11, we asked all the pilots to pitch their envisaged cultural tourism product defining their Unique Selling Proposition, who the visitors should be, how they were supposed to get there and move about the destination, why they should want to visit the area, who were to benefit from having visitors etc. Various pilots admitted that this exercise had pushed them out of their comfort zone, but we believed it necessary in to advance the pace of the innovations in order to be ready to test them within the project lifetime (Block et al., 2021).

Half a year later, when we worked on the second deliverable, the INCULTUM space was already quite advanced. Many pilots could provide evidence of certain actions that had been implemented to various extents. For example, the Albanian Pilot already had the dwelling site installed and running, and the Pilot of San Pellegrino had started to initiate the theatrical performances to promote the Ethnographic Museum. Thus, the summer of 2022 was the first real tourist season in the pilot areas influenced by the project to some degree or another, not only because the project had only been initiated during the tourist season of 2021, but also because 2022 was the first post-pandemic tourist season which saw a return to more 'normal' travel patterns. Yet, many of the pilots only reached their full level of output after the launch of D7.2, specifically during the tourist season of 2023. As this was also the time for benchmark testing. The intentions were to find out whether the interventions implemented over the course of the more than two years of project time already had led to an increase or a different distribution of tourist numbers in comparison with the seasons of 2022 or earlier (Humblebæk et al. 2022).

For us as the team responsible for WP7, we mainly did the observing duties with regards to the progress made over the project years for the various pilots but also for the project as a whole, e.g. in terms of cross-fertilization among pilots, and the project also influenced us. Since for every project that involves different actors from different cultures who suddenly need to collaborate in order to reach a project's targets, it took some months to create the necessary level of confidence to have successful communication through emails or online meetings, for instance, but also doing that on a constant mutual level. The situation of pandemic lockdowns



and restrictions on travel during the first year of the project, did not facilitate the building of mutual confidence. But eventually, the level of confidence grew and especially the first physical consortium meeting in the pilot site of Altiplano de Granada in early June 2022 just over a year into the project, constituted a quantum leap in this process.

Now, that we almost reached the finalization of the project, it does not by any means imply the end of the work for the officials in their respective pilots. INCULTUM is about creating performance and not solely actions. Even though this deliverable aims to already outline potential outcomes and the impact of the actions, much is also based on anticipation and can only be identified beyond INCULTUM. The time dimension of the project simply does not allow for a concluding reflection of the pilot work that comes without some jobs-to-be-done dimensions.

## 4. APPROACHES TO RESULT, OUTCOME, AND IMPACT

INCULTUM is an Innovation Action project, which in temporal terms very basically means to make a (positive) difference particularly in the short to medium term, without neglecting the medium to long term. In terms of place, the goal is that the change happens in the involved pilot areas, among and between the pilots within the project and beyond the INCULTUM circle of partners. It is along these temporal and spatial axes that INCULTUM develops its actions and that the WP7 team is evaluating the performance of the pilot actions and of INCULTUM as a whole.

We do this by distinguishing between the three concepts ‘measurable results’, ‘outcomes’, and ‘impact’, which all have both a temporal and a spatial dimension that we translate into the INCULTUM context in the following way:

‘Measurable results’ are the directly measurable results of the work in the pilot areas which have occurred during one season or from one season to the next (i.e. a relatively short-term change), typically in the form of some change between the situation before INCULTUM and the situation after. Depending on the focus of each pilot, the change can take many forms. It could be a change in the number of visitors, a qualitative change in the visitor experience, the launch of a new cultural tourism offer, etc. But it could also refer to the ‘immaterial’ work of bringing the local stakeholders together and facilitating negotiations around new agreements or solutions that hitherto had proven difficult or impossible to achieve.

‘Outcomes’ are the results of the project in the medium term, which means that it goes beyond one single tourist season or beyond what is going on in each individual pilot. It could be a change that cannot be identified during one season, it could be that some other groups or organizations in the pilot area, region or country are using or planning to use some of the results that a pilot has generated, but it could also be that any pilot team has applied or learned something (a technique, the use of certain tools, or an idea) from one or more of the other pilots. This is what we could term cross-pilot fertilization.

‘Impact’ is the change(s) caused by INCULTUM in the wider sense and in the long-term, i.e. along both the spatial and the temporal axis. It is usually defined as the long-term effects on society, the economy, the environment, and the social fabric that has been enabled by the project results and outcomes, which in INCULTUM’s case have been produced by the pilots. There is an obvious problem of time in this aspect since impact tends to happen on a more long-term scale than the three years of most IA and RIA projects, and indeed of INCULTUM. Therefore, the impact that we can demonstrate and/or measure is relatively limited, but we have insisted on and discussed with the pilot teams their plans for making impact and how to increase (future) impact very much along the lines of what was already delineated in the GA (Section 2.2, pages 162-172). The ten pilots involved in the project constitute ten very different realities and the pilot partners have many interesting and quite different notions of what might be considered an impact produced by INCULTUM. In the WP7-team, we have done our utmost to evaluate and include all the relevant impacts that INCULTUM have produced or will produce.

## 5. EVALUATION OF PILOT ACHIEVEMENTS AND FURTHER PERSPECTIVES

### 5.1 Spain – Altiplano de Granada

#### 5.1.1 Overview

*The Altiplano is a semi-arid plateau of between 700 and 1000 meters above sea level stretching between the mountains of Sierra de Baza and Sierra Nevada in the South and the mountains of Sierra de Castril in the North. The INCULTUM actions have resulted in the creation of a series of new cultural trails running alongside historic irrigation channels in a number of villages of the Altiplano area. This development has been facilitated by the negotiation and formalization of payment-for-service contracts between the municipalities and the irrigators' communities of those villages. The point of departure is the cultural heritage represented by the traditional irrigation systems, which due to their status as a common and their social anchorage has enabled new forms of social contracting and financing that has been used to develop a sustainable cultural tourism offer.*



Figure 1: Elena Correa Jiménez working at the Barjas irrigation ditch in Cáñar.

#### 5.1.2 Main Achievements (Products, Results, Actions)

The main achievement in terms of cultural tourism offer has been the launch of a total of nine new cultural routes in the participating villages currently in different stages of completion, from being projects in process to fully homologated, signposted and published. Through these cultural itineraries, visitors can learn first-hand about the operation of the irrigation system, its history, and the environmental services it delivers.

In terms of strengthening local community identities, the awareness of the common cultural heritage (irrigation systems) was already high, but it was associated with relatively low social esteem. Therefore, the heritage communities in every village were first and foremostly activated through the official recognition received as a result of the contract negotiations with the municipalities. The contracts have achieved that municipal corporations recognize the services that the irrigation systems and the irrigation communities provide in terms of water supply, climate regulation and a habitat for flora and fauna besides representing a cultural and social heritage.

The resulting payment-for-service contracts have proven to be a magnificent tool to foster development at local level. Contracts have already been signed in three villages, one in the Altiplano area and two in the Sierra de Nevada/Alpujarras area. One contract is pending signature and four more are being negotiated (all in the Altiplano area). These municipalities where irrigation systems are present have the potential to develop the innovative type of contract due to the relatively symmetrical relationship between municipality and irrigators' community, but any such negotiation will have to take the local context as its point of departure. Therefore, replicability relies not on copying, but on using the method of negotiating and the overall aim as inspiration.

The INCULTUM pilot project has thus contributed to increasing the social esteem related to the shared cultural heritage and with that esteem, Heritage Communities in the different villages were activated, resulting in an array of activities, mapping the heritage, clearing and restoring the irrigation ditches in some places, and preparing the cultural trails that run alongside the irrigation channels.

The Pilot actions have thus made it possible:

- To map and build awareness of the cultural heritage of 343 km of irrigation channels in seven villages. In some cases, old irrigation channels have been cleaned and recuperated.
- To activate a heritage community in each of the participating villages (nine villages, so far in the two core areas: the Altiplano area and the Sierra Nevada/Alpujarras area) through increased recognition and social esteem as a result of contract negotiations and formalization.
- To create, launch, and market new sustainable tourism products in the form of cultural routes through initiatives by local stakeholders: four have been created and are currently being signposted and homologated and five more are in process. A total of more than 65 km of cultural trails in nine different villages.
- To promote the new routes to specific target groups through websites such as Wikiloc or the website of the association of historic irrigation systems.

### 5.1.3 Further Perspectives (Outcomes & Impact)

Word-of-mouth has already caused the spreading of the pilot initiatives, particularly the payment-for-service contract as a tool of development, to other villages in the area, most notably to Galera in the Altiplano area. The village although situated in the Altiplano area, was not originally part of the pilot, but a local conglomerate of organizations and municipal authorities has come forward to ask for being included into the pilot. Other villages further away have asked for information from the pilot team, which indicates that the news of the pilot actions reach far beyond the pilot area.

In terms of branding the pilot area as a cultural tourism destination, the homologation of the new cultural routes by the Spanish national hiking federation, which might take one to two years in each case, will give visibility to the new destinations, the villages, and the Altiplano area as such and attract more and new types of visitors. The new routes are already being promoted to specific target groups and shortly a more focused approach to dissemination is planned in collaboration with the provincial tourism board as well as with specialised hiking organisations.

The achievements only come as a result of lengthy and often difficult negotiation where both parties involved may contribute to slow down, halt or even abandon the process altogether. The municipal representatives often do not know the procedures involved or show disinterest in them or in the outcome, and the irrigators' communities often only have a loose organizational structure, and the high average age of the members also complicate the procedures. The risk of failure is present in all cases, but where the negotiations are crowned with success, both parties will have helped bring about a way to solve these conflicts. Since the contracts are expandable to other areas of common interest, positive outcomes may result in replication for other types of services creating thus a more tightly knit and more self-aware community, more visitable



cultural heritage and a better protection of the heritage together with a diversification of the income possibilities for the locals.

The successful formalisation of these new contracts is already stirring up quite a lot of interest. Most likely the contracts and the methods of negotiation can be used as inspiration for other communities where commons are part of the local heritage. The contracts might thus be used for other types of commons, most often associated with landscape preservation or land use, but the contracts may also be attempted with other types of stakeholders, such as the hydrographical confederations in Spain to mention an example related to water management. The potential impact, however, reaches beyond Spain and could be relevant in a large number of contexts in different European countries if not in all.

#### 5.1.4 Conclusion

In conclusion, that the work carried out in the Altiplano has been very fruitful, both in terms of the number of routes created and the agreements signed and those currently under negotiation. The routes, published on Wikiloc, are having a great reception in the territory and the hope is that they will be protected and conserved within the framework of the signed agreements. However, the most satisfactory aspect has been the creation of the payment for services agreements, which hopefully will eventually bring about a normalisation of relations between the town councils and the irrigation communities. Within these administrative frameworks, the protection of historical irrigation systems should be effectively secure, which is important as the current situation of extreme drought that the south of the Iberian Peninsula is experiencing, may affect their protection due to pressures from a misunderstood modernisation, which ultimately defends intensive production leading to the loss of the traditional values of agriculture.

The University of Granada, and specifically MEMOLab, coordinator of the Altiplano de Granada pilot, the work to protect these irrigation systems through tourism as a tool for the sustainable development of remote areas will continue, also within the framework of another Horizon Europe programme project that will begin in March 2024, "Sustainable, Engaging and Creative Tourism as a driver for a better future in rural and remote areas" (SECreTour; GA 101132584).

## 5.2 Portugal – Campina de Faro

### 5.2.1 Overview

*For a long time, the authors imagined Campina de Faro as a place located somewhere in a coastal dry plain on the Algarve Coast with some historic irrigation systems and old farms. As there was hardly any information available on the place outside the INCULTUM space, the authors' overall perception of the place was mainly restricted to the narratives of the Portuguese partners. However, thanks to a field trip by two of the authors in the fall of 2023, the cognition of the place changed radically. Stretching from the Atlantic Ocean and the highly visited Algarve Coast in the south between Faro and Olhão in the east, and Loulé to Albufeira in the west, all the way to the mountains in the north, Campina de Faro exceeded expectations in size. The diverse landscapes include the litoral near the coast, the campina, plain farmland between the ocean and mountains (serra), and the barrocal, known as the foothills of the mountains. Attractions encompass water wheels pots and irrigation canals of Islamic influence, a mix of traditional and modern farmland, ancient architecture, and a captivating waterfall. Villages like Estoi, Patacão, and Conceição have unique characteristics and long histories. Over the years, Campina de Faro has evolved, now featuring motorways, residential areas, shopping malls, and a large stadium.*



*Figure 2: Campina de Faro from the barrocal with the Atlantic Ocean in the background*

### 5.2.2 Main Achievements (Products, Results, Actions)

Most of the measurable results include preparations for launching tourism products which are still in the phase of development. Landscape architects from the University of Algarve have been working on sketching the kilometres-long irrigation canals throughout Campina de Faro. A preliminary map of the water heritage (water wheels, aqueducts, tanks, and canals) already exists. It could help generate awareness and interest among tourists for those specific irrigation structures as the tourists' knowledge of the place Campina de Faro is quite limited which was identified through the research on the field trip some months ago. Picking one specific attraction from the territory could help generate more tourism because people would know where to go exactly rather than focusing on the whole Campina de Faro area as such. Another visitor survey was also conducted by the Portuguese earlier this year. That one was, however, directed mostly towards domestic tourists or even locals. Further, it is planned to present all of the INCULTUM posters at a local exhibition to foster the project even more among locals. In fact, both research studies have also brought up little knowledge about Campina de Faro by the locals or domestic travellers which was quite surprising.

### 5.2.3 Further Perspectives (Outcomes & Impact)

One possible outcome that has been discussed and shared by the Pilot officials is commercial tours for tourists throughout Campina de Faro. Thereby, it is intended to link the most important spots of the area, phrased by them as “routes that can tell a story”. They proposed two distinct cultural routes. One longer spanning a few kilometres and accessible by public transport or car, and another short route closer to urban areas that can be used for walking, cycling, or horseback riding tours. The latter would promote environmental sustainability as it is carbon neutral and promotes a form of slow tourism. Both routes would include guided visits to water heritage sites and vegetable gardens and orchards led by local farmers. Through that, visitors would have the opportunity to immerse themselves in unique community practices and heritage experiences, fostering authentic and enriching interactions. On top of that, it also seems pivotal to promote them under a specific name not necessarily connected to the terminology of ‘Campina de Faro’. Certainly, the map of the water heritage will help to set up potential tourist routes. However, it seems crucial to make the routes not too long – the dimensions of the area would clearly allow for that – as that might scare people away, especially if it will be walking tours in a hot climate. Rather, it would make sense to select a few important spots and maybe have them linked by a bus or focus on just one specific place instead, e.g. a village or farm. This has also been confirmed through the proposed ideas by the project officials. It needs to be seen whether those routes can be implemented before the termination of the project in April 2024. At least, the people in charge sounded hopeful that those routes could have a big contribution to changing the overall awareness of the place in the near future.

The study conducted in the fall of 2023 by two external project members on Campina de Faro as a ‘below-zero’ destination can have an impact on boosting tourism in the region in the medium and long term run if parts of the findings that led to considerations useful for future actions will be implemented. The two most interesting USPs that arose from the study include enhancing the visibility of the name at crucial touchpoints such as tourism offices, hotels, and online platforms, and, as mentioned earlier already, narrowing the focus to selected spots within the Campina de Faro area, potentially starting with 2-3 locations, for instance the irrigation channels.

A second impactful approach can be considered the mapping of the hydrological heritage, namely all the water wheels pots, and irrigation canals in the Campina de Faro area. It seems as if the group of architects involved in the Pilot have done a great job mapping those ancient waterways. Other destinations that have similar historical heritage can learn from their methodological approach and implement it in their own context.

### 5.2.4 Conclusion

In summary, the Portuguese Pilot is an interesting case due to numerous reasons. The nearby Algarve Coast is an absolute tourism hotspot whereas the neighbouring Campina de Faro region is hardly visited, respectively not even known among tourists. Also, it lacks a clear epicentre for potential tourism activities which is not a necessity but could help as a commencement. The initiatives carried out by the Pilot officials plus the research done should provide enough input for suitable cultural tourism products in the area for the future. The mapping of water heritage serves as a worthwhile starting point that could attract visitors. Beyond INCULTUM, it is basically about identifying spots within the area, implementing ideas such as the cultural routes, preferably even naming the tourism products and ultimately promoting them among the many tourists in the Algarve region. This unquestionably still requires some work but the direction to create impact on the local tourism industry in the future has been identified over the roughly three project years.



