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Project consortium – Coordinator: ANYSOLUTION– ANYSOL (ES)			
ASSESSORIA JURIDICA BALEAR SL	AE – ASJUBA (ES)	NETWORK OF EUROPEAN REGIONS FOR COMPETITIVE AND SUSTAINABLE TOURISM ASBL	BEN – NECSTOUR (BE)
EMPRESA PÚBLICA PARA LA GESTIÓN DEL TURISMO Y DEL DEPORTE DE ANDALUCIA SA	BEN – TURAND (ES)	MINISTERO DEL TURISMO	BEN – MITUR (IT)
INSTITUT FÜR TOURISMUS- UND BADERFORSCHUNG IN NORDEUROPA GMBH	BEN – NIT (DE)	ARCTUR RACUNALNISKI INZENIRING DOO	BEN – ARCTUR (SI)
TOERISME VLAANDEREN	BEN – FLAND (BE)		

Contact: projects@anysolution.eu

Website: <https://www.d3hub-competencecentre.eu/>

D6.1 Project communication, dissemination, networking, and exploitation plan

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Lead Partner	ARCTUR	Lead Author	Katarina Ceglar (ARC)
Contributors	ANYSOL	Reviewers	ANYSOL

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Document Information

List of Contributors	
Name	Partner
Dr Urska Starc Peceny	ARCTUR
Jedrt Mikelj	ARCTUR
Dolores Ordóñez	ANYSOL
Tayrne Alexandra Butler	ANYSOL
Rosa Pozas	ANYSOL

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			<p>impressions in the account and an engagement rate of 6.1%.”</p> <p>3.3.2.3 ” There is currently one video uploaded on the YouTube channel about the kick-off meeting in Mallorca.”</p> <p>36:</p> <p>3.3.3. “An official press release has already been put out on 9th December of 2023 and has been disseminated through all the partners’ networks. The post engagement about the press release on LinkedIn and X can be seen on the photos below. The LinkedIn post got 1135 impressions and reached 715 people, meanwhile the post on X got 151 impressions.”</p> <p>Deleted Figure 24 Press release outreach on Twitter/X</p> <p>Deleted Figure 25 Press release outreach on LinkedIn</p> <p>38:</p> <p>Deleted Figure 26 Twitter Analytics</p> <p>Deleted Figure 27 LinkedIn Analytics</p> <p>39:</p> <p>Deleted Figure 28 Google Analytics</p> <p>Deleted Figure 29 Facebook Analytics</p>
1.02	21/05/2024	ARCTUR	<p>Page 22: Added description about the possible collaboration with the European Publication Office</p>
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			<p>training communication package per workshop/training'</p> <p>Added missing value of the nr. of videos in the KPI D3HUB dissemination materials. Public infographics, videos, newsletters': " 6 project videos uploaded to YouTube partners' channels".</p> <p>Page 41: Added Explanation of High, Medium, and Low Empowerment Targets</p> <p>Page 23: Changes to the figure 8: Timeline:</p> <p>Rewriting: Nov 2023 - Nov 2026</p> <p>Added word Systematic before Communication, consult...</p> <p>Changed Promote and build a collaborative To Promote D3Hub and build a collaborative econsystem for the sustainability of the CC with key tourism stakeholders...</p> <p>Changed Promotion of the Transition Pathway... to Promote D3Hub to the Transition Pathway for Tourism, Together 4 EU Tourism, EU Data Space for Tourism, etc. with the purpose to create synergies and connection for joint activities</p> <p>Deleted Open Call and Pilot testing of the CC with selected min 30 destinations from Nov 2023 - Nov 2026</p> <p>Added May 2024 - Jan 2025: Pilot identification and assessment scheme...</p> <p>Added Nov 2024 - Aug 2026: Testing: empower min 30 destinations across Europe in systematic measurement...</p> <p>Added description below the figure about the methods of promoting the activities listed in the table</p> <p>Page 24: Added detailed description of the D3HUB specific/prime target groups, EU geographical scope, varying level of digital maturity.</p>
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List of Acronyms

Abbreviation / acronym	Description
DMO	Destination Management Organisation
SME	Small and Medium Enterprises
EU	European Union
CC	Competence Centre
WP	Work Package
T4T	Together for EU Tourism
CDNE	Communication, Dissemination, Networking and Exploitation
EoP	End of Production
GDPR	General Data Protection Regulation
EC	European Commission
EAB	External Advisory Board
UNWTO	United Nations World Tourism Organisation
OECD	Organisation for Economic Co-operation and Development
DFST	Digital Europe Framework for Tourism
TDH2022	Italian Tourism Digital Hub
KPI	Key Performance Indicator

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Executive Summary

Communication, Dissemination, Networking, and Exploitation Plan for Making a Lasting Impact

D3HUB - Tourism of Tomorrow Data-Driven Destinations Hub seeks to establish a European Competence Centre aimed at assisting tourism destinations and their ecosystems in navigating their **green and digital transitions through data-driven approaches**. Addressing the challenges of **technology adoption, data utilization, sustainability metrics, and sustainable development measurement**, D3HUB will offer a comprehensive support structure. This includes building a knowledge support scheme for EU tourism destinations, providing digital solutions and data tailored to the needs of DMOs and tourism SMEs, and conducting pilot tests to refine the framework. By integrating these learnings into a sustainable business model, the initiative aims to foster a data-driven tourism community, ensuring the competence centres longevity. It will concentrate on data management, sustainability, and policy alignment with EU standards, enhancing destinations' capabilities in data-driven marketing, management, and policy strategy implementation. Ultimately, D3HUB aims to bolster tourism sustainability and resilience, facilitate data-driven transformations, and promote knowledge exchange and best practices across Europe.

The **Project Communication, Dissemination, Networking, and Exploitation Plan** is crucial for D3HUB to ensure its groundbreaking efforts in facilitating a data-driven green and digital transition in tourism are fully recognized and adopted across the EU. It will amplify the project's impacts by effectively sharing knowledge, results, and best practices, engaging with a broad spectrum of stakeholders including **DMOs, SMEs, national statistics bodies/offices, cross-sector stakeholders, and relevant policymakers** around Europe. This plan aims to foster widespread collaboration, stimulate interest and participation in the initiative, and secure the sustainability and expansion of the Competence Centre.

By strategically disseminating insights and facilitating networking, the plan ensures that D3HUB's innovative solutions reach and benefit the entire tourism ecosystem, driving a collective move toward data-driven sustainability and resilience.

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1 Introduction

1.1 Purpose of the document

Tourism destinations composed of DMOs, SMEs, and public-private stakeholders require EU cooperation to engage in the data-driven journey that the Tourism Transition Pathway entitles. Nowadays, destinations struggle to find the right technology, they need to use data for better management, define the right data and indicators to achieve sustainability, and measure sustainable development.

To answer these needs, **D3HUB aims to design, test, pave the way, and sustain a self-sustainable European Competence Centre (CC) to support tourism destinations and their ecosystem (with special attention to SMEs) in their data-driven green and digital transition as well as to increase collaboration and knowledge transfer between tourism stakeholders and tourism destinations.**

D3HUB will: 1) build a knowledge support scheme supporting tourism destinations across EU, 2) provide tailored-made digital solutions and data for DMOs and tourism SMEs, 3) test the developed framework through a pilot run by a critical mass of DMOs, 4) integrate results and learnings into a business plan to set up and sustain the CC, 5) up-scale beyond the partnership and build a data-driven tourism community, and 6) implement the CC and ensure its continuity.

The CC will focus on data, sustainability, and policy (while aligning with EU tourism and data spaces) to support destinations with guidance and information related to data management, and business intelligence on how to source and use data and apply data-intensive information to address policy actions and strategies.

D3HUB will result in the implementation of a knowledge hub that will empower destination ecosystem actors to switch to a data-driven culture, with the objectives to: (1) Support data management and business intelligence for increased tourism sustainability and resilience; (2) Enable data-driven marketing and management; and (3) Foster knowledge transfer, mutual learning and best practice in data management and data sharing through European collaboration.

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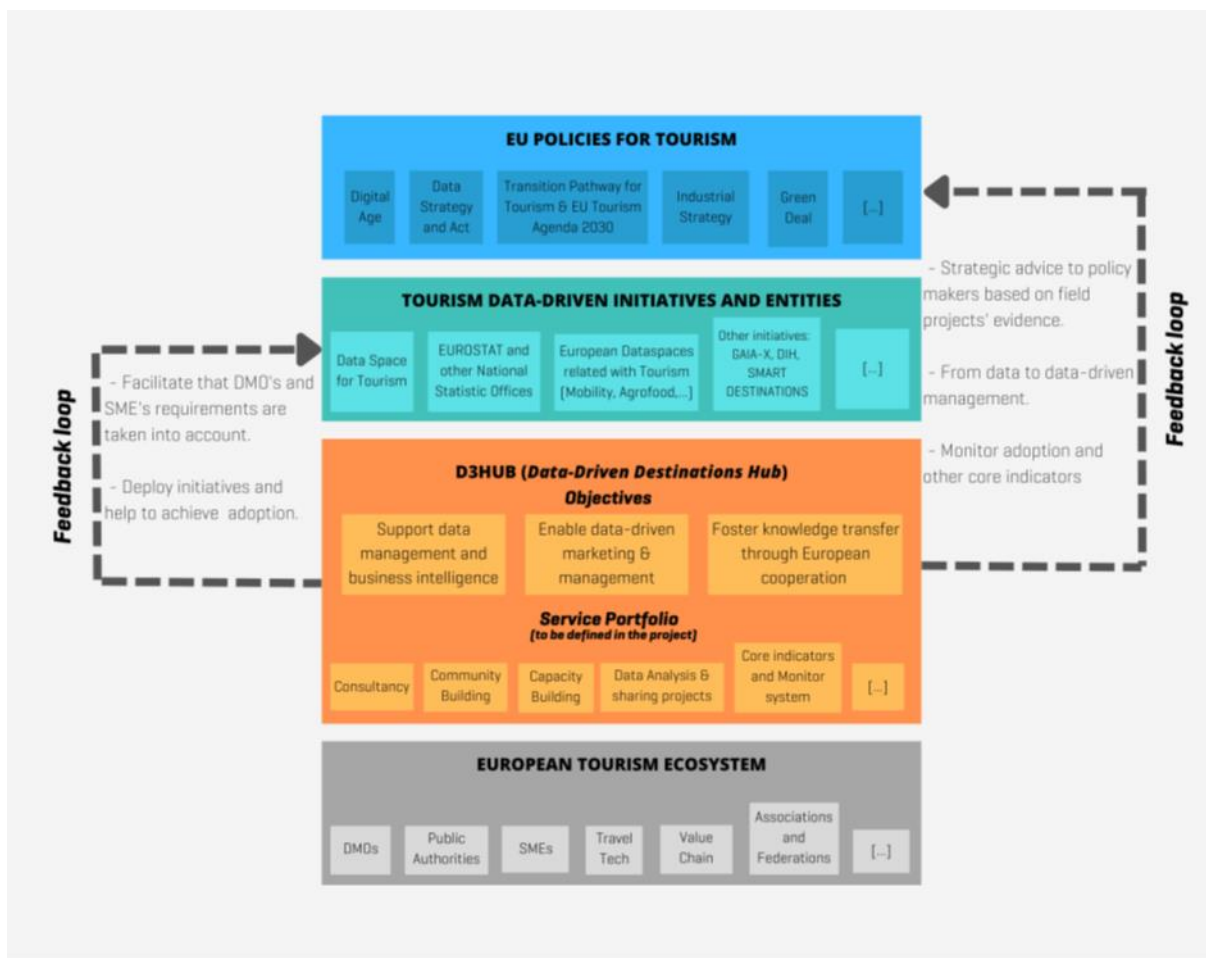


Figure 1 D3HUB Overall Vision and Stakeholders

1.2 Communication, Dissemination, Networking, and Exploitation Plan: Aims and Outcomes

This document outlines a detailed strategy for communication, dissemination, networking, and exploitation, essential for the success of the project. Work Package 6 (WP6) is dedicated to spearheading these efforts, aiming to not only increase general awareness of D3HUB but also to achieve specific impactful outcomes with targeted groups. This will facilitate enhanced knowledge sharing, and community building, and ensure the project's sustainability over the long term. Specifically, WP6 will:

- Amplify the **visibility and understanding** of the project's objectives and initiatives through a robust framework of communication, dissemination, networking, and exploitation efforts.
- **Identify and actively engage key demographic groups**, stakeholders, and the broader public to elevate their understanding of the project's aims and successes, fostering a dynamic community of practice.
- **Build and reinforce brand recognition**, develop trust with crucial stakeholders and targeted groups to secure their extensive involvement, and encourage meaningful contributions to the project.

