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D1.3. Activity Progress Report

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Document name:	D1.3 Activity Progress Report			Page:	1 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
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Document name:	D1.3 Activity Progress Report			Page:	2 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Table of Contents

Document Information.....	2
Table of Contents	3
List of Tables.....	5
List of Figures	6
List of Acronyms	7
Executive Summary	8
1 Introduction.....	9
1.1 Purpose of the document	9
1.2 Structure of the document.....	9
2 Overview of the progress of the work carried out in WP1	10
2.1 WP1 Project Management and Coordination	10
2.1.1 WP1 objectives for the period	10
2.1.2 Progress towards objectives	11
2.1.3 General status of the WP.....	11
3 Overview of the progress of the work carried out in WP2	14
3.1 WP2 Competence Centre Support Scheme.....	14
3.1.1 WP2 Objectives for the period	14
3.1.2 Progress towards objectives	15
3.1.3 General Status of the WP	15
3.1.4 Contributions from partners to be highlighted.....	16
4 Overview of the progress of the work carried out in WP3	19
4.1 WP3 Technological Framework for Sustainable and Competitive Tourism.....	19
4.1.1 WP3 Objectives for the period	19
4.1.2 Progress towards objectives	19
4.1.3 General status of the WP.....	20
4.1.4 Contributions from partners to be highlighted.....	20
5 Overview of the progress of the work carried out in WP4	24
5.1 WP4 Test and Validation Framework.....	24
5.1.1 WP4 Objectives for the period	24
5.1.2 Progress towards objectives.....	25
5.1.3 General status of the WP	25
5.1.4 Contributions from partners to be highlighted	26
6 Overview of the progress of the work carried out in WP5	28
6.1 WP5 Implementing and Managing the Competence Centre.....	28
6.1.1 WP5 Objectives for the period	30
6.1.2 Progress towards objectives	30
6.1.3 General status of the WP.....	31
6.1.4 Contributions from partners to be highlighted.....	33

Document name:	D1.3 Activity Progress Report					Page:	3 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



7 Overview of the progress of the work carried out in WP6	36
7.1 Communication, Dissemination and Networking.....	36
7.1.1 WP6 Objectives for the period	36
7.1.2 Progress towards objectives	36
7.1.3 General status of the WP	50
7.1.4 Contributions from partners to be highlighted.....	51
8 Next steps.....	57
9 Conclusions	59

Document name:	D1.3 Activity Progress Report					Page:	4 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



List of Tables

<i>Table 1 WP2 tasks, contents and progress</i>	<i>14</i>
<i>Table 2 WP5 tasks, contents, and progress</i>	<i>28</i>
<i>Table 3 WP5 relationship with other WPs</i>	<i>29</i>
<i>Table 4 Progress of KPIs up to month 12</i>	<i>36</i>

Document name:	D1.3 Activity Progress Report					Page:	5 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



List of Figures

Figure 1 WP4 tasks, deliverables and milestones	24
Figure 2 Screenshot of the D3HUB homepage.....	37
Figure 3 Cutting of a blog post	38
Figure 4 Screenshot of the pop-up “Become stakeholder”	38
Figure 5 Screenshot of part of the Boards' section on the website	39
Figure 6 Screenshot of the pop-up “Tourist Destination Challenge Survey”	39
Figure 7 D3HUB website analytics [January-November 2024]	40
Figure 8 D3HUB website visitors filtered by country [January-November]	41
Figure 9 Most visited pages of the D3HUB website	41
Figure 10 LinkedIn page highlights [Nov 15th, 2023 - Nov 14th, 2024]	42
Figure 11 LinkedIn review paid campaign	42
Figure 12 TOP 3 Posts with the most impressions	43
Figure 13 YouTube channel content overview	43
Figure 14 X Overview.....	44
Figure 15 Top 3 posts with the most impressions	44
Figure 16 Facebook overview [11 April 24 – 14 Nov 24].....	45
Figure 17 Top 3 posts with the most impressions	45
Figure 18 Newsletter 1 overview	46
Figure 19 First newsletter general analysis	46
Figure 20 Newsletter 2 overview	46
Figure 21 16 Second newsletter general analysis	47
Figure 22 Newsletter 3 overview	47
Figure 23 Third newsletter general analysis	47
Figure 24 Email 1 overview.....	47
Figure 25 Email one general analysis	48
Figure 26 Email 2 overview.....	48
Figure 27 Email two general analysis	48
Figure 28 Overview of the first press release.....	49

Document name:	D1.3 Activity Progress Report					Page:	6 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