## 5.3 Slovakia – Mining Treasures of Central Slovakia

### 5.3.1 Overview

*The Slovakian Pilot stretches across large parts of the Central Slovakian region between the cities of Banská Bystrica and Banská Štiavnica. As a former mining stronghold, the area is known for its many small lakes, hilly landscape, and cultural heritage. Especially the small, picturesque UNESCO World Heritage town of Banská Štiavnica is a popular tourist destination among domestic tourists and people from the neighbouring countries and saw an influx during the pandemic due to the restrictions concerning outbound traveling. However, many of the rural parts of the Central Slovakian region hardly see any tourist visits. The Pilot officials thus intended to use the project to develop initiatives and practices that would see the tourist flows more diversified across the region.*



Figure 3: Hilly Central Slovakia

### 5.3.2 Main Achievements (Products, Results, Actions)

The Pilot's main achievement in terms of measurable results can be considered the launch of the interactive platform<sup>1</sup> which was first published in Slovakian and now also updated to English. Most of the content is available bilingually. The platform does not only offer tourism-related information (e.g. hiking tours) but also a plethora of cultural, historical, and educational content (both high school and university level) provided by more than 40 associations and 90 students collaborating in creating all the data. A total of more than 100 participants were involved in the participatory creation of the platform "Mining treasures of Central Slovakia", who took part in the creation and design of the responsive platform within the technical part, design and marketing part, and content development. During the first year of participatory creation of the platform "Mining treasures of Central Slovakia", more than 10 meetings were organized with more than 40 organizations and communities involved in the creation of the platform. A total of 250 activities were created by 22 authors on the platform. 27 photographers created more than

---

<sup>1</sup> <http://www.banickepoklady.eu/>

2300 photos for the platform. A total of 90 students in five study subjects were involved in the creation of the content of the platform. 18 students prepared content and photos for 54 activities on the platform. 31 students worked on creating the logo, creating a total of 19 logo designs. 41 students are still working on promoting the platform through social networks. Currently, the interactive platform has 529 users from 25 countries of the world and their number is constantly growing. The platform should help to inform the tourist, or any other person interested in the region about all the cultural assets Central Slovakia has to offer. Preferably, by using the platform, tourists also identify and visit places outside Banská Štiavnica to make tourist flows in the region more diversified.

However, due to the relatively short length of the project, it is extremely challenging to prove any kind of difference between tourist flows prior to the launch of the website and the diversification of tourist flows after the launch of the platform given that the platform has only been existing for one tourist season so far. A potential approach could have been to extract data from the interactive platform, such as clicks by fields of interest and nationalities, etc., or even look into extracting data from *TripAdvisor*.

### 5.3.3 Further Perspectives (Outcomes & Impact)

During the project, officials identified opportunities for further platform development and applied for a matching grant from the Slovak Renewal Plan. The goal is to enhance the role of cultural heritage in social and economic growth through innovative solutions. Key initiatives include creating a physical map of Central Slovakia and the Barbora's Route, and integrating it with the platform via a dedicated app. It is also planned to expand the participatory platform with the city of Kremnica, fostering collaboration with local stakeholders and enhancing educational content. This expansion aims to revive the region's mining heritage while supporting tourism, education, and community engagement. The platform's development will continue under another upcoming EU project, called *SECreTour*, by focusing on revitalizing mining-related cultural heritage in Central Slovakia.

While the platform can definitely be considered an outcome, the only issue beyond INCULTUM and the above-mentioned project concerning the website is to maintain it, namely keeping it up to date by feeding it with relevant data constantly. The Pilot officials are aware of it and therefore intend to have local stakeholders<sup>2</sup> continue to run the platform after the implementation of the *SECreTour* project. This can be considered a win-win situation. Not only would the platform maintained by local stakeholders have the idea of INCULTUM lived on beyond the project, but it would also function as an incentive for the locals. The more they feed the platform with content, the better the tourism experience for the visitors might be, thus meaning more traffic and eventually income for the local stakeholders.

In addition to that, the Pilot officials have been working on creating some collaborations that can be used as a figurehead. They already signed a memorandum with the Civic Association of the Barbora Route which is also seen as the most pivotal stakeholder of the pilot. An increased interaction between relevant stakeholders should benefit the whole tourist industry in the region over the medium and long run. Therefore, a representative of Matej Bel University and the INCULTUM pilot joined Civic Association of the Barbora's Route during a study visit to Sardinia – Camino Minerario di Santa Barbara – with the aim to explore similar mining projects. This year, the journey to Sardinia included also representatives from the OOCR Central Slovakia, the municipalities of Banská Bystrica and Zvolen, and the Bishop's Office in Banská Bystrica.

Furthermore, the project leaders aim to have the Central Slovakian region labelled as a part of the European Cultural Route, a certification granted by the Council of Europe to networks that actively promote the shared culture, history, and memory of Europe. Such a label could work to attract more cultural tourists in the future as it can be considered a quality marker. To promote

---

<sup>2</sup>e.g. local DMOs, the two municipalities, and the Slovakian company *hikemates*, to name a few

and strengthen this cooperation, the INCULTUM pilot will host the international event “MINING TREASURES OF CENTRAL SLOVAKIA” on April 25, 2024, at Radnica – City Hall, in Banská Bystrica, Slovakia. This conference aims to showcase the mining heritage of Central Slovakia, with a special focus on the Barbora’s Route. It will provide a platform for exchanging knowledge and experiences in developing mining cultural routes across Europe, involving members of the Mines B. – European Mining Routes of Santa Barbara Federation and others. The event also seeks to strengthen networking among various stakeholders and promote the use of the participatory platform, Mining Treasures.

In addition to providing a tourism-related package that lasts past the project, there is also an educational approach to it that aims at strengthening the regional identity and pride in the cultural heritage of the area, as well as breeding more tourism professionals in the region which could see a lasting impact on the maintenance of the interactive web platform, among others. The participants in their courses include mayors from municipalities in Slovakia. Many participants have professional backgrounds in either tourism or working for municipalities, serving as mayors or other representatives in various departments related to development, culture, or tourism. In the future, the Pilot officials from Matej Bej University, the region’s top-notch educational institution, plan to install a whole new course in cultural tourism touching upon many aspects of the INCULTUM project. This would combine the practical approach with the theoretical aspects of it making a lasting impact. On top of that, the academic portfolio related to the project was further expanded with the release of a book called “Participatory Governance and Models in Culture and Cultural Tourism”<sup>3</sup> by the pilot officials. The primary aim of the book is to establish the fundamental concepts of participatory governance in culture and to recognize and describe participatory models in culture, specifically within cultural tourism as a component of sustainable development. It is intended to be used for future academic courses at Matej Bej University. Additionally, original educational content for children was created, e.g. a story about the founding of Banská Štiavnica, illustrated by children from local school. This content is available at [banickepoklady.eu](http://banickepoklady.eu)<sup>4</sup>.

Also, they intend to apply for matching the grant from the Slovak State through the participation with INCULTUM. This move could generate further much-needed funds to be used for the development of the region’s cultural tourism products, respectively experience.

#### 5.3.4 Conclusion

To sum it up, the project has successfully carried out various initiatives to make the local tourism industry more heard, notably through the launch of an interactive platform that offers a plethora of cultural content from the Central Slovakian region. However, showing a more diversified tourism industry in terms of a more equal visitor distribution through the initiatives would probably require more on-site data collection and will thus have to be further addressed post-INCULTUM – if still intended. The collaborations with key associations, upcoming participation in another EU project, educational integration, and a potential designation as a member of the European Cultural Route highlight the pilot’s long-term focus. It will be seen whether the interactive platform will also be a fundamental pillar of the region’s tourism industry for years to come. Based on the recent stakeholder engagement, the future retention of the platform definitely seems feasible.

---

<sup>3</sup> <https://incultum.eu/academic-courses/>

<sup>4</sup> <https://www.banickepoklady.eu/aktivity/aktivita/povest-o-vzniku-banskej-stiavnice>



## 5.4 Italy – Sicily – The Greenway: sustainable mobility and slow tourism in Sicily

### 5.4.1 Overview

*The Greenway project represents the transformation of the disused railway line Kaggera – Vita – Salemi into a GREENWAY. The initiative focuses on the maintenance and safety of the entire route, transforming the old railway line into a 26 km long cycling and pedestrian path. Thanks to initiatives promoted by INCULTUM, awareness regarding this transformation has increased, and several discussion opportunities have been organized, involving both the public and private sectors to expand the participation network.*

*Particular attention has been given to the inclusion of private actors, considering that some cultural and archaeological assets along the route are located on private property. Agreements have been signed with organizations such as other Local Action Groups and associations in a wider area, as the greenway is planned to be extended to Selinunte, adding another 45 km to the initial trail. A team of experts in the history and culture of the territory is developing multilingual informative captions and brochures, in line with another initiative focused on Islamic archaeological itineraries already produced within the INCULTUM project. The goal is to create a new tourist itinerary that crosses the western part of Sicily, generating new employment opportunities and a significant increase in local economic activity, as well as enhancing the tourism offer. The GREENWAY project is an important part of this larger plan.*

*All these actions have been implemented following a bottom-up approach, based on active community participation, in line with the action ideology of GAL ELIMOS.*



Figure 4: Old railway bridge between Calatafimi and Vita

### 5.4.2 Main Achievements (Products, Results, Actions)

The main achievement in terms of cultural tourism offer has been the redevelopment of the Kaggera-Vita-Salemi railway line into a so-called Greenway for biking and hiking. The transformation of the railway line into a greenway has created a unique tourist itinerary,

enriched with informative signs and captions along the route. Visitors can explore the scenic beauty and the historical sights of Sicily through this sustainable tourism experience.

The active involvement of the local communities is a key element of the GREENWAY project and has significant impact on the lives of the population in a wide area. The main results in this context include: 1) The GREENWAY not only connects places of interest but also contributes to increasing awareness among local residents and tourists of the local history and culture. 2) Thanks to sustainable hiking offers, the community is experiencing a significant increase in sustainable tourism. This increase in tourist flows has a positive impact on the local economy, fostering the growth of commercial activities and tourist services. 3) The active participation of the communities in safeguarding the historical and cultural heritage is evident in the enhancement of archaeological artifacts along the route. These efforts contribute to preserving collective memory and ensuring greater liveability of the territory.

In terms of method, the GREENWAY project has adopted an innovative and sustainable approach in pursuing its objectives. Key results related to the method include: 1) The transformation of the railway line into a Greenway represents a sustainable method for recycling unused or underused infrastructural resources. The approach of “sustainable mobility and slow tourism” offers a low environmental impact alternative, while promoting sustainable tourism. 2) During the entire project experts in Islamic culture, archaeology, hiking, as well as local associations have been actively collaborating. This method has ensured an accurate and informative approach, which has been crucial, for example, for drafting informative brochures thus enriching the tourist experience and increasing the visibility of the tourism offer. 3) Sustainability has been the guiding principle of the project, balancing economic, social, and environmental needs. This method has allowed for the realization of a project that not only promotes sustainable tourism but also contributes to the balanced development of the local territory.

#### 5.4.3 Future Perspectives (Outcomes & Impact)

The GREENWAY project has been enthusiastically welcomed by the local communities of Calatafimi Segesta and Vita, but it is already arousing interest from the surrounding communities confirming the impression that project actions are spreading well beyond the initial implementation area. In fact, negotiations regarding a collaboration agreement with a neighbouring Local Action Group (GAL Valle del Belice – [www.galvalledelbelice.it](http://www.galvalledelbelice.it)) are already very advanced and are expected to be signed very soon. This agreement will extend the GREENWAY with another 45 km of trail towards the south extending it all the way to the coast at Selinunte, another archaeological site. This collaboration between LAGs not only expands tourism opportunities, but it also contributes to greater diversification of cultural and tourism offerings through new initiatives. Subsequently, the GAL Valle del Belice will host GAL Elimos at its stand at the Mediterranean Archaeological Tourism Exchange 2024, in October.

In terms of destination branding, the recognition and approval of our GREENWAY route by Sicilian regional and tourism authorities are underway. This homologation process will help promote the destination, attracting new types of visitors and creating a distinctive identity for the communities of the area of the GREENWAY. Collaborations with tourism entities and specialized hiking and biking organizations will be crucial for targeted promotion adding new opportunities for tourists who appreciate slow and mindful enjoyment of the local cultural heritage. Part of this targeted approach has been to develop high quality information brochures through contracts with experts in Islamic culture and archaeology. These brochures provide cultural and historical insights along the Greenway, enriching tourists’ experience and promoting greater awareness of the heritage.

In terms of community building and destination development, the project is empowering the local communities through the creation of new narratives and the attraction of a more diversified group of visitors. Collaboration with national federations and targeted promotion will contribute to ensuring visibility and notoriety for the GREENWAY, positioning it as a

valuable destination and offering an open-air museum through which local residents and visitors alike become actors of the transformation.

The territory already boasts numerous cultural events in prestigious locations such as the theatre of Segesta, Erice, Trapani, etc. The GREENWAY project and the collaboration between communities in the network will add additional events, cultural activities, and festivals to this circuit to promote social cohesion and communion between the resident population and the visitors. The organization of periodic initiatives is designed to institutionalize the common heritage in local cultural policy, creating an annual tradition and further consolidating social bonds.

The new GREENWAY cultural route has the potential to become a catalyst for other landscape initiatives, offering an innovative method to establish collaboration between economic, social, and cultural activities. The methodology adopted can be used as a model in other territories or in other contexts.

The methodology and experience gained in the GREENWAY project is applicable to other common goods and is already inspiring future projects as the one centred on thermal waters as a common good in Sicily. The exploitation of such waters is constrained by an outdated and highly restrictive law, a problem which GAL Elimos is pursuing at the political level. This project has already been included in the bottom-up planning of GAL Elimos with provisional name "ThermalEscape Journeys. The rediscovery of thermal waters in the territories of the GAL Elimos". The aim is to value a cultural heritage of the Region which has so far been neglected, and the project already counts with the collaboration of a network of local businesses.

Currently, the Greenway will also be developed through national funds from the PSR (rural development programme), and as soon as the GREENWAY is realized, GAL Elimos plans to submit additional funding requests to the European Union, based on the positive experience of the GREENWAY project.

#### 5.4.4 Conclusions

Thanks to the funding from the INCULTUM project, GAL Elimos has been able to initiate the redevelopment of the disused railway line "Kaggera-Vita-Salemi," transforming it into a cycling and pedestrian path, promoting sustainable tourism, and enhancing the local cultural heritage. This has actively involved the local community and fostered innovations such as collaboration with other LAGs and the creation of informative materials. Future prospects include increased tourist flow, greater economic and environmental sustainability, and continued collaboration for the development of new initiatives.



## 5.5 Italy – Tuscan-Emilian Apennines – Garfagnana

### 5.5.1 Overview

*The small mountain village of San Pellegrino is located in the Tuscan-Emilian Apennines roughly 1500 meters above sea level between two regions. It is known to be a popular pilgrimage site with the local church attracting many religious people. However, the village has more to offer than just hiking trails leading to the church. It also holds the Ethnographic Museum “Don Luigi Pellegrini” which exhibits many historical relics from past times exemplifying the ancient days in the village. One challenge for tourism-related activities is the remoteness and tininess of the highest village of the Apennines as it does not offer much room for accommodation, shops, or restaurants. Thus, attracting visitors for more than one day is almost impossible and arguably also not intended.*



Figure 5: The Ethnographic Museum

### 5.5.2 Main Achievements (Products, Results, Actions)

Though not solely, the main focus of intervention over the three project years was laid on the Ethnographic Museum because of its significance for the village. Among the measurable results are the theatrical performances played in the museum. The Italian actress Elisabetta Salvatori guided visitors through the museum's exhibits and its remarkable history in her performance titled 'A Priest, Two Saints, a Border, and 4000 Unique Pieces'. What commenced in the summer of 2022 with already seven performances, continued this past summer with another five performances — this time held inside the premises of the Ethnographic Museum. Overall, the shows were seen as a success as many visitors were in attendance. In the tourist season of 2022, which stretched from June to September, a total number of 2,384 tickets for the Ethnographic Museum were sold. For the same stretch in 2023, a total of 2,406 tickets were purchased by visitors, so basically the identical amount.