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- Facilitate **seamless interaction and collaborative partnerships** with other relevant projects and initiatives. This is intended to promote mutual benefits, encourage cross-border cooperation, and support the expansion of the project's influence.
- Ensure that the project's results are **acknowledged not only by immediate collaborators but also recognized widely**, and their impacts sustained beyond the project's formal conclusion.

These objectives build upon the foundational insights gained from the DATES and Smart Tourism Destination projects. With D3HUB, the aim is to establish a leading European Competence Centre for data management in tourism destinations. This Centre will capitalize on synergies that span from local to international levels, integrating innovative practices and technologies to transform the tourism sector's data handling capabilities. Through D3HUB, the project seeks to harness cutting-edge data management techniques to enhance operational efficiencies and create a more connected and informed tourism network across Europe.

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2 Overall approach

2.1 Overall Methodology

The primary focus of the D3HUB dissemination strategy is to ensure the **transfer of knowledge and results to each of the target audiences, at the appropriate time and via appropriate channels.**

The methodology created ensures a structured approach to building effective communication, synergies, and cross-border cooperation, aligning with the project's overarching goals.

D3Hub's communication, dissemination, networking, and exploitation plan is primarily focused on reaching, informing, and interacting with identified stakeholders about the project activities. The outreach is based on a shared responsibility of each project partner as all of them have wide network of national and international, even global connections. The targeted group of the future EU Competence Centre to support data management in tourism destinations are tourism stakeholders –

(i) Tourism Destinations; (ii) SMEs linked with the tourism sector; and (iii) National and Regional official Statistical bodies, as well as the European Statistical System as a whole, who will benefit from a direct contact with the ecosystem in two directions: guarantee the use of the full potential of official data and identify the aspects that need to be included in the statistical plan for the correct implementation and monitoring of the EU policy objectives. The secondary target groups are also cross sector stakeholders, other EU, and national projects/initiatives (e.g. Data space for Tourism, T4T platform, Tourism of Tomorrow Lab, Tourism 4.0, etc.). So, our approach is based on already established partnerships - expressed in 70 + support letters from around Europe and involved associated partners, involvement of the project partners in various national and international organizations/bodies (e.g. tourist boards, Gaia-X, etc.) and with an opened access to the relevant stakeholders. The CDNE activities will focus on generating the interest of the involved actors, will support to sharing their inputs with the D3Hub project partners, will be invited to actively engage in project activities and to benefit from the project on a long term to secure the CCs sustainability and continuation. With the CDNE plan we are aiming to fully reach our goal - one year after EoP: The Centre runs as an independent and self-sustain player in the market and launches its five-year work plan, its marketing campaign for branding position and applies as established organisation to European funding opportunities. Therefore, our key messages to our target groups will be well thought, our tools and communication channels will be carefully chosen, the information in the newsletter/promotional materials/videos/articles, participation at key tourism events will focus on alignment with the project's thematic areas and the stakeholder's engagement will be always supported.

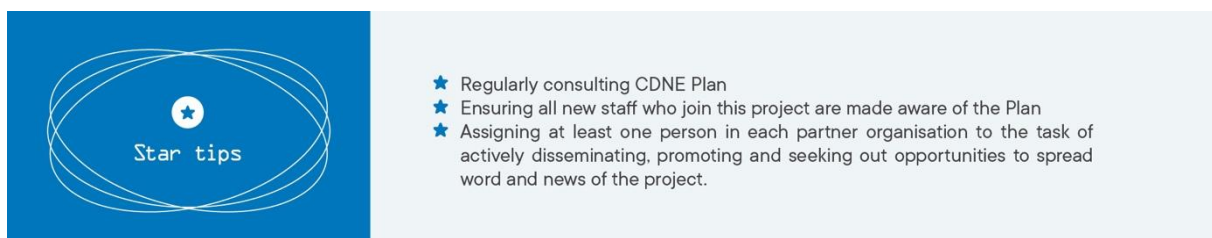


Figure 2 Star Tips

2.1.1.1 Methodology for Amplifying Impact: Communication and Dissemination

The task focuses on crafting a comprehensive multi-channel Communication, Dissemination, Networking and Exploitation plan, mindful of GDPR, Gender, and Diversity considerations. This plan

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outlines specific strategies for developing clear narratives and messages, identifying, and segmenting stakeholders, and utilizing various tools and channels for optimal engagement. The approach includes cooperation with related projects and initiatives, ensuring a cohesive brand and visual identity, and actively overcoming barriers to achieve strategic objectives. Partners within the consortium are guided in disseminating results effectively, and mechanisms are put in place for collecting and managing feedback, with clear metrics to measure the success of these efforts throughout the project's duration.

2.1.1.2 Methodology for Synergies and Ecosystem Building

This task aims to enhance the European tourism data community by building on previous initiatives like DATES, Smart Tourism Destination, Tourism of Tomorrow Lab, Tourism 4.0, etc projects. The focus is on establishing a robust community of practice that includes stakeholders from various sectors, including tourism and data spaces, to foster synergies and collaborative opportunities. By engaging a broad network of stakeholders and maintaining an inclusive ecosystem, the project aims to consolidate knowledge, facilitate consultation, and ensure that the community remains dynamic and responsive to the evolving needs of the tourism and data sectors.

2.1.1.3 Methodology for the Cross-border Activities and Cooperation

Designed to maximize the impact of the CC by developing a network that promotes European-wide collaborations. This network aims to identify and swiftly address the needs of the European tourism sector through continuous stakeholder engagement and a bottom-up development approach. Special emphasis is placed on recognizing regional specificities, ensuring that diverse European regions are adequately represented and that their unique needs and characteristics are incorporated into the CCs activities. This task also focuses on enhancing resource use and fostering synergies through strategic cross-border activities, setting a benchmark in data-driven solutions for tourism.

2.1.1.4 Methodology for the Exploitation

The D3HUB project employs an exploitation methodology focused on establishing a European Competence Centre to **support tourism destinations with data-driven transitions**. This includes the creation of a knowledge hub that distributes innovative tools such as a **Guide for Benchmarking**, a **digital data-sharing framework**, a **data dashboard**, and a **prototype of the D3HUB Open-source solution**. These tools will be utilized in pilot tests with European DMOs to collect feedback that refines their functionality, contributing to a **sustainable business model** for the CC. The benchmarking guide will assist DMOs in evaluating their performance, the digital framework and dashboard will enhance data handling and decision-making, and the open-source solution will facilitate broad implementation across the tourism sector. These efforts aim to extend the project's impact, promoting widespread adoption and ensuring the long-term sustainability and resilience of the tourism industry.

The Exploitation Activities:

- Building a knowledge support scheme across EU tourism destinations.
- Providing tailored digital solutions and data for DMOs and tourism SMEs.
- Conducting pilot tests with a significant number of DMOs to validate the developed frameworks.
- Integrating pilot results and learnings into a comprehensive business plan for the CC.
- Upscaling the project's reach beyond initial partnerships to include a broader community within the tourism sector.
- Implementing and ensuring the long-term sustainability of the CC.

With a great input and leadership of D3Hub key staff (AnySol's professional communication expert, etc.) this plan will be fully achieved. The CDNE plan is setting up a clear structure for all activities, with

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the set scope, deadlines, target groups, involved partners, set up measurable qualitative and quantitative KPIs. The plan will be reviewed and evaluated monthly. Based on the evaluation, the plan will be updated with new findings, needs, practices. The CDNE activities will always fully respect the developed project visual identity with included the visual identity of the EC.

2.1.2 Multi-actor approach

D3Hub success and sustainability deeply depend on the engagement of collaboration with different stakeholders – through advisory boards: i) Statistical Office Board ii) External Advisory Boards (EABs), iii) Destinations committee/advisory board, D3HUB pool of experts, ministries, media, cross sector stakeholders, etc.

Even the preparation phase of the project already actively involved various stakeholders from the participating countries and around Europe. Seven strong and experienced partners – ANYSOL, NECS, TURAND, NIT, MITuR, ARC, FLAND, with the support of 3 associated partners - Instituto Nacional Estadística (Spain), NEST - Tourism Innovation Center Portugal, Slovene Entrepreneurship Fund, and the affiliated partner ASJUBA, joint forces to communicate the project idea, objectives, expected results and benefits for European tourism with 70+ stakeholders from 20+ different countries that had formally showed their motivation through Letters of Support – DMOs, ministries, statistic bodies, tourist boards, hi-tech and tourism SMEs, research centres, academia, cluster organisations, European organisations, etc.

Table 1 List of Supporting Organisations

ORGANISATION	ROLE	COUNTRY
ZASNET EGTC	Support	PORTUGAL
TURISTEC	Support	SPAIN
ASOFUER	Support	SPAIN
Instituto tecnológico hotelero	Support	SPAIN
Agència d'Estratègia Turística de les Illes Balears (AETIB)	Support	SPAIN
MABRIAN	Support	SPAIN
Statistics Austria	Support	AUSTRIA
Las Rozas Innova	Support	SPAIN
Fundación Visit Benidorm	Support	SPAIN
NEST - Tourism Innovation Center Portugal	Associated	PORTUGAL
European Tourism Association (ETOA)	Associated	BELGIUM
Turismo de Portugal	Support	PORTUGAL
Instituto superior de gestao e informacao da Universidade Nova de Lisboa	Support	PORTUGAL
TURISME COMUNITAT VALENCIANA	Support	SPAIN
Barcelona City Council-Tourism and Creative Industries Directorate	Support	SPAIN
Ambis University	Support	CZECH REPUBLIC
European Travel Commission	Support	BELGIUM
Atlantic Technological University	Support	IRELAND
Responsible Tourism Institute	Support	SPAIN
The Danish West Coast Partnership	Support	DENMARK
Regione Liguria	Support	ITALY
D.M.O. Turismo Riviera dei Fiori	Support	ITALY
Genoa Chamber of Commerce	Support	ITALY