List of Acronyms

Abbreviation / acronym	Description
DMO	Destination Management Organisation
WP	Work Package
GA	General Assembly
EAB	External Advisory Board
KOM	Kick-off Meeting
SME	Small and Medium-sized Enterprises
MS	Milestone
DMP	Data Management Plan
KPI	Key Performance Indicator
TSI	Technical Support Instrument
GDPR	General Data Protection Regulation
FAIR	Findable, Accessible, Interoperable, Reusable
ICC	International Conference on Cooperation
T4T	Tourism for Tomorrow

Document name:	D1.3 Activity Progress Report					Page:	7 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Executive Summary

This document is a deliverable for the D3HUB project, funded by the European Commission under its Pilot Projects & Preparatory Actions (PPPA) Programme. It provides an overview of the activities conducted by project partners during the first twelve months of implementation, detailing both general initiatives and specific contributions from various partners across different project tasks.

This initial activity report does not address the integration of data generation, as this phase is scheduled to begin in February 2025 once the DMOs have started the pilot implementation period.

The report also outlines communication and dissemination efforts, presenting impact indicators that reflect their reach across various countries and types of destinations. This deliverable will be revised and updated in the interim technical and financial report covering M1 to M18.

Overall, this document offers a comprehensive analysis of the activities undertaken in the project's first year, including detailed descriptions and the impact of these efforts. It serves as an essential resource for understanding the influence and outreach of D3HUB's initiatives in establishing the EU Competence Centre. It creates a solid foundation for its future operations based on identified services and analysed needs and requirements.

Document name:	D1.3 Activity Progress Report				Page:	8 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status: Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



1 Introduction

1.1 Purpose of the document

This document summarises the activities carried out in the first twelve months of the D3HUB project.

1.2 Structure of the document

Each section corresponds to an overview of the progress of the work carried out in each WP.

Each Work Package section is divided into:

- A short description of the WP aims and objectives
- WP objectives for the period
- Progress towards objectives
- General Status of the WP
- Contributions from partners to be highlighted

These sections are followed by a section on Next Steps for each WP, and the document ends with a short conclusion.

Document name:	D1.3 Activity Progress Report				Page:	9 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status: Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



2 Overview of the progress of the work carried out in WP1

Lead Beneficiary: ANYSOL

Time span: 15/11/2023 to 14/11/2026 (M1-M36)

2.1 WP1 Project Management and Coordination

WP1 aims to manage the project and coordinate its activities to ensure a smooth project implementation achieving all proposed deliverables within the set timeframe and budget and ensuring that the project adheres to high quality standards. Its overall objectives are to:

1. Develop and implement an effective and comprehensive administrative, financial, technical, and legal management structure to ensure the project's successful completion.
2. Ensure that appropriate communication infrastructure and relevant tools are in place to facilitate the work and cooperation between the partners (e.g., shared workspace and storage, software repositories, group chat mechanisms, mailing lists, etc.).
3. Ensure the project achieves its objectives within the given contractual timeframe and budget.
4. Ensure strategic and technical coordination between partners.
5. Manage and monitor project resources (personnel, budget, equipment, etc.).
6. Perform quality control and risk management activities.
7. Organise the General Assembly (GA) meetings as necessary.
8. Consult the project's progress with the External Advisory Boards (EABs).
9. Undertake project reporting to the Agency.
10. Sustain and facilitate regular communication within the project consortium and with the Agency.

2.1.1 WP1 objectives for the period

1. Organise the KOM (MS1 of the project) and other relevant meetings in the first twelve months of the project. Prepare and submit:
 - a. Deliverable 1.1: Project Management Handbook
 - b. Deliverable 1.2: Data Management Plan
 - c. Deliverable 5.1: Detailed organisational and functional structure of the Competence Centre.
 - d. Deliverable 6.1: Communication, Dissemination and Exploitation Strategy.
 - e. Deliverable 2.1: Information Needs and Qualifications Report
 - f. Deliverable 1.3: Activity Progress Report
2. Implement a project plan identifying the different phases of the project, tasks to be developed and milestones.
 - a. MS1 (WP1): Project's Kick-off meeting. Online 13/12/2023 and then in person 22-23/01/2024
 - b. MS2 (WP2): Understanding the needs and requirements of destinations (14/08/2024)
 - c. MS8 (WP5): Advisory Boards (14/08/2024)
 - d. MS3 (WP2): First set of support measures (14/09/2024)

Document name:	D1.3 Activity Progress Report			Page:	10 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



e. MS7 (WP5): Competence Centre Start (14/09/2024)