Further, the Pilot officials organized training sessions for local stakeholders back in May 2023. The attendees were not only inhabitants of the village but also local institutions and associations from the municipality of Castiglione di Garfagnana. Over two meetings, the stakeholders actively engaged and responded positively towards the INCULTUM initiatives, as well as sharing their insights on potential strategies to revitalize the hamlet. They also suggested a concept for a new museum brochure and took personal initiative by collectively funding the printing costs through a joint fundraising effort.



### 5.5.3 Further Perspectives (Outcomes & Impact)

Another idea to further boost the attractiveness of the museum was to integrate digital tools inside of it but those have yet to be implemented. Therefore, the Pilot officials initiated contact with a company working with Augmented Reality to identify new cheap ways of promoting the Ethnographic Museum (e.g. postcards with a QR-code leading to information about the place). The municipality Castiglione di Garfagnana, by showcasing the Pilot's multimedia installation project, secured funding for future purchases of the first necessary components as they won the Fondazione Banca del Monte. Regardless of that, they are still in need of a stable WIFI network for the museum. However, the necessary allocation of the funds for that has been approved by the province and it should therefore be in operation in time for the new season opening this June.

Also, it is not yet clear whether the Ethnographic Museum can be sustained in the medium and long-term run. The province is responsible for the maintenance of the site making it prone to political changes. A shift to private management could not only help the museum to survive but also accelerate its equipment with multimedia installations and a functioning WIFI network. However, a private takeover of the museum seems unlikely at this point, mainly because there are just so few stakeholders involved due to the remoteness of San Pellegrino, and no other private option has been materialized so far. Therefore, the museum most likely needs to rely on continued economic will through the Province beyond INCULTUM. Part of the project was to show, through initiatives like the theatrical performances and technological advancement, that the museum can attract visitors and is thus worth to be sustained either privately or publicly. Whether this will be done in the medium and long term run needs to be seen and lays not within the hands of INCULTUM. They also put effort into promoting the museum through articles in local newspapers and interviews on television stations.

The focus on providing an educational Impact for the region that outlasts the project is also intended in this case. Hence, the University of Pisa, which is in charge of the Pilot, has shared insights into the project during the Executive Master Management of Territorial Tourism Development at the Fondazione Campus not only during classes but also through an on-site visit that led to developed tourism projects related to San Pellegrino. It has to be seen whether a regular academic course on the project will be implemented at the University of Pisa like in the Slovakian case.

Another future impact for nature-based tourism activities could be the Pilot's intention to have San Pellegrino in Alpe be a part of the Tuscan-Emilian Apennine National Park. Being designated as a biosphere reserve, the Park concentrates on the fundamental aspects: conservation, development, and offering logistical support to local stakeholders. This approach aims to foster sustainable environmental, economic, and social practices throughout the reserve<sup>5</sup>. However, there are still some conflicts with local hunters that need to be cleared before this move can be executed. The desired situation is that the membership will bring new prestige as well as greater protection and funding to the area.

### 5.5.4 Conclusion

In summary, the efforts to rejuvenate tourism in San Pellegrino have shown promising results, first and foremost in enhancing the appeal of the Ethnographic Museum. Despite ongoing challenges like the need for a stable internet infrastructure and the intended integration of multimedia tools, funding, stakeholder engagement, and promotion efforts form a substantial basis for the future. Additionally, the educational and environmental direction diversifies the perspective away from the museum solely. Nevertheless, the future of San Pellegrino is mainly and unavoidably tied to the retention of the Ethnographic Museum which needs to be figured

---

<sup>5</sup> <https://www.parcoappennino.it/page.php?id=466>

out beyond INCULTUM. Any cultural tourism activities happening in the village are difficult to envision without the place.

## 5.6 France-- Bibracte “Ancient paths to the future”

### 5.6.1 Overview

*Participation in INCULTUM has enabled the creation of an innovative territorial project, using the Grands Sites de France (GSdF) landscape approach and the attachment of the inhabitants to their common landscape and their singular heritage as a vector for social cohesion and action.*

*By using sustainable cultural tourism as a tool of recognising and diversifying economic activities based on the resources of a shared landscape, Ancient Path to the Future is an innovative social initiative that strengthens regional synergies and enables tourism policy to be seen as more than just a facet of economic and residential attractiveness policy.*



Figure 6: Workshop by the association Rempart on dry stonewall building 2023.

### 5.6.2 Main Achievements (Products, Results, Actions)

The main achievement in terms of cultural tourism offer has been the launch of a new cultural route: The *Tour du Morvan des Sommets* hiking itinerary<sup>6</sup>, a 140 km long circular path linking the 12 villages of the area. Elaborated through a bottom-up collaborative design, this is a new sustainable tourist destination in Morvan.

With regards to the communities involved, after increasing awareness of the common cultural heritage in the form of the network of pathways, the heritage communities were activated through participative methodologies using the framework of the GSdF landscape approach.

In this development of an integrated approach to territorial entrepreneurship tourism was used as a tool for recognising and diversifying economic activities based on the resources of a shared landscape. This resulted in a number of sectorial working groups (Agriculture, tourism, Art and territory) that led to the creation of a producer's association that is in the process of being

<sup>6</sup> <https://www.bibracte.fr/actualite/le-tour-du-morvan-des-sommets-nouvel-itineraire-de-randonnee>

certified as an Economic and Environmental Interest Group, a label of the French Ministry of Agriculture.

The INCULTUM pilot project has thus contributed to increasing the awareness of the shared cultural heritage, which, in turn, has led to the activation of a Heritage Community of the rural paths, and now hundreds of people gather to take part in the activities of the Rural Paths and Tourism working groups (WG). Those sectorial WGs coordinated by the INCULTUM project manager at Bibracte bring together around thirty elected representatives, citizens, and socio-professionals.

In short, the WG actions have resulted in the following:

- To build awareness of the cultural heritage of 1100+ km network of paths:
- Creation of participatory inventory, digital management tool, and online map
- Creation of different means of representation of this cultural heritage (sensitive discovery map of the area, survey books).

To activate a heritage community around the heritage of the pathways:

- Creation of different kinds of working groups.
- Co-creation of participatory methods to work with the heritage (organisation of volunteer landscape and heritage workcamps, shared management plan project).

To create, launch, and market new sustainable tourism products:

- Creation of two new cultural routes.
- Promotion of the destination and the new routes

To bring these heritage communities to life (activation), Bibracte and its partner, the cultural association CHEMINS, have been successfully experimenting with the *Art and Territory* approach since 2021: themed visits, artists-in-residence and conferences have been organised with the aim of mobilising players from a wide variety of backgrounds around the territorial Commons (primarily focused on the network of pathways). This collaborative approach led to the design of the first new cultural route, the *Tour du Morvan des Sommets*, mentioned above.

### 5.6.3 Further Perspectives (Outcomes & Impact)

The attractiveness of the territory/destination has been boosted firstly by creating new narratives strengthening the identity of the local communities and, secondly, by attracting more and new types of visitors improving the destination brand.

Labelling the new cultural route as «GR de pays» by the French national hiking federation, which might take 3 to 4 years, will give visibility and notoriety to the new destination.

The new website of the destination will foster the creation of new narratives by telling a story of a rural territory where the local inhabitants are actors of the ecological transition and where tourism is seen as a tool to maintain the territorial Commons.

The same activities also work towards increasing the numbers of visitors through promotion to specific target groups. A tourism development plan will be rolled out in 2024 with partners, which includes the launch of a dedicated website for the new cultural route.

The new routes are being promoted by the tourism offices of the territory (leaflets and website), which also promote and sell packages including the route(s).

The GSdF landscape maintenance actions showcase local sustainability practices and know-how, and, at the same time, it works towards strengthening the inhabitants' attachment to shared values and to raise the awareness of the challenges of climate change and the need for sustainable agricultural practices.



The involvement of the local elected representatives and the emergence of a heritage community prove that the landscape approach is an effective tool for designing sustainable projects and strengthening democratic debate as part of the ecological and social transition in rural areas.

Debates on the management plan, even when there is disagreement, is a way to empower the elected representatives and the inhabitants in the management of their heritage / territorial commons and show that they can have a concrete impact on their landscape.

The programme of cultural events organised as part of the pilot project help to create social links and foster solidarity among the locals. The pilot plans to organize in the coming months an annual festival “the art of making your way” on the rural paths that will help institutionalize the common heritage in the local cultural policy.

The Agriculture WG that was set up in 2021 and represents the diversity of agricultural models present in the area has created a producer’s association that is in the process of being certified as an Economic and Environmental Interest Group (GIEE), a French Ministry of Agriculture label designed to promote the organisation of actors in the agricultural sector around collective sustainable projects.

One of the goals is to diversify the farmers’ activities to cater for slow tourism and improve the service provision. As of 2025, the Bibracte museum will open in winter, which is why there is a need to extend the cultural and tourist offer and to develop the service provision.

The new cultural routes now serve as a catalyst for other landscape initiatives and as an inspiration in terms of method in the way it has succeeded in federating economic, social and cultural activities based on shared landscape resources.

The rural path inventory tool and methodology is now being used in other territories of Morvan.

The association Chemins will include in its governance the 12 villages of the territory in order to empower the elected representatives and local inhabitants in the production of the cultural program around the rural paths.

The methodology of the pilot is now inspiring another project led by Bibracte and its partners around the water as a Common (project COUDRIER).

Bibracte has been selected in new EU calls to ensure the continuity of the actions implemented with INCULTUM: SECReTour + EIP-agriculture and EIP forestry.

Lastly, but not least, the INCULTUM pilot project is mentioned in a policy publication by the regional assembly of Burgundy-Franche Comté on using heritage as a lever for sustainable, local development in rural areas.

#### 5.6.4 Conclusion

The three years of the Ancient Paths to the Future project will obviously not be enough to consolidate a sustainable entrepreneurship system capable of ensuring the economic viability of the local project. This prospect, however, seems much more attainable now that the mobilisation of local players has been achieved. Its success will clearly depend on the ability of all the involved stakeholders to strengthen the synergies between them, which would involve decompartmentalising the area's three main sectors (agriculture, forestry, and services) and creating multi-skilled professional profiles straddling the three sectors. This will bring back a rural economy with characteristics closer to the original one that was erased by the specialisation promoted since the post-war decades in order to increase the productivity of rural areas. The renaissance of multi-activity, backed by a concern to preserve the territorial resources on which people rely, is undoubtedly a factor of resilience that will improve the ability of the communities to face the many challenges posed by climate change.

## 5.7 Greece – Aoos, the shared valley

### 5.7.1 Overview

*The Aoos Valley is the counterpart of the Albanian Vjosa Valley which was named after the river that floats through it. Approximately one-third of the total length of the Aoos is on Greek territory, the remaining part, known as Vjosa, lies in Albania. The Pilot area is located in the Northwestern part of Greece with Konitsa being the main urban centre of the region at an altitude of 600 meters. Like on the Albanian side, the mountainous region offers great opportunities for hikers and adventurous tourists with mountain lakes, canyons, and small villages dispersed across the area. Even though the Vlachs historically also resided on the Greek side, the main focus of the Pilot officials, namely The High Mountains Social Cooperative Enterprise, has been laid elsewhere. To develop the local cultural tourism sector, innovative methodologies of integrated performances were employed to record, analyse, synthesize, and visualize the physical and socio-economic landscape of the Aoos Valley. The visualized data was used in a participatory process named “The Collective Organization of the Cultural Experience of our Homeland” in order to facilitate the local stakeholders to plan certain evidence-based actions and can be used to tailor cultural experiences.*



Figure 7: Part of the Transhumance route

### 5.7.2 Main Achievements (Products, Results, Actions)

The Pilot representatives selected a scientific approach from the very beginning of the project which enables informed decision-making in the tourism sector based on empirical evidence and insights, leading to more effective strategies to boost the local tourism industry. Therefore, they collected secondary online data and conducted interviews with 26 cultural associations<sup>7</sup> from the region to identify starting points for the development of cultural tourism in the area. All the results were collected, analysed, and ultimately led to relevant development actions. Among the later actions, they 3D-printed an Open-Source Water Monitoring Tool, named Waterjet, which was used to collect data inside mountain lakes. The goal was to explore the Drakolimni ecosystem which was identified as a major natural asset in the research and encourage subsequent utilization for scientific and environmental geotourism enhancement. Another

---

<sup>7</sup> e.g. the Mountaineering Association or the Agricultural Cultural Association of Aetopetra

action included the collaboration with the Municipality of Konitsa. This partnership aims to utilize the Mansion of Hamko, identified as an untapped resource in the research. The focus is on leveraging the unique collection of rare records of traditional music from the region and throughout the whole Balkan. Moreover, they also identified the local licensed distilleries as a relevant cultural tourism product that can be further promoted as it happened to be named among the cultural assets of the region according to the research conducted.

### 5.7.3 Further Perspectives (Outcomes & Impact)

Since the Albanian and Greek pilots are neighbours, cross-border initiatives were agreed to be part of the project. Last year, *The High Mountains Social Cooperative Enterprise* recorded a transregional pastoral route<sup>8</sup> of the Vlachs on their side of the border. This path is directly linked to the one on the Albanian side and aims to jointly promote Vlach culture, pastoralism, and transhumance. It is technically moderate and with roughly 7 kilometres perfectly fine to hike within a day. However, it is important to note that, if tourists intend to continue hiking past the Albanian border, passport/ID border check is mandatory since Albania is not as yet a EU membership country. On top of that, the Pilot officials also opened up another hiking path leading from the village of Kallithea to the Agios Konstantinos Chapel which is an important cultural heritage monument of the Aaos Valley.

Another outcome of INCULTUM, but something that has yet to be launched and the Pilot has been working on for a while is a web platform that is supposed to function as a web shop where tourists can buy products and book events from and within the region. For that, they partner with social economy entities in the local area, like cultural associations and farmers, focused on promoting the region. Additionally, they engage in a collaborative design process for cultural experiences with the goal of generating supply, demand, and evaluation of cultural products and services. They are still in the process of feeding the web platform with relevant content. It needs to be seen whether it will still be launched during the time of INCULTUM. Hence, it can rather be considered an outcome rather than a result.

Last December, they hosted the *Fair and Solidarity Tourism Workshop* spanned over three Sundays to empower the local mountain communities. The workshop facilitated collaboration among cultural associations, local stakeholders, and representatives from nearby regions. It also included showcasing tools for cooperative branding and the marketing of community-based experiences, as well as a training on how to work with the soon-to-be-launched web platform. The idea of the workshop was to have a lasting impact on the people involved in the tourism industry beyond INCULTUM.

### 5.7.4 Conclusion

The Greek Pilot is different in its approach from many others and yet ends in similar results and outcomes to the other pilots. An intensive emphasis was laid on research-based actions through a thorough data collection process. Through that, *The High Mountains Social Cooperative Enterprise* aimed to identify and leverage local cultural assets. The engagement of stakeholders at community workshops played a vital role in fostering collaboration and empowering local communities. As initiatives like the transregional pastoral route and the upcoming web platform are among the project's most important outcomes, these should position the Pilot well beyond its duration in the cultural tourism realm. The only concern is related to the data collection which led to a plethora of informative and fruitful demographic data but less so addressed and uncovered any needs or wishes of the tourist side. Hence, it could be useful to make use of the web platform as a source for data collection once it is launched, to identify whether the implemented initiatives actually meet with approval among the tourists.