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Regione Lazio – Direzione Turismo	Support	ITALY
Region of Crete	Support	GREECE
Gabrovo Municipality	Support	BULGARY
General Directorate of Madrid Region Tourism	Support	SPAIN
Government of Navarra	Support	SPAIN
Catalan Tourist Board	Support	SPAIN
Munster Technological University,	Support	GERMANY
ANCI TOSCANA-Association of Tuscan municipalities	Support	ITALY
Visit Zuid-Limburg	Support	NETHERLANDS
Statistical Institute of Catalonia (IDESCAT)	Support	SPAIN
Ministry of Tourism and Sport of the Republic of Croatia	Support	CROATIA
Andalusian Regional Institute of Statistics, IECA	Support	SPAIN
TURESPAÑA	Support	SPAIN
Spanish National Institute of Statistics (INE)	Associated	SPAIN
Hotel and Restaurant Association in Schleswig-Holstein	Support	GERMANY
Verband Internet Reisevertrieb (VIR)	Support	GERMANY
German Turism Association (DTV)	Support	GERMANY
POSITIUM OU	Support	ESTONIA
Statistics Finland	Support	FINLAND
Tourismusverband Schleswig-Holstein e.V. (TVSH)	Support	GERMANY
Public Fund of the Republic of Slovenia for Entrepreneurship	Associated	SLOVENIA
the Faculty for Tourism Brežice, University of Maribor	Support	SLOVENIA
Public agency for promotion of entrepreneurship and developing projects of Municipality of Izola – JPZ Izola	Support	SLOVENIA
Ministry of Digital Transformation of Slovenia	Support	SLOVENIA
Municipality of Postojna	Support	SLOVENIA
Ministry of the Economy, Tourism and Sport of Slovenia	Support	SLOVENIA
Faculty of Tourism Studies – Turistica	Support	SLOVENIA
Tourism Bled	Support	SLOVENIA
Tourism Kranjska Gora	Support	SLOVENIA
Digital Innovation Hub at the University of Maribor,	Support	SLOVENIA
Slovenian Tourist Board	Support	SLOVENIA
Municipality of Koper	Support	SLOVENIA
Österreich Werbung - Austrian national tourist board	Support	AUSTRIA
Strategic Research Innovative Partnership for sustainable tourism in Slovenia - SRIPT	Support	SLOVENIA
Luxembourg for Tourism	Support	LUXEMBURG
Nederlands Bureau Voor Toerisme & Congressen (NTBC)	Support	NETHERLANDS
Tourism East-Flanders	Support	BELGIUM
Guidea, Kenniscentrum Toerisme en Horeca	Support	BELGIUM
Flanders Statistics Authority	Support	BELGIUM
Visit Limburg	Support	BELGIUM
Toerisme Vlaams-Brabant vzw	Support	BELGIUM
Westtoer apb	Support	BELGIUM
Malta tourist board	Support	MALTA

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Toerisme Provincie Antwerpen	Support	BELGIUM
KU Leuven	Support	BELGIUM

Statistical Offices Board

A crucial element of the D3HUB initiative, poised to enhance the quality and consistency of tourism data across Europe. Composed of leading Official Statistical bodies and internationally recognised research institutions, such as Eurostat, the EU Joint Research Center, the UNWTO Statistical Department, and the OECD, the board plays a pivotal role in integrating diverse data sources within the European Statistical System. Its primary mission is to ensure that **all data regarding tourism, including aspects critical for monitoring tourism competitiveness and the sustainability dimensions—economic, social, and environmental—are consistently reliable and comprehensive**. The board also advises on the integration of complementary data and promotes data literacy among stakeholders, facilitating a more informed and effective approach to managing tourism.

In terms of communication and dissemination, the board actively participates in crafting and executing strategies that **enhance visibility and understanding of tourism data trends and analyses**. It supports the **sustainability and exploitation of tourism statistics** by ensuring data practices align with long-term environmental, social, and economic goals, thus aiding destinations in achieving sustainable development objectives. Through networking, the board fosters robust connections between data producers and users, enhancing the exchange of ideas and feedback, critical for ongoing improvements and innovations in statistical methodologies and applications. This collaborative framework not only supports the strategic objectives of D3HUB but also bolsters the overall coherence of the EU's data-driven decision-making processes in tourism, making the board an indispensable asset to the consortium.

Destinations' committee/advisory board

An integral component of the D3HUB initiative, tasked with expanding the destination ecosystem and enhancing the reach and impact of the CC. Comprising various umbrella organisations, networks, and hubs, the board plays a vital role in connecting DMOs from national, regional, and local levels of governance as well as SMEs within the tourism value chain across Europe. Its primary objectives are to engage these stakeholders in actively testing the support schemes of the CC, integrating their data needs, and evaluating the CC's effectiveness in terms of real-world applications and policy decisions influenced by data insights.

The board ensures that the outcomes and experiences of participating destinations are widely shared and understood, thus promoting transparency, and encouraging wider participation. This not only supports the sustainability and exploitation strategies of the CC by showcasing successful models and data-driven decision-making but also encourages a long-term engagement from stakeholders, ensuring the centre's continuity.

Through networking, the Destinations' committee/advisory board fosters a collaborative environment where stakeholders can exchange knowledge, provide feedback, and suggest improvements, thereby enhancing the service offerings of the CC. The board's activities are guided by detailed operational frameworks, including call specifications, selection criteria, and recruitment campaigns, which are overseen by NECS. Participants include prominent organisations such as the European Travel Commission, European Tourism Association, and regional bodies like Turismo de Portugal, emphasising the board's broad and inclusive approach to enhancing Europe's tourism data capabilities. This structured and strategic collaboration ultimately strengthens the overall effectiveness and reach of the D3HUB, making the board a cornerstone of the project's success.

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D3Hub pool of experts

They will be a pivotal asset for the CC, ensuring **high-quality content and fostering an environment of peer-to-peer learning and collaborative knowledge creation**. Comprising both internal experts from project partners and external professionals such as scientists, practitioners, and consultants, this group is central to the dissemination of expertise and best practices within the tourism data community. The recruitment and engagement process for these experts is meticulously structured to maintain high standards of expertise and relevance. It involves assessing qualifications based on a specific indicator's methodology encompassing domain knowledge and methodological skills, identifying potential candidates through literature and web research, and actively engaging them through direct outreach. Once onboarded, the experts undergo **training through online webinars and workshops, equipping them with the necessary methodologies to effectively contribute to the CC's objectives**.

The Pool of Experts plays a crucial role in ensuring that knowledge generated by the CC is effectively communicated and understood across various platforms and among diverse stakeholders. This approach not only enhances the sustainability and exploitation of the knowledge created but also ensures that it is applied effectively across the tourism sector. Networking is another critical aspect facilitated by the Pool of Experts. By creating a robust network of knowledgeable professionals, the CC promotes a rich exchange of ideas and feedback, essential for continuous improvement and innovation. Additionally, the experts' involvement helps to **monitor the adoption and impact of data management practices** through follow-ups such as surveys (e.g. also EU Survey) and interviews, ensuring that the knowledge disseminated is both practical and beneficial for the destinations involved. This comprehensive strategy not only advances the capabilities of the D3Hub but also significantly contributes to the evolution and sustainability of tourism data management practices across Europe.

Project partners bring relevant connections and are creating synergies and extensive networking across many projects and initiatives, creating a formidable collaborative framework aimed at advancing data use and sharing within the tourism industry. This endeavour is closely aligned with key data-sharing agreements and standardisation guidelines, such as those outlined by Gaia-X, DSSC, and SIMPL, which are instrumental in avoiding overlaps and enhancing the interoperability of tourism data. D3HUB incorporates best practices and frameworks from a variety of influential projects such as the Smart Tourism Destination project, Tourism 4.0 coordinated by ARC, and Tourism of Tomorrow Lab, part of NECS, which focuses on sustainable tourism measurement. These efforts are bolstered by the project's engagement with other critical initiatives, including the European Data Space for Tourism (DATES), the Digital Europe Framework for Tourism (DFST), and the Italian Tourism Digital Hub (TDH2022), which facilitate the integration of digital standards across the tourism value chain. Moreover, D3HUB aligns with internationally recognised bodies like the European Commission's EU Tourism Dashboard, the UNWTO with its Measuring Sustainable Tourism Working Group and Network of Sustainable Tourism Observatories, and the OECD. These alignments ensure that D3HUB's methodologies and outputs are synchronised with the global tourism measurability agenda. Additionally, D3HUB draws on the insights and methods from various EU and international projects such as the Data Space for Tourism Impact Model (European Space Agency), Tourism 4.0 for the Black Sea (CINEA), Weave (CINEA), and the Alpine Flows 4.0 project. These projects contribute to a deeper technical understanding and provide a rich source of best practices and innovative solutions.

D3Hub emphasises the importance of transversal sectors by connecting with data hubs from sectors like mobility, energy, health, agriculture, and cultural heritage, highlighting the cross-sectoral nature of tourism. By leveraging synergies with these diverse initiatives and sectors, D3HUB not only enhances its own capacity for data management and decision-making but also significantly contributes to the broader goal of transforming European tourism into a more data-driven, sustainable, and integrated industry.

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Networking and creating synergies with these initiatives, project, formed partnerships through CDNE activities is crucial for the D3Hub success.

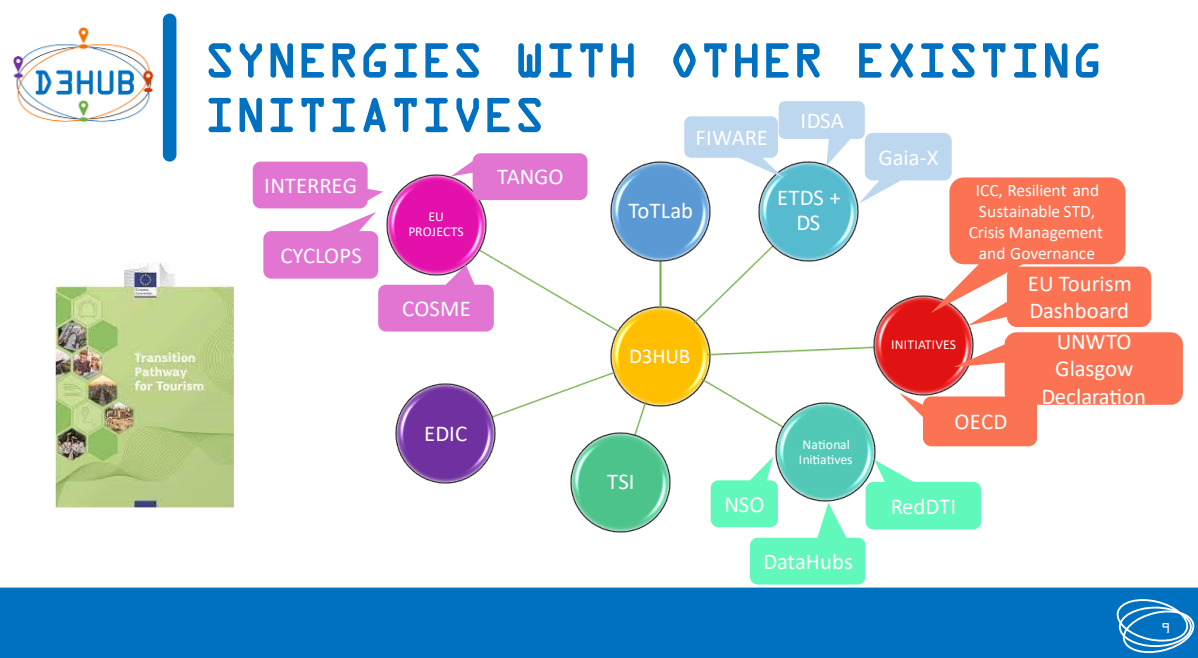


Figure 3 Synergies with ther existing initiatives

As shown in the above figure, the European tourism ecosystem, including the DMOs, public authorities, SMEs, cross-sector stakeholders (value chain), associations and federations, etc. together with the stakeholders actively included in the D3Hub boards, will be invited to actively participate in the design of the CC, especially through CDNE activities.

2.1.3 Quality assurance

Effective communication hinges on adopting a multi-faceted and inclusive approach that resonates across diverse stakeholders within the tourism value chain. Central to this strategy is the use of various EU languages, ensuring that communications are accessible and comprehensible to audiences at every level of the industry. This linguistic diversity is complemented by choosing communication channels and vocabularies specifically tailored to be appealing and appropriate for different audience segments.

To amplify the reach and impact of its messages, the initiative prioritises generating synergies and breaking down silos between different sectors and initiatives. This involves capitalising on existing projects, events, and connections to foster a collaborative environment where ideas and resources can be shared more efficiently.

Clear and concise messaging is crucial, especially when explaining the benefits of the D3Hub, to ensure stakeholders understand the value and implications of the initiative. The **use of infographics and other visual materials** help make complex information more digestible and engaging, thereby enhancing comprehension and retention.

This strategic communication approach not only fosters a more integrated and cooperative ecosystem but also significantly enhances the effectiveness and sustainability of the Tourism of Tomorrow Data-Driven Destinations Hub.

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2.1.3.1 Use of the existing tools

D3Hub will leverage the knowledge, documents, and tools, offered by the European Commission to support its communication and engagement activities.

- **EU Survey**, to increase the reach of the audience.



Figure 4 EUSurvey

- **Transition Pathway for Tourism**, to connect D3Hub's activities and achievements to the wider EU frame.

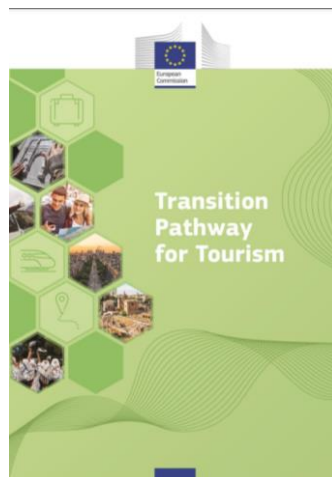


Figure 5 Transition Pathway to Tourism

- **Together for the EU Tourism platform**, to connect with the EU's flagship tourism initiative, to create recognition, reach relevant stakeholders and ensure CC's sustainability.



Figure 6 Together for the EU Tourism

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- **The Publications office of the EU** to generate more awareness and wider the audience of the project.



Figure 7 Publications Office of the EU

Cooperation with the in development T4T platform and already fully operational European Publications Office, D3Hub project will put efforts in establishing effective cooperation. From the European Publications Office (Office), D3HUB can leverage several strategies:

- Utilize Dissemination Channels: by aligning with the European Publications Office's dissemination channels, D3HUB can **increase its visibility and outreach**. This includes **publishing project outcomes, reports, and findings through the Office's platforms, ensuring they reach a broader and relevant audience across Europe**.
- Collaborative Publishing: Engage in collaborative publishing efforts with the European Publications Office to produce high-quality publications that highlight **the project's progress, impact, and best practices**.
- Training and Capacity Building: Sent invitations to the European Publications Office to promote D3Hub webinars/training programs through their networks to reach wider audience. Enhancing skills of tourism stakeholders in data management and digital transformation is one of the key areas of the Office.
- Event Participation: Possible participation in events and workshops organized by the European Publications Office. This provides opportunities for networking, sharing knowledge, and promoting the project's achievements to key stakeholders, including policymakers and industry leaders.

By integrating these approaches, D3HUB can effectively collaborate with the European Publications Office to enhance the dissemination and impact of its project outcomes, thereby supporting the digital and green transition of tourism destinations across Europe. This cooperation strategy aligns with the communication, dissemination, and networking objectives outlined in the D3HUB project proposal.

To establish cooperation with the European Publications Office, D3HUB will reach out to the European Publications Office – in fall 2024, through their official contact channels, such as their website (<https://op.europa.eu/en/home>). An introductory email can be sent to explain the D3HUB project, its objectives, and the potential benefits of collaboration and a concrete proposal outlining the areas of cooperation, including joint publications, dissemination strategies, and participation in events. The proposal will of course highlight how D3HUB's goals align with the European Publications Office's mission. If possible, we will also schedule a meeting with their representatives to establish a mutual understanding and identify specific collaboration opportunities.

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2.2 Timeline

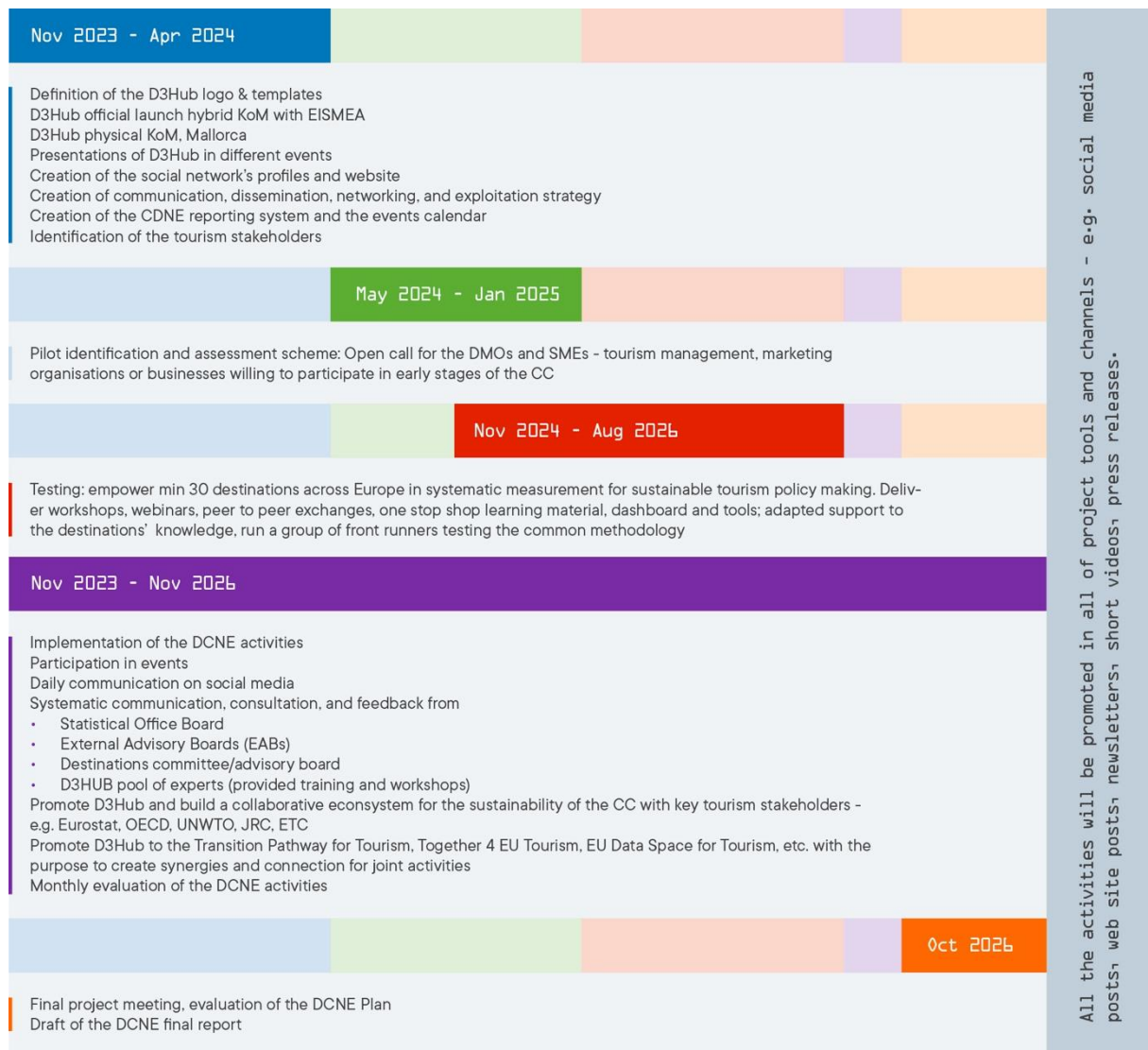


Figure 8 Timeline

2.3 Target groups

Target groups have been identified to categorically define all parties interested in the project and its results. Key target groups of the D3HUB project are:

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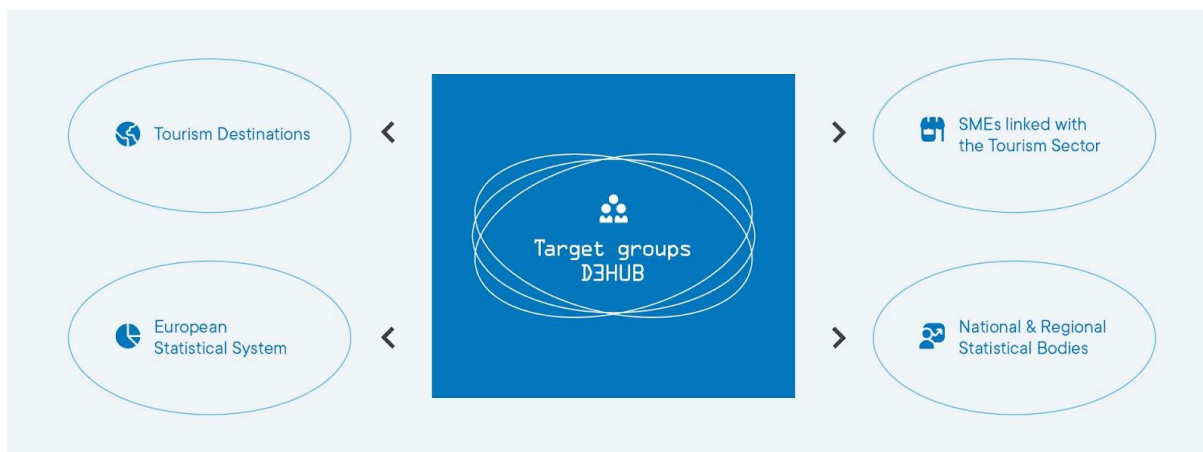


Figure 9 Target Groups of D3HUB

The target groups will benefit from direct contact with the ecosystem in two ways: they will guarantee the use of the full potential of official data and identify the aspects that need to be included in the statistical plan for the correct implementation and monitoring of the EU policy objectives.

The D3HUB project aims to transform European tourism by prioritizing qualitative growth and sustainability, benefiting the identified target groups. Tourism destinations will gain access to a new framework of actionable indicators, allowing them to benchmark progress in sustainability, resident satisfaction, and digital transition. This initiative will lead to varying levels of empowerment: those deeply involved will benefit from advanced tools and support for data collection and analysis, while others may engage through webinars, workshops, or e-learning. The approach ensures that a diverse range of destinations and SMEs, from different geographical areas, will improve their competitive edge, embrace sustainable practices, and enhance quality of life for residents and visitors alike. This comprehensive involvement and support aim to foster a culture of innovation and sustainability in European tourism, paving the way for a greener, more digital future.

D3HUB specifically targets a diverse range of stakeholders within the European tourism sector to ensure a tangible and impactful outcome. The **primary geographical focus includes EU member states**, with particular emphasis on incorporating EU candidate countries (e.g. Albania, Bosnia and Herzegovina, Georgia, Montenegro, Moldova, North Macedonia, Serbia,...) to foster a more inclusive European tourism ecosystem. This approach aims to cover regions with **varying levels of digital maturity to ensure both advanced and developing digital infrastructures** benefit from the project's initiatives.

D3Hub Target Groups:

i) DMOs

Local DMOs: Smaller, community-based organizations needing foundational digital tools and strategies.

Regional DMOs: Medium-sized entities requiring more advanced data management solutions.

National DMOs: Larger organizations looking to integrate comprehensive data-driven approaches for broader impact.

ii) Tourism SMEs

SMEs involved in tourism services such as accommodation providers, tour operators, travel agencies, and tourism technology providers.

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SMEs at various stages of digital adoption, from those beginning their digital journey to those looking to enhance their existing digital capabilities.

Equip SMEs with the necessary tools, knowledge, and support to leverage data for sustainable and competitive growth in the tourism sector.

iii) Eurostat and Statistical National Offices:

Provide high-quality, standardized data essential for developing accurate and effective tourism management strategies. Assist in the creation of sustainability indicators and metrics used for monitoring and improving tourism practices. Support the project's objective of harmonizing data practices across different regions to facilitate cross-border comparisons and collaborations.

Active participation in advisory boards and committees to provide insights and feedback. Contribution to the project's pilot phases by offering data and expertise to validate the developed digital solutions and frameworks.

Engagement with **Eurostat**, which serves as a key partner in ensuring the data's coherence and quality across Europe. Collaboration with national statistical offices in participating countries to integrate regional data into the project's initiatives.