---

<sup>8</sup> <https://www.wikiloc.com/hiking-trails/vlachs-transhumance-path-grammos-by-the-high-mountains-incultum-140975712>



## 5.8 Albania – Vjosa, the shared river

### 5.8.1 Overview

*The Albanian Pilot mainly stretches across peripheral and mountainous areas of the Southeastern territory of the country all the way to the Greek border. Integral parts of the Pilot are the city of Përmet and the Vjosa River, one of Europe's last wild rivers. The region offers outstanding natural assets, especially for people interested in outdoor activities, thanks to a mild Mediterranean climate, majestic mountains, and beautiful canyons. On top of that, the Vjosa Valley is also known for its cultural heritage in the form of the Vlachs, an ethnic group scattered across many countries of the Balkan, like Albania or Greece, for instance. The Pilot officials, CeRPHAAL<sup>9</sup>, identified the Vlach history and unique culture as a means to generate more tourist flows in the region. It is important to stress that all the initiatives with any kind of Vlach involvement are based on a bottom-up approach and are reciprocal.*



Figure 8: Dwelling Site (Kalive)

### 5.8.2 Main Achievements (Products, Results, Actions)

As already mentioned, the Vlachs and their culture are the core elements of this Pilot. Therefore, many of the measurable results also focus on those. Back in the summer of 2022, the Pilot officials in collaboration with the managers of a local camping site close to Përmet and the Municipality began to install a typical Vlach dwelling site from ancient times, known as *Kalive*, close to the city of Përmet on a local camping site. What was already frequently visited by tourists that year, continued to attract many visitors over last year's tourist season as it was further developed from the inside. The interior of the dwelling is constructed like a museum with some old and unique furniture as well as equipment that has been used by Vlach people in the past. To help the domestic and international tourists visiting the site learn more about the history and culture of the Vlach, an interpretation panel in both Albanian and English was designed. The interaction between tourists and the people running the site and surveys carried

<sup>9</sup> Centre for the Research and Promotion of Historical-Archaeological Albanian Landscape

out confirmed the increased interest of tourists in the Vlach heritage and history. From what has been observed by the Pilot leader and reported by the managers of the camping site, the number of visitors to the *Kalive* varied between 20-60 per day during peak summer days, so around July and August. Since there is no official ticketing system in operation, it is based on an estimation.

In two days in July of 2023, dynamic cross-cultural activities occurred at the site organized by CeRPHAAL and the Municipality of Përmet. Vlach women demonstrated traditional wool processing using tools displayed in the hut. The so-called *Vlach Open Days* moreover featured a photo documentary and a movie showcasing parts of the history of the Vlachs before the 1950s. The event concluded with a celebration involving Vlachs, local stakeholders, cultural representatives, and visitors. Another event took place earlier this past summer already. Thereby, CeRPHAAL, the Pilot leaders, conducted a training session for cultural heritage specialists in Përmet. The purpose of the meeting was to address and discuss challenges within the cultural heritage tourism sector in the area. Subsequent to these discussions, a field training tour was carried out offering a guided storytelling experience about the town's history and specific landmarks.

### 5.8.3 Further Perspectives (Outcomes & Impact)

While it is still unknown whether the dwelling site can be sustained beyond INCULTUM – the chances are actually quite good given that it is operated by Vlachs and thus kind of outsourced – it undoubtedly helped to ignite an interest in the marginalized Vlach culture, even though it did not bring any direct monetary value to them. Financially, the managers of the camping site may have benefited indirectly from an increased number of visitors thanks to the dwelling site as some have prolonged their stay in the area, among other reasons.

Another measurable result that can be considered as an outcome is the installation of two hiking trails<sup>10</sup> in the Vjosa Valley. It is known to be the Vlachs historic transhumance route going all the way to the Greek border and even further to the highest village of Greece as a continuation of the trail was initiated by the Greek partners as well. The trail, which also passes the dwelling site, is more than 90 kilometres long, technically difficult, and marks logistical challenges as hardly any guest houses or restaurants can be found along the route. Visitors who already hiked the trail issued the need to upgrade the facilities throughout the transhumance route so that it would become more accessible to a wider target group. Thus, the Pilot officials intend to continue working on solutions over the next couple of years to potentially locate guest houses, restaurants, or other services along the way. The challenging nature of the transhumance route is among the reasons why the Pilot officials opened up a second route<sup>11</sup> last year which is short and can therefore attract more tourists as it can be hiked in one day or less.

The plans for impact are already quite advanced for the Albanian Pilot. It is intended to host the *Vlach Open Days* on a yearly basis and financed by the Municipality of Përmet in the future. That would help to preserve the Vlach culture and heritage in the long run. Also, given that they find people to run the sites, the people involved in the already existing dwelling site thought about expanding by installing more *Kalive* sites throughout the region. Whether this idea can be scaled, needs to be seen but it could definitely make sense as the one in operation has been really positively perceived by tourists. It was also mentioned by one of the Pilot officials to involve the Albanian Ministry of Culture in the activities in the region past INCULTUM. So far, all the products and actions implemented by the Pilot officials have been done independently of public administration and funding above the municipal level.

---

<sup>10</sup> <https://www.wikiloc.com/hiking-trails/vlachs-transhumance-route-108659966>

<sup>11</sup> <https://www.wikiloc.com/hiking-trails/walking-with-the-vlachs-hiking-trail-from-the-village-of-dracova-up-to-the-mount-nemercka-135792697>

#### 5.8.4 Conclusion

In conclusion, the Albanian Pilot did a great job of promoting and preserving the Vlach culture and heritage over the roughly three years of the project. Through initiatives like the installation of the dwelling site and the creation of hiking trails, the Pilot sparked interest among tourists. The successful hosting of events like the *Vlach Open Days* underscores the commitment to cultural identity and community engagement. If not only the already existing dwelling site can be sustained but also expanded on in the future, it is likely that the Vlach culture will be an integral part of the local tourism industry for years to come. Further, it will be interesting to observe whether the transhumance route can be made more visitor-friendly through a more supportive infrastructure along the path.



## 5.9 Ireland - Eachtra & "Historic Graves of Ireland"

### 5.9.1 Overview

The Irish heritage project "Historic graves" has achieved some remarkable feats since its origin in 2010: it not only created a living database of graveyards and historical sites in collaboration with local communities, but they also established a huge online community drawing on the many millions of people who can trace their roots back to the Irish diaspora. In INCULTUM, the pilot, headed by Eachtra, a small Irish company of archaeologists, has been working to harness the potential of its large online audience and encourage visitors to go beyond the website and travel to Ireland, bringing their two core stakeholder groups, the local Irish groups of volunteers and the online community of people with Irish ancestry, closer to each other and establishing links between them. Eachtra's original hypothesis was that their main contribution to INCULTUM would relate to communications by community groups involving livestreaming. However, as the project advanced the potential of dynamic QR codes, whether on a paper brochure, a Point-of-Interest card, or a pdf have demonstrated to have more potential for impact across regions and tourism offerings.



Figure 9: Survey team working on graveyards in Charleville area of north Cork.

### 5.9.2 Main Achievements (Products, Results, Actions)

Eachtra's first task in INCULTUM was to look inwards; for the first time, Eachtra communicated with all their online participants and volunteers and identified the significant role played by genealogical tourism in the project. Secondly, the challenge of the Covid pandemic restrictions resulted in a number of behavioural changes, resulting in a decrease in digital skillsets amongst the survey participants, and INCULTUM allowed Eachtra to evolve systems for dealing with these changes. The emergence of AI/LLM in 2023, specifically allowing the digitisation field record sheets, has paradoxically allowed the company to focus on real world/analogue survey systems with their community volunteers while, at the same time, increasing the academic value of the data being gathered. Thirdly, the combined effects of Destinations, a digital product on the website ([www.historicgraves.com](http://www.historicgraves.com)), and a low-tech printed brochure called "The Past in Your Pocket", is the first elegant local trail solution, that the Eachtra's team have been satisfied with since 2010.

The Covid pandemic did not adversely affect the number of surveys Eachtra engaged in since 2020 but it did affect the nature of data recording and data entry systems. They tried a number of techniques in field survey, initially lowering the amount of data being gathered per site and while this enabled communities to build up survey momentum in the first year of INCULTUM, they soon reverted back to recording full genealogical datasets on the field record sheets. Finally in 2023, the experiments with AI/LLM (ChatGPT3-4.0) allowed the pilot crew to develop a handwriting recognition digitisation product (Text Harvester) which converts handwritten field records into parsed digital datasets which can be imported into the web platform. This digital innovation means that the community volunteers can concentrate on analogue survey methods and stay within their own comfort zones and skillsets.

Working with community groups in Cork, Limerick, Clare, Mayo, and Waterford the pilot leaders maintained a constant dialogue on the tourism requirements of the local communities. The first problem was to identify the tourism needs and then to identify potential solutions which satisfied local groups while also being affordable and allowable by local authorities and statutory authorities. Working with a lot of groups widely spread throughout the country was a clear advantage as different groups had already tried various approaches and the Eachtra team was able to learn from their past efforts while also sharing their experiences with other groups. Over the years, the digital bias of Historic graves had caused Eachtra to focus on creating digital guides for practical, low cost, tourism products but inspired by the 'Bored with Signs' thinking of the Heritage Council of Ireland, the pilot team tried various formats and, in the end, settled on an innovative pocket-sized printed brochure as an effective, affordable tourism product. When allied with dynamic QR codes these brochures (and a digital variant) can also double as 'pop-up' trails. The Greek partners' focus on big data for tourism in the Aoo valley and the Swedish partner's approach to tracking tourists' routes in the Öregrund region using GPS trackers were very stimulating for the Irish team. Combining the ideas learned from both teams, they developed a series of site questionnaires in the participating groups using QR code technology, which had similar potential to the Swedish GPS trackers.

From early on, Eachtra focused strongly on livestreaming video as a medium for community storytelling, which resulted in the development of simple, accessible approaches to digital recording. Where Wi-Fi or 5G phone networks are not available they developed a 'No Edit' video recording approach which simplified video storytelling but does not require community volunteers to be videographers or film makers. Digital technology, however, has not yet reached a very widespread use at a grassroots level, but the tactical approach the pilot team took to combine livestreaming with a focus on dark history resulted in another of their main achievements. The Dark History focus on mass famine graves of the Great Irish Famine was inspired, in part, by community groups' reaction to their own Covid experiences, which led the Eachtra team to conduct new research on both cholera and Famine graves and on the broader theme of institutional burial practices in 19th and 20th century Ireland. They tested livestreaming technology to tell the story of some of the work resulting in series of videos posted to YouTube and in 2023 they presented the results of some of that research at three conferences which will be published in 2024. New institutional grave typologies have been developed because of the INCULTUM research; the push to develop heritage tourism products has resulted in substantial academic insights.

### 5.9.3 Further Perspectives (Outcomes & Impact)

The Irish pilot has now co-created an approach to sensitively and sustainably develop the tourism aspects of the historic graveyards of Ireland. Based on the recognition that grassroots heritage tourism must put the community at the forefront of the 'tourism product' they have developed plans for a network of sites and trails based on the medieval parish network. Strong positive reaction to the vision of this trail has been encouraging and, for Eachtra, INCULTUM has resulted in the first significant evolution of their web platform since 2011.

The outcomes achieved were often not those initially envisaged, and the hypothesis testing approach taken in INCULTUM has been a strength in this case. Difficulties with one digital solution, e.g. digital story maps, led to the adoption of simpler approaches.

Combining the experiences of many community groups spread from the south coast to the west coast with Eachtra as the catalyst between them finally resulted in the development of tourism products which can be co-created by local volunteers in collaboration with heritage professionals.

Perhaps the main impact for the team behind the pilot has been the recognition that they can extend the digital relationship with volunteers and site users out into the parishes they wish to visit. Anonymised information was always gleaned from web statistics and the INCULTUM inspired use of dynamic QR codes now means that they can gather key tourism information in the field. When a visitor clicks on the low-cost QR code at a graveyard gate, the visitor gets genealogical and survey information while the pilot team gathers date and time of visit along with country and city/town of origin. The visitors also have a choice to answer a short questionnaire when they are at the site, or, for example, in the café adjacent to the site. The community participants therefore have the option to gather tourism data which can be used to manage on-site tourism resources and when one amalgamates these local information feeds one can build regional and national datasets. And the model is scalable; it does not just work for historic graveyards but for all hyperlocal heritage sites with which the community engages.

Engagement with the marketing and business elements of the INCULTUM model also affected the Eachtra teams view of tourism. A new appreciation for the creative elements of tourism marketing allied with a better understanding of the language used in marketing had knock-on effects in community engagement. An older tourism focus on heritage points of interest allied with tourism services/facilities changed into a more cohesive approach with the realisation that regenerative tourism practices encourage local communities to gather tourism data, tasks which had previously been restricted to local businesses like shops and hotels.

The innovations of AI/LLM (ChatGPT) happened later in 2023 but already in 2024, the team is seeing improved quality of data recording and publishing using the Text Harvester system. Testing shows that weeks of data entry by community groups can be changed to days of data checking instead. This is likely to have significant impacts for the Historic graves project in the coming decade but is also relevant for any paper-based citizen science project.

The tactical decision to focus on Dark History as a means to tell more accessible, marketable, histories lead to a series of academic innovations i.e. the use of drone photogrammetry and LiDAR for the identification of unmarked graves relating to previous pandemics and institutional burial practices. Other archaeologists have been taking this approach, but the Eachtra team are the first to focus on 19th and early 20th century cemeteries, 'fingerprinting' different grave types in known burial grounds which can be applied thereafter to unknown or 'lost' graves.

INCULTUM has allowed the Historic graves project to evolve significantly and the partners in local authorities have seen their own engagement with historic graveyards evolve consequently.

#### 5.9.4 Conclusions

The INCULTUM collaborations resulted in the evolution of Eachtra's project from community archaeology/genealogy surveys to a stronger heritage tourism identity and entity. Sense of place and local engagement have been key drivers for the project since 2010 and INCULTUM has allowed Eachtra to develop a new set of tourism tools for community benefits. INCULTUM allowed the small team of Eachtra to see their national heritage resource anew, through a tourism lens.

The interplay between the ideas inspired by the INCULTUM team and the local community interactions has resulted in a number of innovative products (Destinations, Past in Your Pocket,

TextHarvester) which the pilot leaders believe will enhance their current tourism resources in sustainable and regenerative ways.



## 5.10 Sweden – Escape into the archipelago landscape

### 5.10.1 Overview

*The Swedish pilot, headed by the University of Uppsala, displays certain essential specifics compared to most of the other INCULTUM pilots which adds to the total body of scenarios for cultural-tourism development investigated and operated on by the overall project and offers its own opportunities for cross-pilot fertilizations and learnings. That includes targeting three different archipelagic areas rather than one (Roslagen, Torsö, and Gotland) and further developing a specific methodological approach with a view to all three of them. In this way, the commonalities and differences between them come to offer a basis for ‘pilot-internal’ cross-fertilizations and learnings in addition to those between pilots.*

The Swedish pilot covers not one, but three geographically separated territories. These are united by their archipelago character, i.e. a close connection between land and water, while differing substantially in terms of size, tourism attractions, stage of tourism development, and degree of stakeholder involvement. **Roslagen** is an archipelago of coast landscape and islands located east of the city of Uppsala and north of Stockholm. For INCULTUM, the town of Öregrund was from an early stage singled out as the primary focus for interventions. While tourism is already present in this area, the aim is to diversify tourism and raise awareness of overlooked opportunities and spots to see. **Torsö** is the largest inland island in the lake of Vänern (about 63 km<sup>2</sup>) with a population of about 575 people and connected to the mainland by a bridge. While the island does experience some daytrip and camping tourism, several attractions and activity options remain underexploited, such as the hiking trails, and essential tourist services in connection with these are widely lacking. A more precise mapping of this before-situation thus became a major goal in the first stages of the INCULTUM work, as a basis for deciding on steps to remedy it. **Gotland** is an island (and municipality-region) of substantial size and a major tourism destination already by virtue of its rich historical heritage and varied nature with beaches, impressive limestone columns, hiking trails, etc. However, most tourism is concentrated in the main town of Visby with its historical sights and landmarks, while the tourism potential on the rest of the island remain undervisited. The pilot’s aim here has been to contribute to ongoing efforts to further diversify tourism on the island.