By integrating **statistical national offices** (supported the project through LoS), the D3HUB project ensures that its data-driven approaches are grounded in reliable data, enhancing the overall effectiveness and credibility of its outcomes. This collaboration is vital for the project's success in promoting sustainable and resilient tourism management practices across Europe.

By focusing on these specified target groups, the D3HUB project aims to deliver customized solutions and support mechanisms that address the unique needs and challenges faced by DMOs and SMEs across different geographical areas and levels of digital maturity. This targeted approach ensures a more strategic and impactful implementation of the project's objectives.

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3 Dissemination and Communication channels, tools, and activities

3.1 Visual Identity

To easily identify D3HUB, a visual identity and project brand identity have been developed.

The visual identity includes **a logo and templates** for the partners, with guidelines on using the communication elements to promote the D3HUB project and properly acknowledge EU funding. The European flag will be used in all communication and engagement activities following Article 17.2 — Visibility — European flag and funding statement and 17.3 Quality of information — Grant Agreement 101139342—D3HUB—PPPA-2022-TOTOLAB.

All products, being part of the visual identity of D3HUB, offline and online, will be coherent and to contribute to generating awareness among the targeted audience.

3.1.1 Logo

The logo will be used so that anything related to the project is easily identifiable and immediately linked to the project.

The D3HUB logo includes the name of the project. It will be used in all internal and external communication and dissemination activities (project website, presentations, flyers, press releases, etc.) to help enhance brand continuity and raise awareness about the project.

The logo perfectly depicts the project's objective - connecting destinations and data across the area.



Figure 10 Official logo of D3HUB

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Figure 11 Black and white variation of the logo

3.1.2 EU Emblem

All D3HUB communication and engagement material will acknowledge the requirements set out by the Grant Agreement and the EU flag will be included in all publications, etc including the source of funding at the Grant agreement number.



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Figure 12 EU Emblem and text about co-funding

3.1.3 Disclaimer for publications

In addition to the EU Emblem, all communication and engagement material must include the following disclaimer (translated into local languages where appropriate):

“Cofounded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Innovation Council and SME Executive Agency (EISMEA). Neither the European Union nor the granting authority can be held responsible for them.”

3.1.4 Templates

As D3HUB will be presented at several events, conferences, and meetings, a presentation template has been created in PowerPoint in line with the D3HUB’s graphic identity.

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Tourism of Tomorrow Data-Driven destinations Hub

Eu Competence Centre to support data management in tourism destinations

XXXX

XXXXX

Coordinator:  **ANY SOLUTION**

Partners:  **NECSTouR** 



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Figure 13 PowerPoint presentation - first slide template



Tourism of Tomorrow Data-Driven destinations Hub

Eu Competence Centre to support data management in tourism destinations

XXX

- Xxx
- Xxx
- Xxx



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Figure 14 PowerPoint presentation - slide template

3.2 Communication Material

Understanding the major use of smartphones and connected devices for media consumption, alongside environmental and health considerations, the project will adopt an **e-communication strategy**, favouring the electronic delivery of communication messages wherever possible. However, as a specific exception, D3HUB will produce printed flyers and roll-up banners annually for event use. In these instances, project partners are committed to reducing environmental impact by prioritising

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recycled materials and organic cloth wherever possible, enhancing the visibility and promotion of the project's outcomes.

3.3 D3HUB Channel Mix

3.3.1 Website

The D3Hub website www.d3hub-competencecentre.eu/ was published and created In January of 2024 by AnySol. It is visually modern and easy to navigate. It serves as the central hub for communicating the project's objectives and sharing updates on its progress. Throughout the project timeline, it will be continuously refreshed with various documents such as, public deliverables, newsletters, blog posts, and press releases, all available for download. Additionally, it provides links to the project's social media channels.

Consistently maintained by each project partner, the website stands as a pivotal platform for distributing updates on project activities and imparting significant insights into the realm of tourism. Additionally, it features a comprehensive privacy policy with data protection protocols for web users engaging with services such as web accounts and surveys. Furthermore, the website is a centralised repository for all publicly accessible dissemination materials, spotlighting pertinent content such as news, editorials, videos, and events tailored specifically to key stakeholder groups.

With a focus on accessibility, the website features digital visualizations of project processes and outcomes to broaden its audience reach. Its mobile-friendly design ensures maximum accessibility and amplifies the project's impact. Furthermore, it incorporates innovative features to enhance user engagement and interactivity, fostering a dynamic exchange of ideas and insights within the stakeholder community.

To expand outreach efforts, the project establishes social network accounts on platforms like X, Facebook, YouTube, and LinkedIn. Exploring potential collaborations with relevant associations and the Contracting Authority's communication unit, the project team aims to leverage synergies across various social media channels for effective dissemination.

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3.3.1.1 Structure of the Website

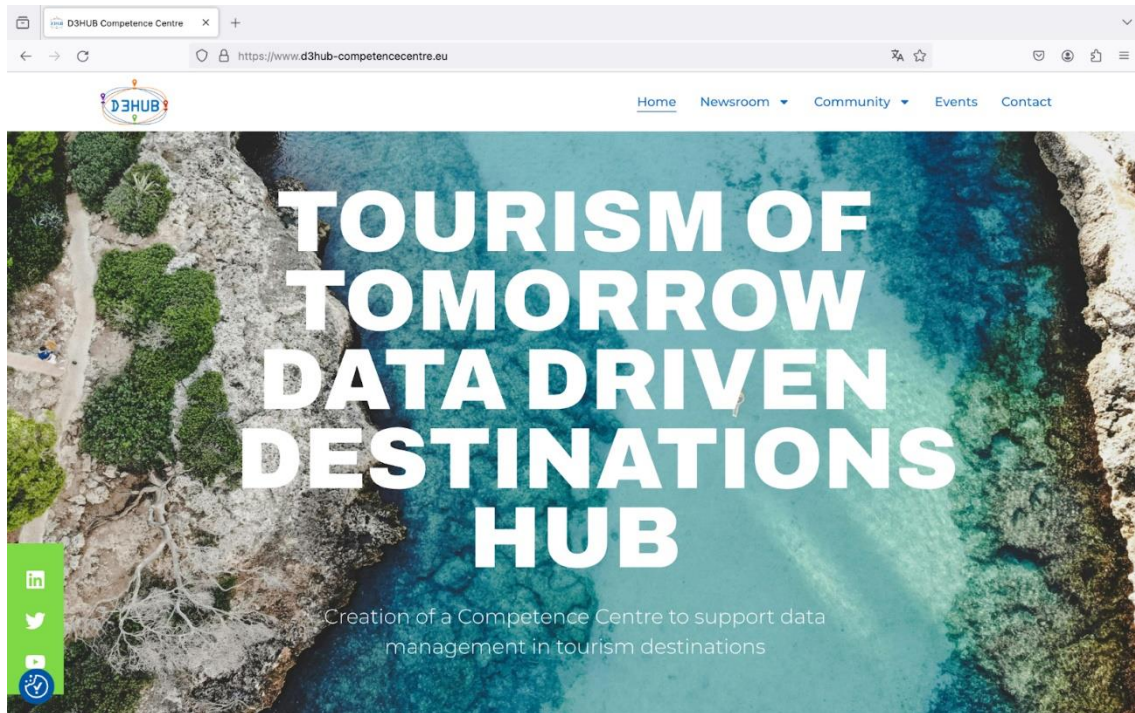


Figure 15 D3HUB Website landing page

The D3Hub website features user-friendly navigation for seamless browsing. Upon entry, visitors are promptly informed about the cookie policy. Additionally, a window pops up, **inviting users to become stakeholders, complete with a direct link to the registration form, streamlining the process.**

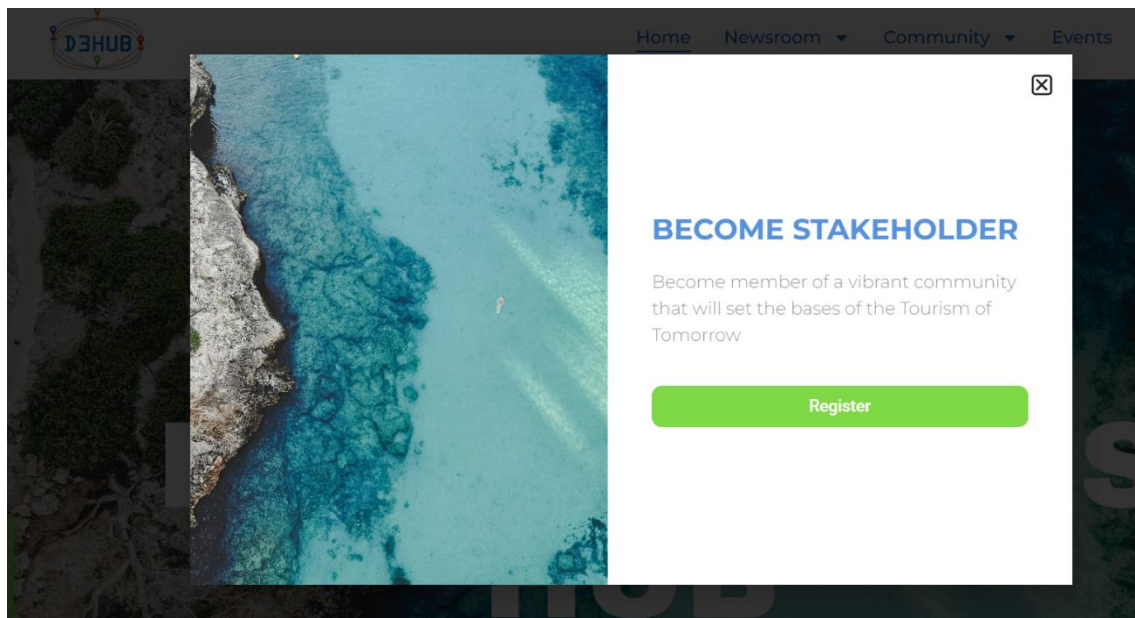


Figure 16 Become a stakeholder invitation

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The main parts of the D3Hub website are:

- **Home:** allowing to understand the project objectives, listing all the partners.
- **Newsrooms:** all press releases, blog entries, newsletters, and public deliverables produced during the project will be published here.
- **Community:** an invitation to sign up to become a stakeholder and get updates on the project, boards, and calls for experts and DMO. An invitation to subscribe to the newsletter.
- **Events:** a very important part of the project that will contribute to generating and strength the community, all past and future events are published
- **Contact**

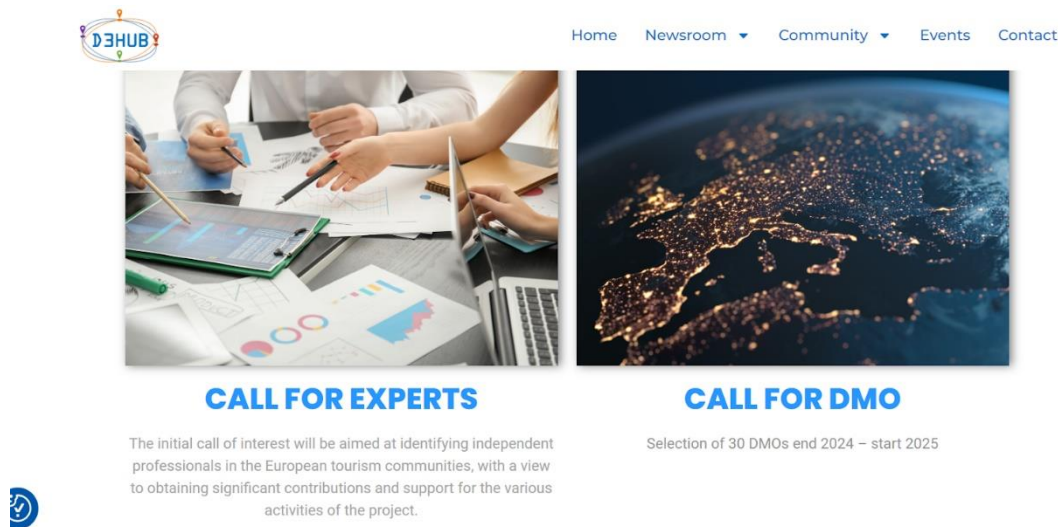


Figure 17 Calls for experts and DMOs

The social media posts will include a link to the website for the users to visit it and to read information - e.g. newsletter, news, press releases, board information, calls, ... This way the set KPI of the unique visitors will be reached and preferably even overachieved.

The website clearly states the support provided by the European Commission as shown in the picture below.

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Figure 18 Co-funded by the EU statement on website

3.3.2 Social Media

The project established a significant presence on social media before its official launch, with its accounts set up before November 2023. To amplify the reach of its dissemination efforts, accounts were created across Twitter/X, LinkedIn, Facebook, and YouTube. Additionally, the project team plans to enhance outreach by seeking potential synergies with partners' social media (project staff, organizations accounts, other projects, and relevant stakeholders) accounts to further reach more people.

All partners will actively engage with and promote content from the D3HUB's social media accounts and website to ensure the project and its activities gain maximum visibility and impact. This includes sharing, publishing, reposting, and retweeting relevant content and tagging D3HUB in their posts and

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tweets. A table was created (Annex A) that gathers all the needed information from all partners, affiliated partners, and associated partners (links to their official social media accounts).

Hashtags are and will be used in the future implementation of the plan on social media for the categorization of conversations and content on different topics. It began on twitter but has now spread across all social media platforms and everywhere in between. A dedicated hashtag like #D3HUB, #CompetenceCentre will make our content more accessible and viewable by anyone in an interest in the topic. Utilizing relevant hashtags connected to the project and its results will enhance our ability to engage with our intended audiences and simplify the discovery of content produced by D3HUB. By breaking down the project's core themes into accessible and compelling keyword phrases, hashtags will elevate our presence in the social media landscape, ensuring our messages gain traction and resonate within pertinent communities. Monitoring these hashtags will enable the consortium to gather both quantitative and qualitative insights. Official and unique hashtags like #D3HUB, #CompetenceCentre, #DataSharing, and #DataHubs have been adopted to facilitate tracking of project-related posts.

The consortium must consider various factors in crafting social media content:

- **Interactivity** stands at the forefront of content creation, serving as an effective method to capture and engage an audience. The content will be designed for easy comprehension by non-experts, fostering interaction.
- Creating **visually appealing posts** is key to increasing engagement, with a focus on unique visuals and graphics to make each post stand out.
- The **adaptability** of social media materials to different formats and functionalities across various devices is crucial.
- The possibility to gain **data reports/visualizations** regarding the social media outreach.



Star tips

As dissemination leads, AnySolution recommends:

- ★ Use #D3HUB, #CompetenceCentre, #DataSharing, and #DataHubs every time a post about the project or related topics on social media is published.
- ★ Collectively, a myriad of online content and conversations that highlight the potential of our project and our emerging and powerful offering will be created.
- ★ Hashtags are particularly powerful when it comes to live events as people often tweet about the event live. Keep this in mind when planning DCNE activities!
- ★ Make sure someone is online to reply, retweet etc.

Figure 19 Star Tips

3.3.2.1 LinkedIn

[LinkedIn profile](#) was created on November 12th, 2023. All events and activities featuring D3HUB are actively promoted through this network. Additionally, all project outcomes, activities, and public documents will be shared here. As the leading professional network, it draws a broader audience, engages new stakeholders, and fosters a vibrant community that shares and exchanges ideas.

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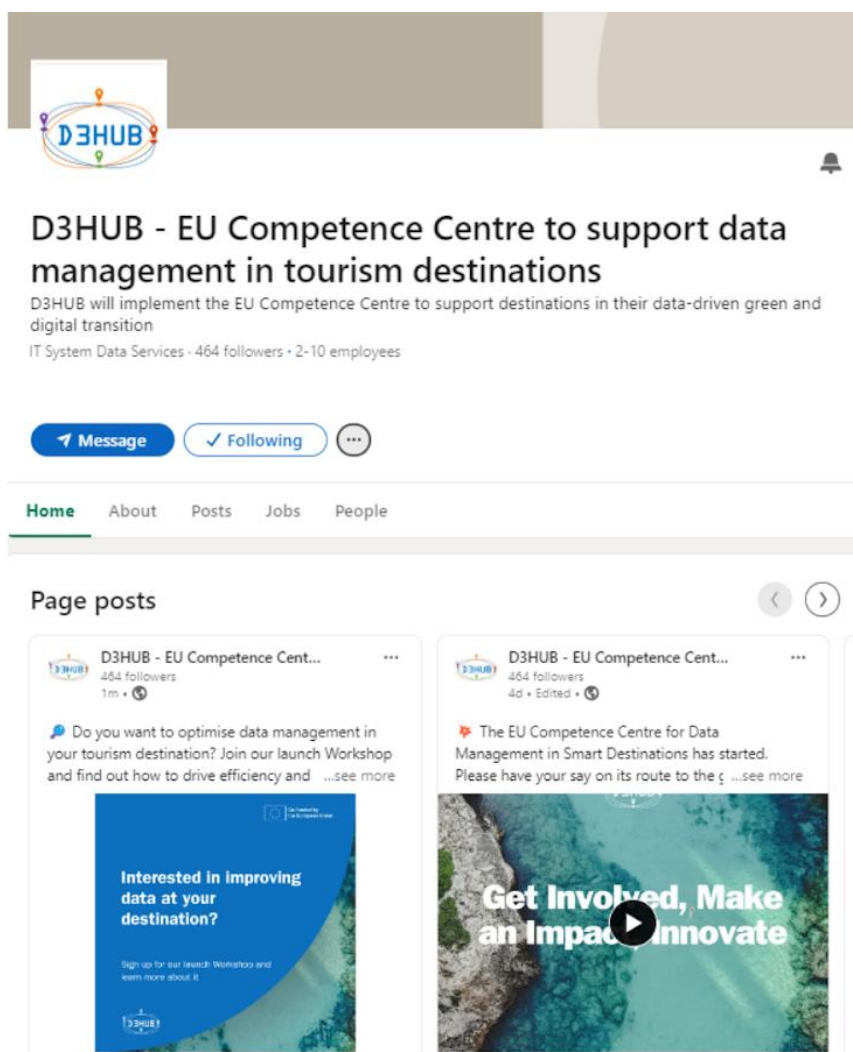


Figure 20 D3HUB LinkedIn page

3.3.2.2 Twitter / X

A [Twitter/X account](#) was created to increase the visibility of the project and engage all kinds of stakeholders. The concise messaging format of Twitter/X facilitates the dissemination of **short, precise, and focused information**, crucial for engaging stakeholders. The impact will be amplified as partners further share these messages through retweets from their accounts.

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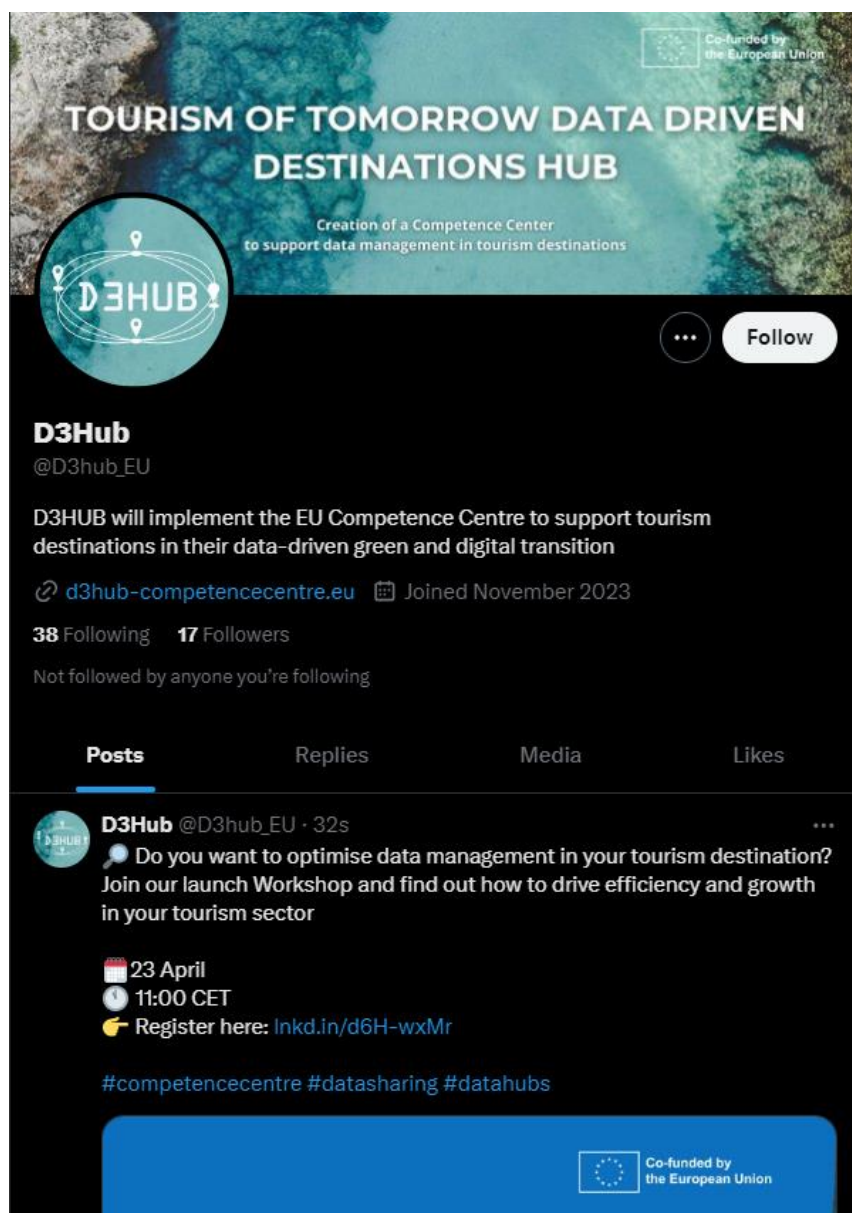


Figure 21 D3HUB Twitter / X page

3.3.2.3 YouTube

A YouTube account was created for the dissemination of the D3HUB project: <https://www.youtube.com/@D3HUBEUCompetenceCenter>. It offers a dynamic and versatile platform for communicating about a project, enhancing stakeholder engagement through visual content, broadening reach through SEO optimization, and offering significant advantages in accessibility, engagement, and cost-effectiveness. The videos, created during the project, will be uploaded and widely available on the Youtube channel.

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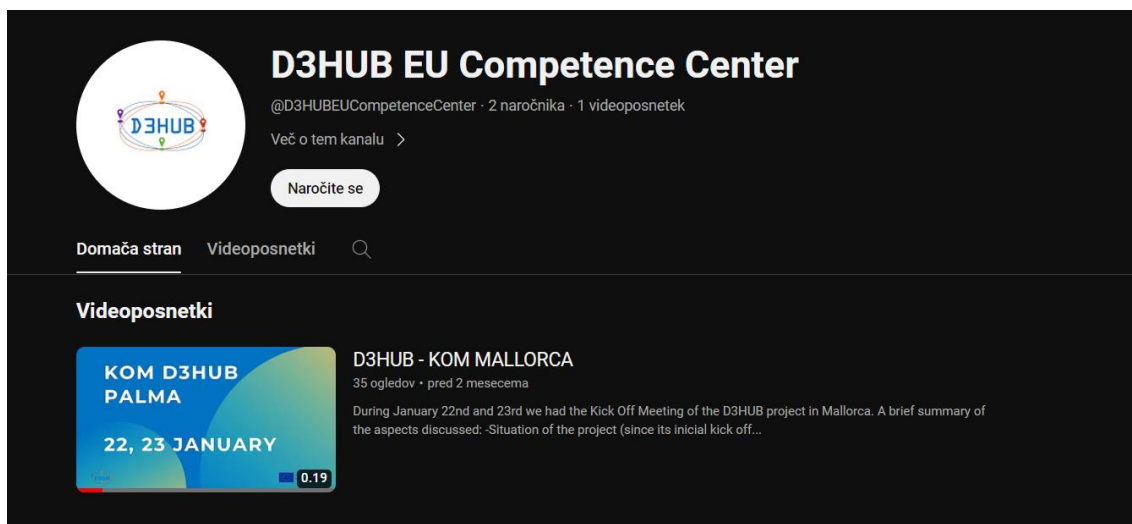


Figure 22 D3HUB YouTube page

3.3.2.4 Facebook

A [Facebook page](#) was created to broaden the reach of the project even more. It enhances visibility since it has a vast user base, allowing the project to reach a diverse audience. The platform's tools facilitate direct communication with followers through comments, messages, and posts, enabling real-time feedback and engagement. Facebook also supports multimedia content like photos, and videos, which makes the content more appealing and easily accessible. The platform's analytics tools help track engagement and effectiveness, making it easier to refine marketing strategies and increase project impact.