*Views of Gotland, Torsö, and Öregrund*

A key focus of the Swedish pilot has been to further refine and test an innovative mixed-methods approach to supporting tourism promotion in remote places using digital tools developed by researchers at the University of Uppsala. The approach combines novel and established modes of data collection and online content presentation with a view to establishing new synergies between them. That includes • using GPS loggers and mobile phone trackers for mapping tourism flows and registering tourism experiences, • establishing on-site touchpoints incorporating QR codes that link to customized online content, • offering new sorts of information and imagery via Google maps, • designing visitor surveys suited for supporting the customization of such assets. In sum, a wide range of opportunities is thus offered to the

immediate actors in the respective target territories that could potentially support their efforts to promote sustainable destination development and marketing there. However, given that the intended role of Pilot 10 was to provide expertise and data for such endeavours rather than to (also) organize and coordinate them (as has been the case, say, for the Albanian and the Irish pilots), variations in local stakeholder dynamics became a vital factor for which lines of action were ultimately chosen and implemented and how they were scheduled within the INCULTUM period in the respective territories.

#### 5.10.2 Main Achievements (Products, Results, Actions)

The most prominent result achieved withing the project period for two out of the tree target areas, namely Öregrund and Torsö, is the identification of “white spots” on the map across the respective areas that would appear to offer attractive points to visit at least for some tourist segments yet remaining unknown to most visitors and hence under-visited. Awareness of such gaps has, in turn, prompted local stakeholders to take various lines of action to remedy the situation.

Insights on these “white spots” were gathered via GPS loggers tracking tourists’ movement in the area via their mobile phones combined with responses via “clickers” handed out to tourists for indicating positive or negative perceptions of what they saw. That input was further qualified via survey responses offering more details about tourists’ perceptions of the areas as a whole, including leads on why some spots remain under-visited. This methodology was first applied on the island of Torsö in the early stages of INCULTUM work where it revealed limited tourism mobility in the inland parts of the island, as explainable, inter alia, by a limited awareness and poor condition of hiking trails that could lead tourist there, with essential tourism services along the trails furthermore lacking. On that basis, an alliance of local stakeholders’ is currently planning a series of interventions to remedy the situation, combining web development and restoration and extension of trail routes with physical QR-codes placed along the routes as a connecting tie to the online resources. However, the further implementation of these plans, including the exact placement of the QR codes, currently awaits a decision from the main landowner (the Swedish Lutheran Church) due to concerns that connections between trail routes (new and existing) and QR codes could lead to wear of nature.

Developments in Öregrund along similar lines have therefore presently taken the lead. During the spring of 2023, more than 100 GPS tracks were gathered, and 539 questionnaires were collected, revealing a number of under-visited spots. On that basis, a pilot website was constructed bringing together information that used to be scattered across various sites on not available at all. Apart from gathering information about Roslagen in one website, the purpose was to facilitate further data collection. Together with Visit Roslagen and the DMO of Östhammar municipality, a trail in the city of Öregrund was established with tags with QR codes placed along the route at different places in the city, directing the visitors to corresponding pages on the website. The setup was tested during July and August 2023 where the website was active for a month and generated slightly less than 700 page views with about 275 unique users. The most clicked information was the map of the city trail and of the historical houses in the older parts of Öregrund. Next summer, Visit Roslagen is going to launch different trails based on the movements observed and areas that remain underexplored. This includes a Fairytale trail that relates to famous stories in Sweden such as Pippi Longstocking, Saltkråkan and other famous children’s stories and a History trail using existing history but suggesting different trails to learn more and eventually also direct to larger parts of Roslagen.

For both Öregrund and Torsö, it has furthermore been identified that there is very limited information about the respective destinations in Google Maps. As a part of the present project, it will therefore be measured what impact Google maps images will have. Some photos have already been shot with a 360° camera on Torsö. The imagery can be panned and zoomed for a more close-to-reality experience. Again, the local stakeholders will have the final word in deciding which photos to upload on Google maps, a main concern being the risk of wear of nature in areas that may be over-visited by trackers.



A flattened 360-degree image taken at winter on a ferry in the strait between the main island Torsö and Brommö in the Torsö archipelago.

As for Gotland, the main emphasis has so far been on data collection with 289 respondents contributing to a digital survey aimed at providing new leads for local initiatives. It is planned to collect additional data in rural areas in the final stage of the INCULTUM effort. Meetings have been held with Region Gotland, Gotland's united hospitality industry, and representatives from the Region initiative project Gotland Out on possible further initiatives. However, the perspectives for such next steps remain least developed for Gotland, which is partially explained by the change in personnel of key stakeholder bodies during the first year of the project.

#### 5.10.3 Further Perspectives (Outcomes & Impact)

A major outcome for all three target areas in the establishment of a versatile dialogue with multiple stakeholders on the possibilities offered by the mixed methods approach introduced by Pilot 10. While some such possibilities have already been implemented, others are in the stage of systematic planning and can be expected to be brought to bear shortly after the INCULTUM period.

Also, a workshop package to educate representatives at the destinations in the various elements of the mixed method approach (survey, GPS, mobile phone trackers, information on Google maps, websites, etc.) has been developed and is planned to be performed during early Spring 2024 at the three destinations. This ensures that the knowledge communicated in the workshop package enables councils and other actors at the destinations to use the method themselves to gather information about their visitors. Furthermore, the workshop package will be uploaded in an English version on the Training Portal of INCULTUM and made available to anyone interested within and beyond INCULTUM.

A wider outcome is thus the sharing of experiences and ideas in these regards within the larger INCULTUM context. The utilization of such tools as GPS trackers to collect data and map tourism flows and combining on-site physical touchpoints with online resources via QR codes is thus under consideration or, indeed, being implemented also in other INCULTUM pilots. The full impact of this can be expected to transpire only in the afterlife of INCULTUM given that all pilots are busy with meeting their own specific and diverse goals, with limited room for exploring more far-reaching perspectives beyond that. However, chances for a longer-term impact definitely seem to be present.

#### 5.10.4 Conclusion

The Swedish pilot has succeeded in demonstrating the potential of the mixed methods approach for supporting cultural tourism development in remote places, particularly for the destinations Öregrund and Torsö. However, given the extensive arsenal of tools available and the many possible ways of combining them, the ultimate choice and mix is bound to depend on the priorities of the local stakeholders and the dynamics between them. Not all options have been exploited so far and can hardly be expected to within the INCULTUM period. Yet concrete follow-up initiatives are in preparation in Torsö and Öregrund, and also Gotland will have a good chance to catch up drawing on the experiences made there. No less importantly, other INCULTUM pilots have been listening and learning along the way and some of them are likely to take the experience of the Swedish pilot further in their own contexts, thus contributing to INCULTUM's afterlife.

## 6. OVERARCHING CHALLENGES AND WHAT CAN BE LEARNED FROM THEM

### 6.1 Specifics of the “below zero” scenario

The circumstance that remote and less touristified places pose different challenges for sustainable tourism development compared to more established or even over-touristed ones has long been recognized in tourism research and practices (e.g., Barbini & Presutti, 2014; Carson, Carson, & Hodge, 2014). However, with INCULTUM, a step further is taken toward grasping the common core of such scenarios by showcasing 10 pilots covering 14 different territories across Europe that display great variation when it comes to concrete manifestations of these basic challenges.

It is too early to judge how exactly the experiences thus gained will be put to use in future best practices for sustainable tourism development in remote areas and in research supporting such efforts. However, what might deserve brief mention at this stage is a (so far entirely pre-theoretical) concept that grew out of informal conversations among the project partners, namely that of the “below zero” scenario. When discussing the need to have reliable pre- and post-measurements of tourism activities in one of the pilot areas, a representative of that pilot exclaimed: “But that’s not possible! We are at point zero now... in fact, “below” zero. The expression stuck and later popped up also in other discussions with reference to other pilots. It captured something salient.

While nothing close to a formal definition has been discussed or consolidated so far, what seems to characterize the “below zero” scenario as transpiring from these discussions is (a) that visitors and locals alike are yet to recognize the place as something that tourists might consider visiting; (b) that reliable data indicating any status in that regard are scarce or absent; (c) that local stakeholders who might be interested in creating and maintaining new tourism opportunities first need to be identified and brought together; (d) that limited financial resources are available for any such initiatives.

To refine these insights further, it might be considered taking into account Rosch’s (1978) observations on the prototype-based nature of human categorization that leads us to see, e.g., a robin as a more birdy bird than an ostrich. The same is true for some sorts of scientific categorizations. The criteria mentioned (and probably others) could thus be operationalized by assigning points on rating scale (say, from 1 to 5) to individual places on each of them. Places receiving the highest scores on most dimensions would thus be the most typical examples of the “below zero” situation, while others might display some elements of it but not others which would also be valuable information.

Returning to the status quo, it would seem that a recognition of the above-mentioned features as being particularly prominent for some (though not all) pilot territories has already had a bearing on the lines of actions taken or envisaged for them. That includes, for instance, some pilots’ recognition of the need to identify more limited spots within their larger target territories to concentrate the primary efforts, thus enabling a more focused dialogue with a more limited number of locals with a special connection to that spot – while at the same time making the target easier to identify for tourists. An example is the reconstruction of a Vlach dwelling in the Vjosa Vally of Albania which created a new fixpoint for descendants of the native Vlach population interested in their pre-history and for tourists offering also as a stepstone to other things to see and do in the area. Another example is the placement of plastic tags with QR codes around the spots of interest, as implemented by the Swedish and the Irish pilot, which allows continued exploration online while maintaining continued analogue sensory input.

This is also a clear-cut example of the virtues of the so-called a low-budget route to (place-)brand development (Reizebos et al., 2003; Smith & Block, 2024) relying on “self-owned” cues (verbal, visual, digital) presented in immediate connection with the spots of interest rather than



more costly traditional promotion efforts. A comparable reasoning underlies the involvement of local students/pupils in the creation of web content and the logo for the “Mining Treasures of Central Slovakia” platform by the Slovakian Pilot.

In sum, the so far pre-theoretical recognition of the “below zero” scenario as a distinct and recurrent phenomenon also seems to be a useful catalyst for conceiving the combination of factors summarized earlier (limited awareness, lack of data, not-yet-established stakeholder alliances, limited funding) as more than just a random set of obstacles. If recognized for what it is, it also offers a playground for crystallizing new ideas and lines of action that can turn these apparent weaknesses into opportunities in their own right.

## 6.2 From “territories” to places to actually visit

Identifying a place is in many respects more challenging than identifying, say, a company, a product, or a country for that matter. What exactly makes up a place is a complex issue that involves a multitude of physical, cultural, social, political, commercial, and other factors the exact definition and delimitation of which is subject to much academic debate (e.g., Cresswell, 2014; Smith, 2015). There is no space to enter deeper into specific intricacies in that regard in the present report. However, in the following we highlight certain characteristics observed for the places targeted by the INCULTUM pilots when it comes to deciding where exactly cultural tourism is best developed within them. Experiences gained as the INCULTUM effort progressed might thus offer relevant learnings for the development of cultural tourism also in other remote areas and contribute relevant examples to the wider theoretical debates on the nature of ‘places’.

While some of the INCULTUM pilots’ targets are spots that tourists can decide to ‘go to’ in a relatively literal sense, others are not. For example, tourists can decide to cross the bridge from the mainland and visit the inland lake island of Torsö (Sweden) or to drive up in the mountains and visit the historic village of San Pellegrino (Italy). However, this is not quite so, say, for the Vjosa Valey (Albania), Altiplano de Granada (Spain), Campina de Faro (Portugal), or the Morvan area (France). These are extensive territories with many and very different ‘places’ to visit: villages, historical monuments, archaeological sites, ancient irrigation systems, natural landscapes, etc., all located at a substantial distance from each other.

Of course, places like Paris or Santorini (or Θήρα) also cover quite extensive territories and yet they are still well-delimited and -known places where tourists can decide to go in their own right. Moreover, here too the visitors will have to decide where exactly to stay and what exactly to see within the larger destination arrived at – which, indeed, also goes for the smaller places mentioned first: Once having reached the village of San Pellegrino, tourists must decide if they will visit the church, the ethnographic museum, or take a mountain-bike ride – or do all three things in turn. In short, visiting places is always a multi-layered enterprise and series of decision-making, and the same applies to the efforts to attract tourists to such places.

However, for some of (though not all) the larger territories covered by the INCULTUM pilots, the issue has an additional dimension that is not present, say, for Paris and possibly not for San Pellegrino either. That is a limited or entirely absent awareness among potential visitors of both the larger territory in focus and of any of the spots to potentially visit there. Notably, this includes having ever heard the name of these places as a first precondition for getting curious, seeking more information, and ultimately going there. Moreover, at least for some pilots and locations, the situation is similar for the locals who either do not know the place (and name) or know it (and may even live there) but do not see it as something that could interest tourists. What is lacking in such cases – to put it in branding terms – is both a place image, i.e. some idea of what the place is like held by potential visitors, and a place identity covering the understanding of the place by the locals themselves, to match any image with. The latter divides into two scenarios, namely an identity either being completely absent or merely inconsistent with the idea of developing cultural tourism there.

In collaboration with the Portuguese pilot (see section 5.2), the WP7 team has investigated these perspectives somewhat further for the coastal plain Campina de Faro in the hinterland of Faro by the Algarve coast (Smith & Block, 2024). A survey among 92 non-local visitors to the Algarve coast showed that only 7 had ever heard the name 'Campina de Faro' before and only 2 had actually been there. Yet after having read a short description of the area included in the final part of the questionnaire, 78 of the respondents (87%) declared that they would definitely like to go there while 11 (12%) declared that they might. Only a single person rejected the idea. In fact, a substantial number of respondents got very excited about the idea and started asking us questions about how to get there, what it was most mandatory to see, and so on. That left us in a somewhat awkward position since "going there" was not as simple as they seemed to imagine; a choice would be needed between seeing (some of) the ancient Islamic irrigation pumps and systems, visiting one or more historical villages, exploring some of the diverse picturesque landscapes, visiting a fruit garden, etc. – which would require different routes and means of transportation and was not all doable in a single day. Thus, the prototypical idea we all have of a 'place' as somewhere you can 'go' (to refer to the approach of Rosch, 1978, once again) was challenged when confronted with surrounding reality.

As for the locals, our field research on the spot likewise revealed great variations and certain shortcomings in the experienced identity of the area and what was to be found in it. Informal inquiries among the locals, including Portuguese working in the tourism industry such a car rental lady and sellers of bus and boat trips, showed that they were either completely unfamiliar with the name 'Campina de Faro' as well or said something like "well, it's just all that back there" pointing towards the inland behind the city and coast. By contrast, some of the more specific spots to be found within Campina de Faro clearly have a prominent identity among the locals such as the villages each of which has its own history, attractions, tales, etc. An intermediate case would seem to be the ancient irrigation systems the surviving elements of which (pumps, norias, wells, tanks, aqueducts) are scattered across the landscape with some located in people's private front yards, in a major traffic hub, etc. No signs or other indications of their historic significance are to be found nearby. However, while their salience among ordinary residents seems to be limited, they are subject to substantial scientific interest and systematic mapping by landscape architects at the University of Algarve.

What all of this indicates – once again – is that to advance cultural tourism within the larger area, particular spots first need to be selected as potential "frontrunners" and gradually developed relying as far as possible on bottom-up participatory processes. As for Campina de Faro, good candidates now under consideration would seem to include singular and centrally located exemplars of the water-management heritage which could be made subject of increased awareness among bypassing tourists using low-budget place-brand development techniques (see above). One example would be plastic tags containing QR codes which link to additional information, storytelling, etc. placed in immediate connection with spots in question, as already successfully tested by the Swedish and the Irish pilots.

Also, other INCULTUM pilots have now concentrated their overall efforts on such more delimited spots. That includes the Vlach dwelling in the Vjosa Valley in Albania (see also 5.8 and above), the Greenway in the Trapani Mountains in Sicily (see also 5.4) and the village Castril and surrounding areas in Altiplano de Granada (see also 5.1).

A key learning from the overall INCULTUM effort for future initiative to promote cultural tourism in peripheral places would appear to be this: While it is only natural (indeed: necessary) to first target a wider territory considering that specific tourism spots and products within it are yet to be identified and selected, it is essential to reach that point as early in the process as at all possible. The latter level of action thus seems to offer the best opportunities for sparking organic developments relying on bottom-up participatory processes and feasible within a limited budget. In turn, as such initiatives actually succeed, and with more launched over time, a contribution will eventually be made to unleashing the tourism potential of the territory as a whole. Or stated differently, opting for a "whole of territory" tourism promotion

approach (cf. Buultjens, Wilde, & Crummy, 2011) will for several of the INCULTUM pilots require that something more specific is selected for promotion within these territories first.