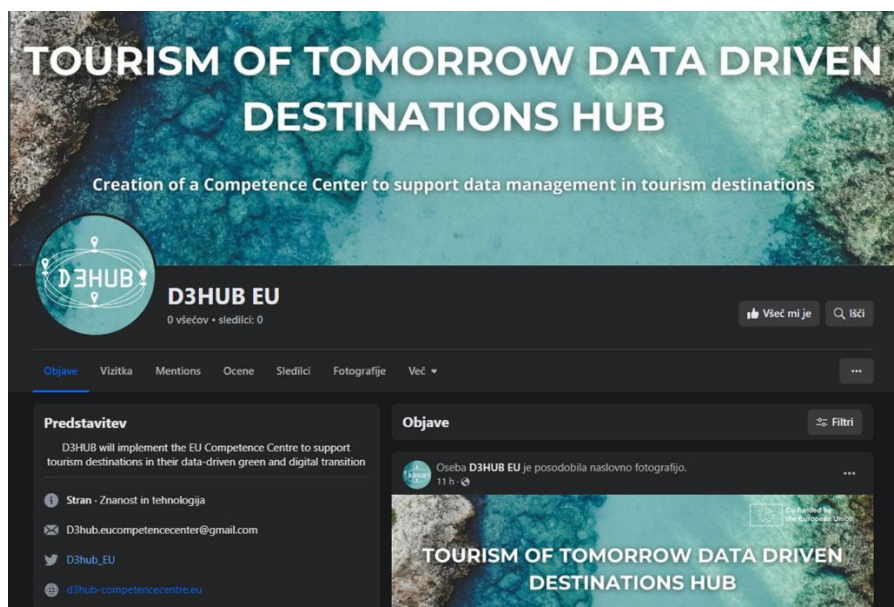


Figure 23 D3HUB Facebook page

3.3.3 Press Outreach

D3HUB has been making extensive moves and has been already thoroughly communicated through the partners' websites, newsletters, and social media. At least 6 general press releases will be issued

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during the project, with at least 2 per year. Press releases will be translated to some languages if decided by partners (e.g. Spain will most probably make translations). The purpose of issuing press releases is to publicize project milestones and achievements, ensuring that significant developments or events are highlighted. Moreover, to ensure projects visibility and also sustainability. These press releases will be crafted to appeal to journalists by linking project outcomes with relevant media narratives.

The content will focus on significant developments or events related to the project. This includes **project milestones, achievements, and major events**. Each partner will be encouraged to promote these press releases further.

Examples of the possible title and content for the press releases:

- **D3HUB Project Launched to Revolutionize Data-Driven Tourism Across Europe**
Content: Introduction of the D3HUB project and its goals. Key stakeholders and partners involved in the project. The significance of data-driven approaches in modernizing tourism. Expected impacts on sustainability and digital transition in tourism destinations. Quote from the project coordinator about the anticipated benefits.
- **D3HUB Pilot Phase Kicks Off to Test Tailored Digital Solutions in European Tourism Destinations**
Content: Announcement of the pilot phase and its objectives. Overview of the digital solutions being tested. List of participating DMOs and regions. Expected outcomes and benefits from the pilot phase. Invitation for stakeholders to follow the pilot progress.
- **D3HUB Implements Innovative Sustainability Indicators to Enhance Tourism Management**
Content: Introduction to the newly developed sustainability indicators. How these indicators will help in monitoring and improving sustainable practices in tourism. Case studies or examples from the pilot regions. Feedback from tourism stakeholders and experts. Future plans for refining and expanding the use of these indicators.

The short 1-2 page press releases with photos are intended for the general public and all stakeholders. This broad audience includes journalists, media outlets, consortium partners and other projects, stakeholders, and policy makers on local, regional, national, EU level, ect.

In addition, the press releases will be complement and will lead the readers to other communication and dissemination activities – social media channels, website, newsletters, workshops and training materials, etc.

3.3.4 Publications

Publications include two different documents – one is a publication, dedicated to cover more details a certain topic and the other are newsletters that will include many different information about the project. In addition to this at least one promotional D3Hub infographic will be created.

The identified readers of the publications are all relevant actors and stakeholders in the tourism industry, such as DMOs, SMEs, industry associations, policymakers, and academia. The publications will also be aimed at a broader audience, including the general public, to raise awareness about the project and its impacts. They will be disseminated through social media (projects profiles, partners profiles) website, direct mailing lists, etc.

i) Publication

At least one publication per year (3 per project) will be attempted through identified communication and amplification channels. The primary purpose of the publications is to **maximize the visibility and**

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impact of the project's findings. It will disseminate generated knowledge and project results to a wide audience, including stakeholders, policymakers, and the general public. They will encourage participation and uptake of the project outcomes. Publications will cover various aspects of the project, including project milestones, achievements, data management strategies, sustainable tourism practices, and the benefits of data-driven tourism management. They will highlight best practices, methodologies, and case studies from the project's pilot phases and validation framework.

An example of the possible publication: Building a Data-Driven Tourism Community: The Role of D3HUB

Content: The concept of a data-driven tourism community and its benefits. D3HUB's mission to foster knowledge transfer and collaboration. Community Building Initiatives. Establishment of the European Competence Centre for Tourism Data Management. Workshops, webinars, and training sessions for stakeholders. Success Stories. Highlights from the pilot destinations and their achievements. Testimonials from DMOs and SMEs about the impact of the project. Sustainability and Long-Term Vision. Plans for the formalization and sustainability of the Competence Centre. Strategies for maintaining and expanding the community post-project.

ii) Newsletters

A bi-annual electronic newsletter will be published during the project. They will keep stakeholders informed about the latest news, events, and achievements of the project. It will serve as a tool to maintain ongoing engagement with stakeholders, ensuring they are up-to-date with the project's progress and outcomes. The content will include updates on project activities, significant milestones, upcoming events, and highlights of key achievements. Also featuring articles on relevant topics, interviews with project partners and other tourism stakeholders, and insights into best practices and methodologies being employed in the project.

Here are some examples of articles for the newsletters:

Pilot Phase Launched: Testing Digital Solutions Across Europe or Join Our Data-Driven Tourism Community – very short, few lines of description followed by Find out more on our website

The newsletter articles are intended to provide brief updates and invite readers to visit the project's website for more comprehensive information, encouraging continuous engagement with the project.

iii) Infographic

At least one promotional infographic will be created during the project. The primary purpose of the infographic is to visually communicate the project's key messages, progress, and impacts. It aims to increase the project's visibility and enhance stakeholder engagement by presenting information in an easily digestible and attractive format. The content could include a visual representation of the project's objectives, milestones, and achievements. It will highlight key data and statistics related to the project's impact on sustainable tourism management, digital solutions developed, and the benefits for DMOs and SMEs. The infographic will also provide a snapshot of the project's progress and future plans.

3.3.5 Event Planning

Partners are required to keep an updated calendar of planned events, complete with a succinct description of each, detailing the date, location, target audience, and a preliminary recommendation for D3HUB's mode of engagement (e.g., presentation, hosting a workshop, setting up a booth). This detailed scheduling aids in streamlining the decision-making process regarding the consortium's participation.

D3HUB aims to be present at key events that centre around innovation in tourism, data hubs, and innovation in general, with a strong emphasis on data utilization and sustainability. These gatherings

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will be graced by keynote speakers from among our project partners, such as Urska Starc Peceny from ARC, Dolores Ordonez from AnySol, Cristina Nuñez Cuesta from NECSTouR, and others who possess extensive knowledge about tourism innovation.

The overarching goal of attending these diverse regional, national, and international events is two-fold. Primarily, it serves to inform and educate potential and current stakeholders about the project's aims and progress. Secondly, it provides a platform to personally invite these stakeholders to engage more deeply with the project by joining one of D3HUB's specialized boards—either the statistical office or the Destinations' committee/advisory.

Below is a table that outlines several key events already pinpointed as strategically important for effectively communicating the project's objectives and broadening its impact. These events have been carefully selected to align with our goals of fostering innovation and collaboration in the tourism sector.

Table 1 Example of Event Planning

Event	Date	Location	Target Groups	D3HUB involvement	Link	Costs covered
City Labs of the Intelligent Cities Challenge	21/3/2024	online	Cities across Europe	Presentation	https://www.intelligentcitieschallenge.eu/news/icc-cities-gather-first-implementation-lab	No costs, online event
European Social Innovation Forum	16/4/2024	Brussels	Tourism value chain stakeholders, decision makers, academia	Presentation	https://nesei.eu/	D3Hub
Twin it!	14/05/2024	Brussels	high-level event in Brussels, in the framework of the Belgian Presidency	Presentation/panel	https://pro.europeana.eu/page/twin-it-3d-for-europe-s-culture#news	D3Hub
Resilience and Innovation Summit	6-7/6/2024	Sarajevo	Travel industry	Presentation	https://turizambih.ba/en/global-event-in-sarajevo-resilience-and-innovation-summit/	D3Hub
FITUR	22-26/01/2025	Madrid, Spain	Tourism sector	Presentation	https://www.ifema.es/en/fitur	D3Hub
ITB Berlin	4-6/03/2025 3-5/03/2026	Berlin, Germany	Tourism sector stakeholders	Presentation	https://www.itb.com/en/	D3Hub



Event	Date	Location	Target Groups	D3HUB involvement	Link	Costs covered
World Tourism Market - WTM	5-7/11/2024	London, United Kingdom	Tourism sector stakeholders	Presentation	https://www.wtm.com/	TBD
Tourism Innovation Summit	23-25/10/2024	Seville, Spain	Tourism sector stakeholders	Presentation	https://www.tisglobalsummit.com/	D3Hub
Smart City EXPO World Congress	5-7/11/2024	Barcelona, Spain	Urban innovation	Presentation	https://www.smartcityexpo.com/	TBD
European Travel Commission	22-24/05/2024	Kaunas, Lithuania	Tourism sector	Presentation	https://etc-corporate.org/event/etc-general-meeting-107/	TBD
Market X by Gaia X	March 2024	Vienna, Austria	Innovation in technology	Presentation	https://gaia-x.eu/market-x/	TBD

*TBD – To be decided at the later stage of the project and if required consulted with the EISMEA

Project Events and Costs

D3Hub experts have and will identify events that could be relevant to the project and will rank assess the expected impact and value to the project. The table above shows some of the already identified major tourism events on which during the lifetime of the D3Hub project project partners attendance will be dedicated to the presentations on the main stage, B2B discussions with key stakeholders, etc. D3Hub partners acknowledge that it is essential to adopt a more strategic approach to attending events, focusing on those that **create significant impact** rather than just raising awareness about the project. Therefore, high-impact strategic events such as the EU Tourism Convention, International Conference on Smart Destinations, Digital Tourism Think Tank, EU Tourism Days are prioritized for attendance and cost coverage by D3HUB. The attendance/role of a keynote speakers will be also clearly stated in the event agenda by D3Hub being mentioned. Moreover, the participation will be supported by short report, photo materials, social media and other publications (newsletter,...). In this case the costs of the attendance will be covered by the D3Hub project.

If the attendance is primarily for some other project and D3Hub is only complementary activity, in this case the participation is covered by other project and in no case by D3Hub project. **Project partners are aware that the costs cannot be claimed twice for the same activity and will fully respect this rule.**

Project partners will – when in doubt – consult with the EISMEA project officer about the participation at a certain event.

Project events organized by project partners

The project intends to organize some own events (mostly organized online), already listed in the project application.

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- Workshops and Training Sessions organized with a purpose of capacity building and training for consortium partners and other stakeholders (e.g. DMOs, SMEs) on data management and digital tools.
- Pilot Testing Events to demonstrate and validate the digital solutions and frameworks developed by the project - hands-on sessions where participants can test and provide feedback on tools and methodologies (DMOs).
- Project Meetings and Conferences to review project progress, share findings, and plan future activities. In some part key stakeholders, and invited experts can be present to share information, receive feedback.
- Final Conference for disseminating project's results and achievements to a wider audience (DMOs, SMEs, policymakers, industry associations, academics, media, general public). Overview of project outcomes, success stories, lessons learned, and future steps for sustaining the Competence Centre. Project partners have a specific budget allocated for organizing and participating at the final conference. This budget is intended to cover all necessary expenses related to the event, including travel, accommodation, and subsistence costs for participants. The final conference is a strategic event designed to disseminate the project's results, share success stories, and discuss future steps for sustaining the Competence Centre. It aims to engage a wide range of stakeholders, including DMOs, SMEs, policymakers, industry associations, academics, and the general public, to maximize the impact and visibility of the project's achievements.

Project events organized by partners will be **focusing 100% on the project itself**, where in comparison to the participation to the events, organized by others, where D3Hub will be one of the topics/presentations.

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4 Monitoring and evaluation

4.1 KPIs

Throughout the execution of the D3Hub project, a diverse array of communication, dissemination, and engagement activities will be undertaken. A comprehensive list of these activities will be compiled, encompassing various elements such as press releases, email subscriptions, social media impacts, and more.

Key Performance Indicators (KPIs) serve as tangible, measurable benchmarks essential for monitoring and assessing the project's advancement and facilitating adjustments as needed. A robust set of dissemination and communication KPIs and targets have been delineated, encapsulating the strategic objectives. These are meticulously presented in the ensuing tables, outlining the metrics for success and effectiveness in reaching the project goals:

Table 2 Communication and Engagement KPIs

Task	KPI	Deadline
Website		
Blog entries	12/project 4/year	M36
Unique visitors	1000 3000	M18 M36
Social Media Channels		
Twitter, Facebook, and LinkedIn	250 Twitter followers 200 Facebook "Links" 1.000 members on LinkedIn	M11
YouTube videos uploaded on partners' channels	6	M36
impressions on average for each posting	>200	
EU Communication and Amplification Channels:		
Publications, disseminated also through EU channels	3/project 1/year	M36
Media and Press Releases		
General press releases	6	M36
Mailing List		
Subscriptions to receive email updates on project achievements and results	20 120	M12 M36
Other		
Workshop, training materials and resources, training communication package per workshop/training	1/workshop/training	M36
D3HUB dissemination materials. public infographics videos	1 D3Hub Infographic	M36 after project

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newsletters	6 project videos uploaded to YouTube partners' channels 9 newsletters/3 per year	
Events and fairs at regional and international/EU level to showcase project activities/results	12/project 4/year	M36 after project
D3HUB Final Conference. Final conference for results dissemination. Created info pack (e-version) / press release.	100 participants	M36
Clustering with other projects/entities/networks/EU/Interreg project to reinforce the project impact - Joint actions	3 joint actions	M36 after project

Table 3 D3HUB Targets

D3HUB TARGETS	Project End	Year 3 after project	Year 5 after project
Nr of destinations' stakeholders (DMOs, SMEs, clusters organizations...) receiving support from the competence centre	240	480	960
High empowerment	30	60	120
Medium empowerment	60	120	240
Basic Empowerment	150	300	600
Partnership agreements signed	45	75	110
Partnership agreements/protocols with Statistical institutions, international organizations	10	20	30
Partnership agreements with data suppliers/travel tech providers	5	10	20
Partnership agreements signed between D3HUB consortium and Destination representatives for them to become users of the centre	30	45	60

Explanation of High, Medium, and Low Empowerment Targets

In the context of the D3HUB project, the empowerment targets are categorized into three levels: High, Medium, and Low. These empowerment levels help to clarify the expected outcomes and the intensity of the project's interventions across different target groups, ensuring a structured and scalable approach to capacity building and stakeholder engagement. **They indicate the extent to which the project aims to empower its target groups, such as DMOs, SMEs, and other tourism stakeholders.**

- High Empowerment level signifies a comprehensive and significant impact on the target groups. It involves extensive capacity building, providing advanced tools and resources, and fostering deep engagement and collaboration; e.g. by providing detailed training programs, advanced digital solutions, and ongoing support to ensure that DMOs and SMEs can fully leverage data-driven strategies for sustainable tourism management.
- Medium Empowerment indicates a moderate level of impact. It involves providing essential tools and resources, along with adequate training and support, to enable target groups to make meaningful improvements in their practices; e.g. conducting workshops and training

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sessions that offer practical knowledge and tools, but with less intensive follow-up support compared to high empowerment initiatives.

- Low Empowerment signifies a basic level of impact. It involves providing foundational information and resources, with minimal direct engagement or follow-up support; e.g. disseminating informational materials, basic training sessions, or introductory workshops that provide a starting point for target groups to begin exploring data-driven approaches on their own.

4.2 Reporting Tools

Reporting is crucial for project management as it ensures transparency, accountability, and effective communication among stakeholders. By systematically documenting activities and outcomes, reporting provides a factual basis for decision-making, performance evaluation, and strategic planning. In the context of project management, there are generally two types of reporting: qualitative and quantitative.

Qualitative reporting involves descriptive data that provides insights into the project's processes, experiences, and perceptions. It helps in understanding the context, identifying problems, and generating hypotheses for future actions. Examples include **stakeholder feedback, case studies, and summaries of team meetings**.

Quantitative reporting, on the other hand, focuses on numerical data that can be measured and analysed statistically. This type of reporting is essential for tracking progress against targets, measuring efficiency, and validating outcomes. It typically includes metrics like **financial statistics, performance indicators, and numerical data from tools such as social media analytics and website traffic**.

Partners have been asked to report on their dissemination and communication activities every month to ARC. **This reporting includes both qualitative and quantitative elements**. The quantitative reports will likely consist of **social media data, website statistics, and email subscription metrics**, which provide measurable indicators of outreach and engagement. The qualitative aspects may include detailed **accounts and feedback from conferences, workshops, and other events, offering deeper insight into stakeholder interactions and perceptions**.

These monthly reports, collected via an online Excel tool in the SYNOLOGY online platform provided by AnySol, will enable ARC and its partners to continuously monitor and adjust their strategies, ensuring the project's objectives are met efficiently. ANYSOL's role in compiling official reports after 18 and 36 months further highlights the importance of collective input and collaboration in achieving comprehensive and accurate project documentation.

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5 Planned budget

The CDNE Plan is very ambitious, but at the same time project partners are aware that achieving the set KPIs is crucial as they are supporting other WPs. The budget is divided among all project partners and is a shared responsibility. As presented in the table below, WP6 total initial budget is 500.132,85 EUR, the majority of which is dedicated to staff costs - 333.851,00 EUR, travel, and subsistence - 75.281,00 EUR and for other goods, work, and services 91.000,00 EUR. AnySol is the main beneficiary and the overall coordinator of the work package, with close support by ARC and other partners. The initial budget can be modified during the project, however without impacting the expected results of the CDNE (WP6).

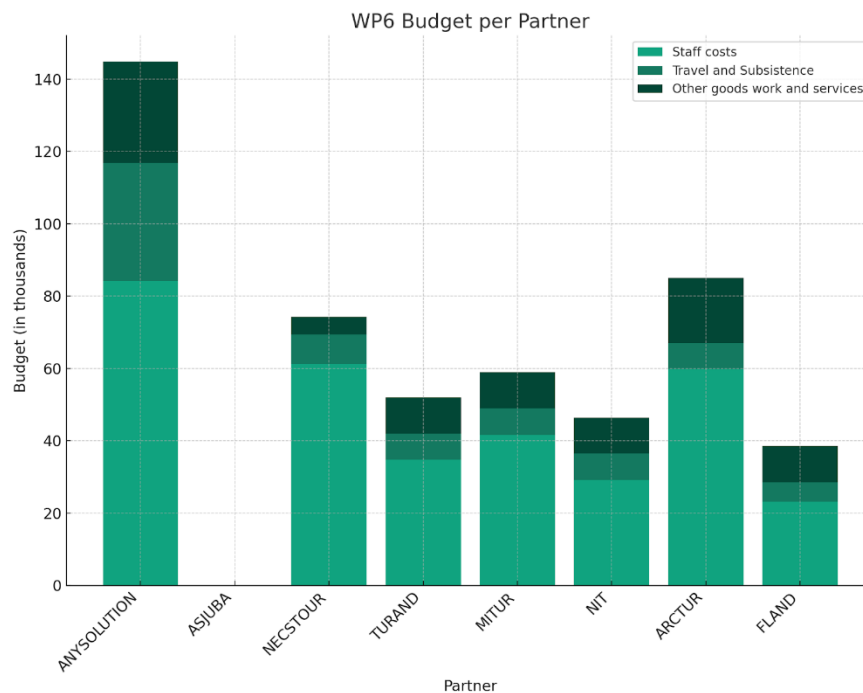


Figure 26 WP6 Budget per partner

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6 Conclusion

Deliverable 6.1 - Communication, dissemination, networking, and exploitation plan is the guideline, a strategic plan, and at the same time also an action plan for all the project communication and dissemination activities, building synergies with various stakeholders and for the cross-border cooperation. The Plan will be implemented in 36 months, during the project's lifetime, and beyond as the designed and tested European Competence Centre will succeed only by the continuation of the active cooperation and the engagement of the stakeholders.

Project partners have a long track record in tourism with already established connections with key stakeholders in the national and international areas. Their communication channels (organizations and personal accounts from staff in the project) will ensure the rapid growth of the D3Hub communication channels and the implementation of the planned dissemination, networking, and exploitation activities.

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7 Annexes

Annex A:

Table 4 Partners, Associated partners, and Affiliated partners social media handles

Partners	LinkedIn	Facebook	Twitter / X	YouTube
ANYSOL	@AnySolution	@AnySolutionSpain	@Any_Solution	@anysolution6506
NECS	@NECSTouR	@NECSTouR	@NECSTouR	@NECSTouR
TURAND	@Andalucía Lab	@Andalucía Lab		@AndaluciaLab
MINTUR	@Ministero del Turismo	@Ministero del Turismo	@MTuorismotalia	@ministerodelturismo8087
NIT	@Institute for Tourism Research in Northern Europe			
ARC	@Arctur @Tourism4.0	@Arctur @Tourism4.0	@ArcturHPC @Tourism4.0	@arctur.d.o.o.8701
FLAND	@Toerisme Vlaanderen - VISITFLANDERS	@Visit Flanders	@VisitVlaanderen	@visitflanders
Associated partners				
Slovene Entrepreneurship Fund				@slovenskipodjetniskisklad120
European Tourism Association	@european-tourism-association		@ETOA	@EtoaOrg
NEST Portugal	@associacaonest	@associacaonest		
Instituto nacional de Estadística	@ine-es		@es_INE	@es_ine
Affiliated partner				
Assessoria Jurídica Balear				

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