### **6.3 Opportunities of cross-pilot methodology transfer**

Finally, while the opportunities for cross-pilot inspiration, fertilization, and methodology transfer did not all turn out as envisaged initially, they most certainly materialized in a number of essential ways. For example, the cross-border collaboration envisaged for some of the pilots materialized to a fuller extent only for one pair, namely Albania and Greece. Yet exchange of inspiration, ideas, and methods has flourished in a more multidimensional fashion between several of the pilots on other points. That includes the payment for service contracts, use of irrigation channels as a basis for trail/routes, and mixed method approaches combining on-site physical touchpoints with online resources via QR codes and GPS trackers. These and other outcomes will be further detailed in 7.6.

## 7. EVALUATION AT INCULTUM LEVEL

### 7.1 Types of results of INCULTUM

It lies in the overall INCULTUM agenda that the results achieved by each pilot must include some sort of increase or diversification of tourism activity in the target area(s) of that pilot. At the same time, tourism should not be a goal in itself, but a tool for improving the life of the local communities and preserving cultural heritage. A delicate balance must thus be observed to identify lines of actions where both aspects are accommodated and where they truly presuppose each other. Opening an aquapark in a target area may well attract tourists, but if it is owned by an international leisure company and staffed by employees from outside, is not a result that contributes to the INCULTUM agenda. The same goes, say, for organizing theatre performances, concerts, social events, etc. that are mainly intended for the locals, no matter how essential that can be for keeping the local culture and spirit alive. By contrast, when descendants of the native Vlach nomadic population in the Vjosa Valley in Albania come together around the reconstruction of a traditional Vlach dwelling, thereby revitalizing interest in their own pre-history while at the same time providing tourists with a new fixpoint for exploring the rest of area – that is a result that goes neatly in line with the INCULTUM agenda.

Finding this balance (or: “golden cut”) will often presuppose a combination of several types of tangible results that can ideally supplement each other in decisive ways, but will not do so per definition:

- **Community-related results.** A major challenge in many INCULTUM pilots is to bring together diverse community members and potential stakeholders around shared initiatives that might (also) involve cultural tourism. This is the first precondition for starting to exchange ideas, opportunities, and concerns to that end while sitting around the same table. Much has been done in this respect by all pilots in the shape of workshops, seminars, cultural events, political meetings, etc. While this certainly has a value in itself, it has not automatically led to the crystallization of more specific ideas and lines of action. However, in some instances it definitely has. An example is a meeting held with residents and officials on the inland lake island of Torsö in Sweden where researchers from Uppsala University presented the first results of a GPS tracking inquiry of tourists’ movements around the island. That became a first step towards several ongoing initiatives to help the tourists discover the existing routes and creating new ones and hence find their way to new experiences on the island.
- **New tools and methods.** Some of the INCULTUM pilots joined the project with special expertise and tools, some already tested in other context, with the intention of utilizing them for supporting the INCULTUM goals and further developing them in those processes. Examples are the GPS-loggers and on-site clickers of the Swedish pilot, the tools for almost seamless video recording and streaming/uploading to the internet of the Irish pilot and the Integrated Development Planning Support System (IDPSS) cross-coupling many different type and sources of information within a single system developed by the Greek pilot. The utilization of these resources has only gradually found its place in the contexts to which they were intended (with some contexts needing some more concretization in themselves before it could make sense), and new options have been developed along the way (e.g. the combination of on-site plastic tags linking to online information via QR codes, as implemented by then Swedish and the Irish pilots). However, cross-pilot interest and experience transfer has been extensive and gives reason to expect an exponential rise in their utilization across pilots in the post-INCULTUM period.
- **Products.** Ultimately, any tangible achievements in terms of creating new sustainable tourism opportunities in the target areas presupposes the existence of tourism products, i.e. new or newly discovered things that tourists might actually want to see or



do in these areas. While the type of results mentioned under the first point are a precondition for somebody creating or maintaining these products, and the type of results mentioned under the second point can be a great asset for planning and running them, it is the product themselves that will make tourists join the game: a trekking route to follow, a museum to visit, a theatre performance to watch, an ancient aqueduct to admire, a nomad dwelling to enter, a graveyard to rediscover one's roots and ancestors, and so on. At this closing stage of the INCULTUM project, the majority of pilots have developed and launched one or more such products whereas a few have reached the stage of deciding which products to opt for and are now working targeted to launch them within or shortly after the INCULTUM period. A key learning of the overall INCULTUM effort, as also mentioned elsewhere in this report, is that the earlier the intended tourism products can be identified and aligned with all other efforts, including community involvement and the selection and use of methodological tools, the more smoothly the continued process will run.

## 7.2 Looking in the mirror: contributions to INCULTUM

As we reflected on the results, outcomes, and impact of the pilot work through INCULTUM previously, it becomes evident that a plethora of different actions, ideas, and methods have been used by the pilots to reach their respective targets, of which some have yet to be reached. Even though the pilots executed the work pretty much autarkically in their destinations, the development of their actions has also been based on collaborative efforts through exchanging ideas with each other. For example, the annual Consortium Meetings which created a fruitful space for inspiration, but also the publications and the informal meetings with the pilot teams helped achieve this.

In order to reflect on the individual contributions to this collective undertaking, we conducted a 'mini survey' among the 10 pilots to investigate the level of cross-fertilization, exploitation, and collaboration, all defined as essential aspects of INCULTUM. We first focused on the self-perceived contribution to INCULTUM asking each pilot crew to point out what they themselves saw as their main contributions to the project that the other pilots could potentially learn from and integrate into their own initiatives.

A number of themes are repeated in the answers, which is only natural, since all the pilots are part of INCULTUM for a reason. At the more general level, various pilots such as for example Greece, Sicily, and Spain point out that they take 'an integrated approach' bringing together all the stakeholders and that it is important to collaborate with them all. The integration thus often has a community-related focus which serves to mobilize the highest possible number of local stakeholders from all the relevant economic, cultural, and social sectors. Additionally, the goal of the collaborating among local stakeholders sometimes is to fine-tune the tourism offer with the help of social economy business models or external experts.

This endeavour to operate within an 'integrated mindset' is closely linked to participatory practices, which is one of INCULTUM's cornerstones and the focal point of WP4 and the Slovakian pilot, but also Spain and Greece mention it. Participatory practices are about mutual learning and empowering local actors, ensuring they take ownership of the projects they choose to focus on. An aspect which is often neglected in participatory practices is that they may be instrumental in facilitating mediation and conflict resolution. An obvious issue when attracting cultural tourism to small, peripheral communities is how to ensure a just redistribution of the benefits, which is very important to achieve the continued collaboration among local stakeholders. The Spanish pilot highlights its work with alternative mechanisms of remuneration for services that they are negotiating in their pilot area as a promising way to achieve various of the above-mentioned goals.

Another group of self-perceived contributions are related to improving the visitor experience and the interface between locals and the visitors like, for example, the Swedish pilot's pioneering work in Methods to measure visitor engagement in a cultural heritage context

through the use of a mix of survey, GPS trackers, and measurements of what triggers engagement and online activities. These methods to study the visitor's movements and behaviours have been developed in collaboration with the stakeholders and thus represent knowledge integration and learning in a truly participatory setting. This aligns perfectly with the Spanish pilot's vision of tourism as a tool for the local communities and not as an end in itself. The Greek pilot also emphasises their use of peer-to-peer production models and open technologies to solve local problems in cultural heritage management.

Focusing on improving the visitor experience and at the same time gathering useful information, the Irish pilot has been experimenting with how to link physical sites and virtual reality, and they found a way to make their grassroots, regenerative tourism project a generator of national and international level tourism data. The solution that they worked out in collaboration with local community groups was to use dynamic QR codes, either on a paper brochure, a Point of Interest card, or a pdf, which link directly virtual reality with all the related possibilities of adding information about the site but also on the local tourism operators. In a similar way the Slovak pilot has been developing an interconnection of traditional physical maps with digital participatory platforms through innovative solutions.

Still in a setting of improving the visitor experience, but with a stronger interest in preserving the cultural heritage of San Pellegrino in Alpe, the pilot has focused on narrating the territory through the artifacts in the ethnographic museum and a number of theatrical performances. Linking history, the material heritage and the present through theatrical performances has been a genuine innovation that has the potential to inspire other remoter and relatively depopulated places which are the guardians of a rich cultural heritage.

A couple of pilots mention a number of initiatives aimed at visualising or recognising heritage which both to local and visitors is largely invisible or unrecognised. This is the case of the Albanian pilot, which has centred its efforts around making the invisible ethno-cultural heritage of the nomadic Vlachs visible again through the construction of a typical Vlach dwelling as an entry point to a newly inaugurated cultural route that follows the transhumance trails that the Vlachs used to travel with their cattle. It functions both as a motive for the locals to take pride in the heritage they represent as well as a culturally grounded attraction for the visitors.

In a parallel fashion the Spanish pilot is concentrated on recognising and showcasing the cultural heritage that the traditional irrigations systems of Arab origin represent in the eastern parts of Granada's province. For decades this agrarian heritage was not really valued, but climate change and desertification have underlined the unsustainability of more modern agricultural practices, particularly water management. Cultural tourism in the form of cultural routes that follow the irrigation channels is the trigger brings together the visitors and the heritage community through explicit recognition, uniting cultural heritage, landscape, agricultural production and environmental concerns and as such it has a double focus both the local community and the visitors. Furthermore, the project is also making sure that the irrigation communities get a share of the benefits that cultural tourism may eventually produce. They are not agents related to tourism, but rather to the agricultural sector, but they are responsible for producing interesting and exploitable services for tourism and as such responsible for some of the most valuable assets of the area that turn the place into a destination for cultural tourism.

Lastly, but not least, it is also worth noting that the Albanian and the Greek pilot both mention the cross-border collaboration with each other in order to fix the broken cultural unity of the two areas of Aaos/Vjosa basin that used to exist across the border, represented especially by the ethno-cultural heritage of the Vlachs.

### 7.3 KPIs

In the GA, INCULTUM promised to have a series of diverse impacts both at local or pilot level, at societal level in the regions or countries where the pilots are situated, at European level as well

as on a methodological level. These KPIs are detailed in the tables in the GA, pp. 159-161. In the WP7-team, we have been tracking the level of fulfilment of these parameters since before the publication of D7.2, especially with the aim of monitoring the varied activities that take place at pilot level. The results of this KPI tracking can be studied in the on-line version, where the tables with the relevant figures as of February 2024 for each of the ten pilots are reported together with some comments ([see the online version for the comments](#)).

One first level of KPIs concerns “the improvements in sustainable cultural tourism policies and practices” (Table 07, GA, p. 159), which is in many ways related to the level of practice closest to the pilots and their activities. With respect to these indicators, INCULTUM has amply fulfilled its promises and in 4 out of 5 KPIs by a factor 2 – 7. The improvements in sustainable cultural tourism are thus noteworthy demonstrating the impressive record of participatory meetings with local stakeholders and training sessions with different practitioners in all the pilots on their way to establishing and launching the innovative cultural tourism products. Even the KPI regarding the number of heritage institutions benefitting from INCULTUM innovations is now amply fulfilled.

INCULTUM also aimed to provide guidance at European level regarding the use of Structural and Investment Funds / ESIF (Table 08, GA, pp. 159-160). This is an element that the WP3 team was tasked to monitor, and it has been the object of a meticulous study by that work package team on the experience of the pilots with applying for ESIF funds. The conclusions align very well with large part of the other conclusions of INCULTUM: that to improve the chance of obtaining funding from the ESIF, projects need to emphasize collaborative networks, participatory involvement of local communities, as well as innovative yet respectful approaches to cultural heritage (Borowiecki & Pedersen 2024, pp. 19-20).

With regards INCULTUM’s contribution to the establishment of partnerships between public and private stakeholders (PPPs) and co-creation of sustainable cultural tourism innovations, the INCULTUM family is amply living up to the promises as measured by KPIs (Table 09, GA, p. 160). Both with regards to the number of participants in online-offline engagement and co-design, with regards to the number of cultural routes created as well as with regards to the number of PPPs within cultural tourism that have adopted the INCULTUM approaches, the KPIs have been met more than twice.

The INCULTUM GA also promised to create innovative quantitative statistical as well as qualitative tools and methods (Table 10, GA, p. 160), and these tools and methods have been developed and tested by the WP3 team in collaboration with the pilots. As can be seen in the Intermediate Findings Report, the ten pilots had very different experiences with collecting data, and therefore, initially a lot of effort went into homogenising the data collection (Mitchell & Borowiecki 2022). The WP3 team also experimented with extracting useful information for the INCULTUM pilots from big data, principally from travel related social media, like TripAdvisor. At pilot level, various pilots at the same time were working with and inspiring each other with regards to data collection and -analysis. For example, quantitative data collection via clickers and mobile phone tracking as well as measurement of visits to homepages via clicks on on-site QR codes is already being done, while work on other tools is still in progress. The comprehensive assessment of the combined efforts in the pilots as well as in the WP3 team to extract, collect and analyse quantitative data in innovative ways that are useful to peripheral and rural destinations as the INCULTUM pilots can be found in the D3.3 Findings Analysis Report (Pedersen et al. 2023). In terms of indicators, the three KPIs related to the identification and extraction of data from social media platforms, from the use of machine learning algorithms, as well as the number of unique variables identified in the pilots have all been met more than twice. Likewise, the KPI regarding the description and sharing of processed data via a platform is also amply met (six times) as is the KPI that measures the number of academic papers that use explanations of econometric approaches to critically analyse the results (Table 10, GA, page 160).

A last block of INCULTUM innovations regard the social innovations, which are evaluated by the KPIs listed in Table 11 on Events and Networking (GA, p. 161). The first group of KPIs regards outreach activities such as training and cultural events or the involvement of local stakeholders, and all the KPIs have been amply met at least threefold.

The next set of KPIs regard participatory approaches and social inclusion and the KPIs specify a target range that describe an increase. These KPIs cannot thus be added up for the whole project since the pilots are very different in size and social constitution. But the first KPI on the increase of women participating in cultural tourism activities, the target value of a 10-20 % increase was true in 7 out of 10 pilots. The second KPI regard an increase in the participation of ethnic minorities and only 4 out of 10 pilots stated to have met the targeted increase of between 15 and 20 %. But failure to meet the target was in all cases related to the fact that in these places there simply are no ethnic minorities present. The third KPI concerns the increase in employment in the pilot area, and only in 2 out of 10 pilots the target value of 10-15% increase was stated to have been met. But because the innovative cultural tourism products have only been launched during the last season or still awaits final development, the metabolism of such social innovations is simply too slow to result any increase in economic activity and employment. In five or ten years, the increase should be noteworthy, but at the time of writing this, the target has not been met. The last KPI in this section assesses the increase in visits to the area with a target value of between 20 and 30 % increase. In 4 out of 10 pilots, the value is deemed to have been met, but in the others the increase has either been smaller, or it is (still) not possible to measure the visits to the area due to the characteristics of the pilot area or because the infrastructure of the tourism product is not yet functioning.

The last set of KPIs in Table 11 regards upscaling and exploitation, and the first KPI sets a target range for the increase in public spending in the area. This target – between 10 and 15 % increase – according to the pilots themselves is met in 3 out of 10, and in approximately half of the rest of the pilots it is impossible to measure and in the other half, the target was not met. For the latter cases, it is necessary to remember that in many pilots the public administration is largely constituted by very small municipalities or various of them that have a very limited budget. These small municipal units are actually more to be counted among the potential beneficiaries of the increased economic activity in the area than among the principal sources of public subventions. In the former case, the problem often is that the pilot area is not coterminous with an administrative unit, or it expands over several units (e.g. municipalities) wholly or partially. In the three other KPIs of this last section, however, that all are directly related to upscaling and exploitation, the targets have been amply met. INCULTUM has thus so far produced 42 “full scale implementation of pilot solutions in pilots’ respective territories”, there has been more than 280 “expressions of interest” and, perhaps most impressive, the project has sparked the “implementations of pilot solutions and/or strategies in communities not involved in the project’s pilots” in at least 19 cases so far. These figures tell a story of a project that already in its lifetime has been very successful in creating cultural, social, and economic development in its core communities, which is sparking interest in neighbouring areas and causing the innovations to expand.

## 7.4 Challenges to successful exploitation and realization of impact

### 7.4.1 Project lifetime as a challenge

As every research project, also INCULTUM is restricted to a tight time schedule imposed by the funding scheme. This brings its challenges as the intention of the project is to create outcomes in the medium-term and impact over the long-term based on measurable results throughout its lifetime. The terms have already been defined earlier. However, especially the outcomes and impact labels remain blurry with regard to the end of their respective time frames. Even though the pilots have produced different kinds of measurable results, the time frame to also measure outcomes and impact originating from those actions remains open-ended. Now, that the end of the project looms, it thus by no means implies the end of the work for the pilot officials in their



respective destinations, on the contrary. But from now on, the realization of the targets will depend not on demands originated in project funding, but on the innovations being a good idea that is sustainable in itself because all the stakeholders involved benefit from it. Although the deliverable thus aims at outlining outcomes and impact much is based on anticipation and can only be reassessed over the years beyond the conclusion of INCULTUM. The restricted time dimension of the project – many innovations have just been put into action – simply does not allow for a concluding reflection of the pilot work as of now. Instead, the need for continuous effort and measurement of the results remains pertinent in the post-INCULTUM era which can be achieved by looking at the potential impact now and the actual impact in a few years from now.

The limited time available and the relative pressure to produce measurable results is working against the cross-fertilization between pilots to a significant extent. Most pilots are under considerable pressure to reaching a satisfactory level of implementation of their own innovative solutions, and therefore they simply do not have the extra time necessary to experiment with and eventually perhaps implement initiatives, which were not ‘grown in their own backyard’. This does not mean that cross-fertilization will not happen and that innovative solutions will not travel between members of the consortium, but it might only happen once the stress of producing results within the project lifetime has eased. Many pilots thus have shown a keen interest in the methods to study tourist behaviour and motivation refined by the Swedish pilot, but as a member of the Swedish team replied to us “we have not yet seen that any of the other pilots have implemented this”.

#### 7.4.2 Communication flow

The communication flow in a project as INCULTUM where the partners are scattered across the European continent with huge distances between them, is a constant challenge. Informal meetings do not just happen, and it simply is difficult to maintain a steady flow of communication in such a project. It therefore needs addressing constantly.

This issue of lack of natural information flow was already discussed at the Consortium Meeting in June 2022 and the solution found was to have regular informal online meetings. Since autumn 2022, the WP5-team – leader of the pilots – have thus organised various rounds informal workshops, where three or four pilots have been invited together with representatives of the transversal work packages (WP3, WP5 and WP7). There was no agenda other than discussing how the work in the pilots was progressing and what were the issues and challenges each of them faced. The format generally has facilitated a lively and relaxed discussion where the pilot representatives showed a lot of interest in the problems and solutions of the other pilots.

The fact that it took a whole year to begin to solve these problems had to do with Corona-related lockdowns in the first year of the project. Therefore, it was only at the second Consortium meeting in Granada in June 2022 that many of the partners in the project actually met in person for the first time. Everybody involved experienced how that meeting affected the communication between all the partners in a positive sense, and therefore it is safe to claim that it would have had a similarly positive effect had the first consortium meeting been a physical meeting instead of online. The communication flow is thus to some extent also dependent on mobility among the partners in such a project where only a limited number of the partners know each other. Especially important is to arrange a physical in-person consortium meeting as soon as possible after kick-off.

These problems are thus not new, and they are to some extent inherent to this kind of collaborative projects. All in all, INCULTUM has done relatively well in this regard, in the sense that project management reacted, when problems occurred, and the solutions proposed worked in the right direction. That, nevertheless, still leaves a lot of room for improvement and lessons that all the involved partners can learn and put to use in future projects.

## 7.5 (Successful) Exploitation activities

### 7.5.1 Cross-pilot fertilizations

The most basic level of exploitation is when the pilots learn from or get inspired by each other and decide to implement similar practices or actions in their own area. In our small-scale survey of pilot opinions, we also asked the pilots about which actions, ideas, and methods of the other pilots had inspired them the most. Their answers testify to a rather impressive level of cross-pilot inspiration even if – as the anecdote from part 7.4.1 above shows – the level of implementation does not quite arrive at the same levels. There is therefore a point to the fact that besides the solutions that are actually implemented by other pilots, it is also important to inquire into what the pilots found inspiring about the other pilot actions and plan to implement in the close future, because that will give a better idea of the cross-fertilization effects that the INCULTUM project will have on its partners, especially the pilots. That, in turn, will also be one of the most solid indications of the potential impact that INCULTUM solutions will have on society at large beyond the direct INCULTUM stakeholders.

Among the most mentioned pilots is the Spanish pilot of the Altiplano de Granada both for the method and tool that the payment-for-service contracts and the related negotiations represent as well as for the cultural tourism product that the transformation of the irrigation channels into cultural routes represents. The contracts and the innovative business models that they are based on have the potential of paradigm change in many places but are also very complex mechanisms to constitute that require a lot of negotiation and adaptation to local circumstances. In fact, it has taken most of INCULTUM to see the first contracts signed in the Spanish pilot despite being a focal point from early on, and for the same reason we have not seen the solution implemented anywhere else. We can, however, safely assume that it will happen in various of the other pilots such as, for example, the French or the Irish pilot. The cultural routes along the irrigation channels are perhaps a less complicated intervention to implement in other places since the contracts implemented in Granada are not a prerequisite for it to happen. The traditional irrigation channels hold a number of qualities that make them close to ideal as an object of cultural tourism interest. There is always a community attached to the irrigations system, at least if it is still working, who at the same time functions as the guardians of the cultural heritage. Restoring them and converting the service pathways into cultural trails thus have the potential to integrate the local community with professionals and volunteers and work to increase the awareness of the cultural heritage represented by the irrigation system but also the self-awareness of the community as a particular community heir to a particular cultural heritage, a so-called Heritage Community. Last, but not least, the irrigation systems always serve local agricultural production, which almost per definition is much more sustainable in the arid areas than modern agricultural practices. There is thus an opportunity to couple the cultural trail and the story of the heritage with selling sustainable, locally produced goods to the visitors and perhaps meals made from sustainable locally sourced products in local restaurants.

The Irish pilot is also mentioned a lot by the fellow pilot teams for its method for co-producing and documenting the cultural heritage of the historical graveyards, especially the tools used for active social participation and the mobilization of citizens. Apart from this particular skillset in orchestrating a powerful grassroots movement, the Irish pilot is also renowned for its large online community of interested stakeholders with Irish ancestry and the uniqueness of that pilot lies precisely in the connection between these two communities. The tools that the pilot leaders refined for almost seamless video recording and streaming/uploading to the internet are first- and foremostly a communication tools to keep contact with the online peers. The cultural tourism potential that the link between these two stakeholders through the integration of certain tourism-related features into the website of Historic Graves is only just getting beyond the first tests, but it has large potential both a showcase for local tourism operators in Ireland and as a destination guide for the online peers planning to go to Ireland.

In the Greek case, what inspires the other pilots has to do with the incorporation of business intelligence tools for data visualisation and more specifically, the Integrated Development Planning Support System (IDPSS) that integrates many different types and sources of information within a single system. This technology empowers stakeholders to derive actionable insights from the gathered data, facilitating evidence-based decision-making and enhancing the efficacy of development strategies and policies. The participatory nature of the database is another commendable aspect: By actively soliciting input from citizens, local authorities, stakeholders, and visitors, the platform fosters a collaborative environment for the generation of ideas and for shaping the future of the area. The fact that the digital platform works both as an evidence-based decision-making tool as well as an interactive tourist guide lends it great potential value. This versatility broadens its appeal and utility, catering to a diverse array of users, including locals organising experiences and tourists planning visits.

When it comes to the Swedish contribution, which is also mentioned as very inspiring by more pilots, it is related to the tools and technologies used to monitor tourist flows as described above. The setup invented by the Swedish team where the data – after a first analysis by the team – is presented to the local stakeholders in order to discuss the possibilities of introducing modifications, create new routes, or propose alternative itineraries has great potential in virtually all the pilots because they all involve itineraries of some kind. It is a genuinely participatory method that empowers local stakeholders towards taking ownership of the kind of cultural tourism they want for their area, and as such it meets a whole range of the goals that INCULTUM has set for itself. But, as also stated above, the pressure to produce their own results has so far kept other pilots from experimenting with adapting and implementing the Swedish approach to study tourist behaviour.

The French pilot has also been mentioned for the choice of old pathways as a local identity element and element of union and social mobilization in the territory. Even if there are no irrigation ditches in the area, the network of pathways shares a lot of characteristics with the Altiplano channels in terms of cultural heritage assets as well as the characteristics of the local communities related to them. In the French case the product, however, was a long-distance walking route that passes through 12 small municipalities with the necessity of involving all these communities in the project. Therefore, the participatory processes that the French pilot has developed working with all kinds of different stakeholders trying hard to involve them all in the project deserves mentioning. The French pilot, furthermore, has been working actively with the concept of Heritage Communities in practice both as an object of study as well as a criterion, since the pilot area and the needs of the product meant working in a dozen related but different communities. The results of this, however, is neither a tool, nor a product, but it has important methodological implications for working with cultural heritage and tourism in such small and marginal communities. To be able to distinguish what constitutes a Heritage Community and know what it takes to activate a Heritage Community is very important for working with non-disruptive, sustainable cultural tourism in marginal destinations. But it does not amount to a result that other pilots can simply take over and implement in their own area.

Lastly, two more pilots were mentioned by the fellow teams: The Slovakian pilot for its innovative participatory models that the team implemented when building up content in the online resource that will soon be available in both Slovakian and English.

Likewise, the Albanian pilot's work with the recovery of one of the trails of transhumance as a long-distance cultural route that lends access to the otherwise rather invisible ethno-cultural heritage of the originally nomadic people of the Vlachs. The Albanian pilot's way of achieving this in collaboration between locals – both of Vlach and non-Vlach origin – is inspiring the Greek pilot to do something similar on their side of the border, ideally building a complete transhumance experience that crosses the border between two countries but where there was no ethno-cultural border before.

### 7.5.2 The INCULTUM Training Portal

The INCULTUM Training Portal was planned to be a tool to facilitate the exploitation that sits on the border between internal and external stakeholders. It was meant to be useful to the partners in INCULTUM as well as to external stakeholders by facilitating access to the combined know-how and skills of the partners in the project. The Portal's initial design, however, did not facilitate this function as has already been explained in D7.2 (Humblebæk et al. 2022: 21-22). Afterwards, the design of the Training portal was improved by the two responsible partners – Promoter and Pisa University – and it was relaunched in the autumn of 2022.

Since then, it has been very clearly aimed at being a resource for the stakeholders at both practitioner and academic level, both internal and external to INCULTUM, at the same time as a portal for spreading the different types of knowledge and know-how produced by the partners in the project as well as lending them access to a wealth of relevant information and tools. The training material is largely the same material provided in the deliverables and news, but organized in a different way, to facilitate access, which was an important part of the original *raison-d'être* of the Portal. The point was not necessarily to have exclusive content on the Training Portal, but to have an easily accessible bank of resources.

What perhaps is a bit more disappointing is the fact that the Portal is still not seeing a significant amount of traffic or even an increase in traffic since the refurbishment of the Portal's design<sup>12</sup>. The only upside to this is that the Portal will remain alive also past INCULTUM just like the rest of the project website and the blog for at least three years. This means that there is time to work with this aspect, increasing the utility of the content but perhaps even more importantly, to spread the knowledge about the Portal's existence and usefulness.

Recently – early 2024 –, however, the web managers have finished uploading to the Training Portal a new course created by University of Pisa on Marketing and Social Branding and shortly the web managers will publicise the availability of the course. Furthermore, the Swedish pilot is also finishing the development of a workshop package aimed at educating destination representatives in the various elements of their mixed method approach (survey, GPS, mobile phone trackers, information on Google maps, websites, etc.). The aim is to enable local councils and other stakeholders at the destinations to use the method themselves to gather information about their visitors. The plan is to test the package early Spring 2024 at the three Swedish destinations and after testing, the package will become available at the Training Portal. This simply to make the point that interesting and very relevant material is finding its way to the Portal, and there is thus reason to believe that the contents of the Portal will only become more relevant. But it depends on the efforts to continue spreading the knowledge about it for it to become a real resource beyond INCULTUM in both space and time.

### 7.6 On the road to Impact

Above, there is plenty of evidence that many of the INCULTUM innovations have potential to create a significant impact far beyond the reach of the project itself. But there is almost as much evidence to the fact that this impact is not happening yet. There is nothing surprising in this, since impact normally only manifests itself in the long-term, but it is our job in INCULTUM, and in the WP7-team, to make sure as much as we can that this impact will effectively occur. Therefore, in the subchapter below, we intend to showcase a few good examples of impact that is in fact occurring now. It is not intended to cover the entire potential for impact of INCULTUM. It is little more than a circumstantial collection of cases, but we intend it to be representative of the potential of INCULTUM as a whole.

---

<sup>12</sup> Google Analytics has changed since July and our data stops at July 2023



### 7.6.1 Payment for Service-contracts

One of the best examples of innovation that may in future have a huge impact on not only rural Spanish localities, but on such places all over Europe, is the successful formalisation of the first Payment-for-service contracts in the Altiplano-pilot. This type of innovative social contract or business model can be adapted to other contexts where conservation of cultural heritage or perhaps of a landscape is at issue. Quite often, this kind of work is carried out by local people as a part of their job, and the Spanish pilot's approach to recognizing the role of these local players through material support or a symbolic act as part of a contract negotiation can potentially have a range of positive effects. For this type of contract to appear as a tool of empowerment and redistribution some form of common heritage has to be present, but it also takes a local community with a relative strong identity coupled with the awareness of the value of the heritage.

As detailed above in 5.1, the first contracts in the pilot area have been signed and formalised and several more are being negotiated. Several of the other pilots have shown eager interest in this innovative kind of contract and the set of ideas behind it. As such, the experience from Granada could set an important precedent not only at Spanish but at European level. But the example that really proves the potential impact of these innovative social contracts is that of an external community which has asked to be included into INCULTUM and become part of the Granada pilot. Spearheaded by a couple of local associations, the small town of Galera situated in the Altiplano area but not originally part of the pilot has formally asked the team from Granada to be included in the INCULTUM pilot. When such a situation occurs, that communities choose to enter into an existing project, they have studied what it entails, liked what they saw, and decided to ask for admittance. Therefore, motivation is high. This is visible in the speed with which they are advancing towards signing their own contract. With regards to the criterion related to the local community identity, the town of Galera holds a relatively large percentage of returned emigrants who were born in the area but who went abroad or to other parts of Spain for their working life and who have now returned to their origin as pensioners. Contrary to what one might think, despite having lived away from the village most of their life, they actually tend to care a lot about the cultural heritage of the village and its conservation, and the payment-for-service contracts seem to them to be a useful tool to advance in that direction. The voluntary inclusion of Galera into INCULTUM and its relatively high speed of inclusion tells a positive story of the power of the innovative setup around the contracts co-invented by the Granada pilot team. Admittedly, Galera is culturally, geographically, economically and socially very close to the original pilot municipalities; it will take longer to adapt the contractual format to, say the French or the Irish pilot areas, but it is still a genuine proof of the validity of the innovation, and the potential for paradigm change does not diminish with increased distance.

### 7.6.2 GPS-loggers

Another example could be the Swedish pilot's experience with testing and developing methods for measuring engagement in a cultural heritage context. They use a mixed-method approach that mixes surveys, GPS trackers, measuring what triggers engagement (such as 'likes' measured through clicks on the GPS loggers), and online activities in a spatio-temporal context, where the movements and behaviours are generally hard to measure. The method has been developed in collaboration with the local stakeholders at the pilot locations. The contribution of the pilot team is that they add insights into how knowledge integration and learning develop through testing and developing new and innovative methods. Their approach has generally been to study tourist behaviour, interpreting the data extracted from the devices and then expose the findings to the locals in engaging and co-producing workshops in a completely bottom-up, participatory way with no right or wrong answers. The idea is to generate engagement among local stakeholders, agreements and a sense of ownership, and as such the method is very adaptable to different settings. At the Consortium meeting in June 2022, the Swedish team had prepared a demonstration of the use of these devices and the data that can be extracted from them, and as we visited the pathway that follows the irrigation channel in Castril

village, the GPS-loggers were handed out to all participants with instructions on how to use them. Afterwards, the team demonstrated the data that could be extracted. The intention has clearly been that the method can be used by the other pilots, and various pilots have expressed a keen interest, but as explained above, full-scale implementation has not been materialized yet.

### 7.6.3 Innovative combination of physical and digital resources

The application of mixed-method approaches has had a bearing also beyond the registration of tourism flows via GPS trackers. That is now just one out of several element of a wider methodological agenda that could jointly be described as an integration of low-and high-tech tools with the dual purpose of offering tourists new sorts of information and cues on the spot and generating tourism data that can be used by stakeholders in the local communities for further developing tourism offerings.

Thus, apart from finding “white spots” on the map using GPS trackers, the Swedish pilot has developed and tested techniques to actually lead tourists there and giving them new sorts of opportunities to be informed and inspired on-site while also adding to the data collection. This is done by establishing plastic tags with QR codes placed along key sights at suggested routes which direct the visitors to corresponding pages on a website that integrates information and guidance from several sources. Conversely, the website includes 360-degree photos taken on the spots which showcase what tourists might find if actually going there, including the location of the QR codes where they can then refresh their memory and read more.

In parallel, the Irish pilot has implemented an approach in much the same vein with close-to-site touchpoints in the shape of dynamic QR codes either on a paper brochure, a Point of Interest card, or a pdf, which link the tourists to the virtual reality of Eachtra's online resources. These provide versatile information on tourism offerings in the target regions while also collecting data on the whereabouts and interests of the physical visitors. Here too, 360-degree photos taken on the spots are included to support the close-to-location experience. A related initiative has been taken by the Slovak pilot in developing an interconnection of traditional physical maps with digital participatory platforms. Still other INCULTUM pilots have declared their interest to take future steps along similar lines post-INCULTUM. This also includes exploring the potential of incorporating the big-data based approach of the Greek pilot where a versatile digital platform serves both an interactive tourist guide and an evidence-based decision-making and business-intelligence tool for stakeholders.

For now, the common core in the initiatives described is the establishment of new dynamic links between low-tech communicative tools such as plastic tags and brochures and high-tech digital resources backing them up online. That aligns well with the overall idea of supporting new low-budget approaches to place-brand development as an alternative to traditional tourism marketing (see 6.2).

### 7.6.4 Transposing channels and railways to tourism routes

The Granada pilot has taken the lead on materializing an idea which is as simple as it is stimulating and inspiring for the development of new tourism initiatives in several target areas. That is to use an existing route that either does or does not still serve its original purpose to (also) serve as a route for tourists to explore the attractions of the area.

The Granada team has initiated a still expanding transformation of the service paths that run along the irrigation channels which date back to Islamic times into cultural routes – while at the same time restoring them and thereby ensuring their future contribution to a sustainable use of water by the farmers in the area, as a counterweight to large-scale intensive farming relying on electric pumping and extensive use of fertilizers and pesticides. The idea has found resonance, inter alia, with the Albanian pilot, with a view to a previously conducted study on the traditional irrigation systems in the Vjosa valley and a minor attempt to recover one historical channel. The Spanish example now encourages local actors to follow up on the idea and developing it further in the future. As for now, the Albanian pilot has however already followed a related logic in creating a trekking route following the path used by the ethnic nomad population called the Vlachs in the past, with a reconstructed Vlach dwelling (and more to come) serving as a fixpoint along the way. The Sicilian pilot, in turn, is re-vitalizing another sort of pre-existing route, namely an abandoned railway line in the Trapani Mountains now becoming a trekking and bicycling route called the Green Way. As for irrigation channels, similar opportunities seem to

be present and are presently under consideration in the territories targeted by the Portuguese and the Slovakian pilots.

In sum, instead of “reinventing the wheel”, the INCULTUM process has demonstrated the potential of reusing such “wheels” for new purposes, bringing people to places where they would not have gone otherwise.

#### 7.6.5 From cultural tourism to geotourism

Member of the WP7-team, Carsten Humlebæk, has been invited to become a member of the scientific council of the Geopark The South Fyn Archipelago. A collaboration between four municipalities, the Geopark aims to ‘create a strong common identity as a basis for local development, respecting landscapes, cultural heritage, and wild nature’<sup>13</sup>. The Geopark aspires to become a UNESCO Global Geopark and received a visit by the UNESCO evaluators in June 2023. The final decision on the application is expected in late March 2024. Carsten Humlebæk became a member at the inception of the Council in the summer of 2023, and it seats biologists, historians, archaeologists, and geologists with responsibility for the six areas of action: Geology and nature, Teaching, Active outdoors living, Culture, and Research. Carsten Humlebæk is tasked with special responsibilities in the sixth field of action, geotourism, due to his involvement in INCULTUM. Most likely, several of the tools and methods in which INCULTUM has resulted can be adapted to and implemented in Geopark contexts. Among other features, the Geopark boasts a 220 km long hiking trail, The Archipelago Trail<sup>14</sup>, which in some places has met with the resistance of local landowners due to lack of recognition for the service they are offering to the public or support in tackling the downsides of many visitors on their property. The payment-for-service contracts developed in Granada possibly could be adapted to these circumstances and help foster a more collaborative framework for developing sustainable tourism in the Geopark. Among other territories, the Geopark consists of islands which are per definition rural and remote areas. Eight of these are small, inhabited islands with between 10 and 150 inhabitants and they all favour tourism as a way of maintaining their cultural heritage and way of life. Possibly the methodology developed in the Swedish pilot to study tourist behaviour and motivation could give the islanders a stronger sense of controlling the development in the direction of the kind of tourism they want for themselves. There is thus no significant difference between geotourism and cultural tourism in this case, the tools and methods developed in INCULTUM remain just as relevant in the Geopark context as a proof of the potentially very wide impact of the results of INCULTUM.

---

<sup>13</sup> <https://www.geoparkoehavet.com/about-geopark/about-geopark> (last visited March 8, 2024).

<sup>14</sup> <https://www.geoparkoehavet.com/experience-geopark/plan-your-trip/archipelago-trail-gdk993753> (last visited March 8, 2024).



## 8. CONCLUSION

In order to end on the positive notes, we start out the conclusions of this updated Plan for Impact, Evaluation and Exploitation of Results by discussing the most important shortcomings and challenges that INCULTUM did not meet.

In such a project with so many partners and ten pilots doing very different things, there is real problem with the level of knowledge of what goes on in the other pilots. We have discussed it above as challenge regarding the flow of information, but it goes deeper than that since with a lack of knowledge about and visibility of the achievements in the other pilots it becomes difficult to be inspired with what they do or help them with their challenges. All the involved partners surely have had the experience that the on-site Consortium Meetings in Spain and Sweden, respectively, made a big difference. Therefore, we all know rather well what they do in these two pilots, what their challenges are and also what their inspiring achievements are. Therefore, one easy solution would be to solicit more funding for cross-pilot mobility or even to make sure that during the project everybody involved would have visited all the pilots involved. But even the thought of visiting ten pilot sites in little more than 2½ years with the three to four days travel it would take in most cases would be completely impractical besides generating a huge carbon footprint. Therefore, the challenge really remains how to create permanent interaction between the pilots while avoiding constant travel and carbon emissions? More travel is not necessarily to be ruled out, but to imagine everybody visiting everybody in the course of the project, simply is not practical. We certainly have not found the solution to this challenge although it would be fair to say that we in INCULTUM have done a lot to improve the flow of information and amend the lack of visibility and knowledge across the project. The WP5 team set up informal meetings and coffee talks; through the website and the blog news have been shared and viewed about the advances and specific events in all the INCULTUM pilots. But compared to the Spanish and Swedish pilot, the general level of knowledge of the achievements in the other pilots is significantly lower, and there is therefore still a way to go to achieve something similar to a pilot visit by other means.

A related challenge has to do with the strict and rather short time limit of such a project that to a certain extent limits the possibility of the intended cross-pilot inspiration and fertilization. The goal in an IA-project is to innovate during the project lifetime, which in INCULTUM's case meant launching new cultural tourism products. But to do that in a bottom-up and participatory way with local communities is not a very quick process and therefore various of the pilots have been under considerable pressure to finish the product design and launch it during the tourist season 2023 and in a few cases, they simply did not manage. This kind of pressure impedes that the pilots take in too many new ideas or implement new study techniques. We have just discussed the very useful and interesting methods of tracking and measuring tourist engagement invented, tested, and demonstrated by the Swedish pilot. Despite having offered to help and despite large interest, no other pilot has yet implemented the method to study the tourist behaviour at their own pilot site, and most likely it has to do with an urgent sense of lack to time for this kind of exploratory and preparatory work. In part, the challenge is related to the fact that some of the tools developed by the pilot teams in INCULTUM have only been developed as part of the project and have thus only become available for the others somewhere around the midterm of the project, which in most cases did not leave enough time for the other pilots to implement these new ways of studying before eventually preparing and launching their own product(s). It is another challenge that we have not solved within INCULTUM, and which would be very difficult to solve on beforehand, but perhaps a lesson would be to be open and realistic about the time constraints and act accordingly. To give an example from the WP7-team: When time is limiting factor, communication troubles should be avoided and since we did not meet in person with the other partners until a year into the project, we soon noticed that the lack of interpersonal trust was a constraint. We therefore decided to personalize the contacts as much as possible by dividing the responsibility for communication with the pilots between us. The same happened at the other end, so to say, when some of the pilots where contact had been

difficult delegated the responsibility of contacts with the partners such as us to dedicated employees.

On the positive counts the fact that the innovative payment-for-service contracts were developed and put into practice during the lifetime of INCULTUM. These alternative contractual relationships, as repeated various times above, hold the potential for paradigm change in many different places, not only in the Altiplano area or in Spain, but also in many other places in Europe as demonstrated by the interest from other pilots from a range of European countries. The pilots are all situated in marginal or rural settings in rather remote areas, and it so happens that cultural tourism in rural and remote areas usually will focus on a commons of some kind of which the local community is the guardians, be it a landscape or a piece of infrastructure such as pathways, irrigation channels or a derelict railway. The contracts are well suited to recognise the service that the local communities are offering to the common good and compensate them in practical or symbolic ways and at the same time strengthening the sense of attachment, ownership of development path and a sense of purpose. This phenomenon that we are seeing in incipient ways in the Altiplano pilot in Spain promises to be very adaptable but also deserves much more attention from practitioners, public administration, academics, and policy makers at national and European level.

A related phenomenon that INCULTUM is helping to uncover has to do with the local communities in question. The pilot cases demonstrate that cultural tourism is not just about some visitors visiting cultural heritage sites. There must be local people and stakeholders that cater for the visitors' needs and represent the cultural heritage to a significant extent. There thus is a need for what others have termed a 'Heritage Community' that take pride in or at least see themselves as caretakers of a cultural heritage, since without cultural heritage of some kind, it is difficult to talk about cultural tourism. This is precisely one of the problems for Campina de Faro and some of the other 'below zero' destinations. The problem of Campina de Faro is not that it doesn't exist or has no name; it exists, and it has a name. The boundaries are bit blurred, but it nevertheless can be defined and delineated with a reasonable precision. The problem is that Campina de Faro lacks a distinct identity linked to a collective of people that covers more or less the whole area and identifies with it. The brand-related reading relates to the fact that there is no brand-owner to the destination brand of Campina de Faro. The point is, who is supposed to create, market, and defend this destination brand? Where is agency situated? In that sense, cultural tourism is an intercultural encounter between locals, representing the cultural heritage and taking pride in it, and the visitors. The visitors are not necessarily a homogenous group, but when launching new cultural tourism innovations, it is necessary to imagine the potential visitors in the terms of a target group that would be interested in visiting and which could be targeted by the promotion. It follows that a necessary step is to think in terms of common characteristics and substantiating the presence of such characteristics in potential target tourism segments on empirical grounds to the extent possible. It thus involves both community building, gathering of insights on (potential/current) visitors, and targeting envisaged visitors that share a set of characteristics. The challenge, as it will appear in various pilot cases, is to achieve all these steps within the lifespan of the INCULTUM project.

The identity-related reading has to do with the meeting between two collectives - the locals and the visitors - which is necessary in cultural tourism. To make the cultural tourists want to visit a town or an area and its distinct cultural features, the cultural identity needs to be represented by someone, a collective, which is taking pride in their cultural traditions, history, and present - their identity. In the French pilot they are using the concepts of Heritage Community and 'activation of a Heritage Community', the latter being when a community becomes aware of their cultural heritage and takes pride in being its guardians. This is seen as the precondition for any visitor even wanting to visit the place and if we take this seriously, the difficulties of marketing Campina de Faro as a cultural tourism destination are perfectly understandable. On the other hand, the INCULTUM effort has also shown that viable paths can still be found but that this requires continuous (re)thinking of the initial intentions as the process progresses. As for

Campina de Faro, for example, obvious attractions such as the ancient water structures and well-consolidated communities, e.g. in the villages, do exist, but first need to be pinpointed, selected, and brought to life in a new capacity that (also) embraces cultural tourism. This requires an active effort that can only be fully unfolded once initiatives such as those initiated by INCULTUM are already in dynamic progress.

## 9. REFERENCES

- Barbini, F. M., & Presutti, M. (2014). Transforming a peripheral area in an emerging tourism destination. *Tourism Geographies*, 16(2), 190-20.
- Block, M., Humlebæk, C., Qwarnström, S. M., Raad, C. A., & Smith, V. (2021). *Stakeholder map*. INCULTUM Deliverable D7.1 available at <https://incultum.eu/deliverables/>
- Borowiecki, K. J. & Pedersen, M. U. (2024). *Guidelines on the use of European Structural and Investment Funds*. INCULTUM Deliverable D6.2 available at <https://incultum.eu/deliverables/>
- Bultjens, J., Wilde, S., & Crummy, M. (2011). Marketing remote destinations: A case study of the Northern Territory, Australia. *Journal of Vacation Marketing*, 17(4), 329-342.
- Carson, D. A., Carson, D. B., & Hodge, H. (2014). Understanding local innovation systems in peripheral tourism destinations. *Tourism Geographies*, 16(3), 457-473.
- Cresswell, T. (2014). *Place: An introduction*. John Wiley & Sons.
- Humlebæk, C., Smith, V., Raad, C. A., Block, M., & Gavelli, L. (2022). *Mid-term plan for the impact, evaluation and exploitation of results*. INCULTUM Deliverable D7.2 [Not public].
- Kotler, P., Keller, K. L., & Brady, M. Goodman, M. & Hansen, T. (2016). *Marketing management*. Pearson.
- Mitchell, S. & Borowiecki, K. J. (2022). *Intermediate findings presentation*. INCULTUM Deliverable D3.2 available at <https://incultum.eu/deliverables/>
- Pedersen, M. U.; Borowiecki, K. J. & Khan, S. A. (2023). *Findings analysis report*. INCULTUM Deliverable D3.3 available at <https://incultum.eu/deliverables/>
- Riezebos, H. J., Kist, B., & Kootstra, G. (2003). *Brand management: A theoretical and practical approach*. Pearson.
- Rosch, E. (1978). Principles of categorization. In Rosch, E., & Lloyd, B. B. (Eds.). (1978). *Cognition and categorization* (pp. 27-46). Lawrence Erlbaum.
- Smith, S. (2015). A sense of place: Place, culture and tourism. *Tourism Recreation Research*, 40(2), 220-233.
- Smith, V. & Block, M. (2024). Place branding from scratch: Naming, framing, and finding Campina de Faro. In: Borowiecki, K. J.; Civantos; J.M.; Fresa, A.; Mitchell, S. Innovative cultural tourism in European peripheries. London & New York: Routledge (in press).