3. Develop and implement an effective and comprehensive administrative, financial, technical, and legal management structure to ensure the successful delivery of the project.
4. Ensure that appropriate communication infrastructure and relevant tools are in place to facilitate the work and cooperation between the partners (e.g., shared workspace and storage, software repositories, group chat mechanisms, mailing lists, etc.)
5. Ensure strategic and technical coordination between partners.
6. Undertake project continuous reporting and communication to the Agency:
 - a. Regular meetings when required
 - b. Continuous email exchanges
7. Sustain and facilitate regular communication within the project consortium:
 - a. General project meetings online every two weeks with all partners
 - b. Internal coordination meetings every other two weeks (when there is no biweekly general meeting) between AnySolution, TURAND, and NECSTOUR.
 - c. Each WP leader organises regular WP meetings.
 - d. Continuous email exchanges
 - e. Synology drive

2.1.2 Progress towards objectives

While consortium management is an ongoing process throughout the project's lifetime, important objectives have been achieved in these first twelve months of the project. A secure, shared workspace and repository have been set up for the consortium partners, and clear administrative protocols have been agreed upon. A data management plan was drafted and delivered, and project resources were monitored through periodic reporting. Two in-person general assembly meetings have been organised to date.

The focus has been on setting up a clear internal organisation to support cooperation across the consortium and ensure open lines of communication and transparency across activities. A meeting agenda was agreed upon, including in-person consortium meetings each semester—which have taken place in Palma de Mallorca and Malaga—and biweekly project meetings. A data management plan has also been delivered to ensure that data collection and data sharing adhere to all GDPR requirements.

2.1.3 General status of the WP

Activities and work carried out:

- Organisation of the KOM and other relevant meetings (General Assemblies, WP online meetings, etc) in the first twelve months of the project – All meetings have been successfully organised:
 - a. Pre-KOM Brussels 5/12/2023 with Agency and certain partners
 - b. Online Pre-KOM with all partners: 13/12/2023
 - c. KOM Palma 22-23/2024 with all partners – MS1 of the project.
 - d. 2nd partners meeting in Málaga/Marbella: July 2024

Document name:	D1.3 Activity Progress Report			Page:	11 of 59	
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status: Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



- Deliverables prepared and submitted:
 - e. *Deliverable 1.1: Project Management Handbook*: Submitted a bit later due to the timing of the project starting around the holidays: 15/01/2024 – Approved by EISMEA.
 - f. *Deliverable 1.2: Data Management Plan*: Initially submitted before due date: 9/05/2024 – Approved by EISMEA.
 - g. *Deliverable 5.1: Detailed organisational and functional structure of the Competence Centre*: Initially submitted by the due date on 14/05/2024. Approved by EISMEA.
 - h. *Deliverable 6.1: Communication, Dissemination and Exploitation Strategy*: Initially submitted before due date: 23/04/2024 – Approved by EISMEA.
 - i. *Deliverable 2.1: Information Needs and Qualifications Report*: Submitted on due date 14/11/2024. Approved by EISMEA.
 - j. *Deliverable 1.3: Activity Progress Report*: 14/12/2024. Current document. Submitted and pending feedback from EISMEA.
- Development and implementation of an effective and comprehensive administrative, financial, technical, and legal management structure to ensure the successful delivery of the project - Everything has been set out in the Consortium agreement (in the process of signing) and in D1.1 Project Management Handbook.
- Ensure that appropriate communication infrastructure and relevant tools are in place to facilitate the work and cooperation between the partners (e.g., shared workspace and storage, software repositories, group chat mechanisms, mailing lists, etc.) - The Odoo platform has been set up. Everyone is getting familiar with it, and Synology is being used as the share point for all common documents.
- Ensure strategic and technical coordination between partners: Biweekly meetings are held with all partners, and internal coordination meetings are held once a week. All online.
- Undertake project continuous reporting to the Agency – The project leader and leader of this WP have sent all relevant deliverables to the Agency.
- Sustain and facilitate regular communication within the project consortium and with the Agency. Biweekly meetings are held with all partners, and internal coordination meetings are held once a week. All online. Regular follow-up meetings have been held with the Agency and the project coordinator online:
 - a. 29/01/2024
 - b. 8/04/2024
 - c. 3/06/2024
 - d. 29/07/2024
 - e. 10/09/2024

Tasks:

T1.1. Administrative, financial and ethical management (Lead: ANYSOL; Contributors: all partners)

This task deals with all necessary mechanisms and structures for the management and administrative coordination of the project, incorporating all relevant activities, including project meetings, scope management and monitoring, cost and time management, financial audits and semi-annual technical and financial internal reporting, as well as the respect to ethical principles. The Project Coordinator (PC) coordinates the project from the global point of view, considering all organisational, legal, and financial aspects of the project. The PC is the point of contact for partners in communications with the EC and ensures the official periodic reports and deliverables are submitted.

Document name:	D1.3 Activity Progress Report					Page:	12 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Partners have contributed to this task:

- With an active involvement in all biweekly consortium meetings and the general assembly meetings.
- By contributing to half-yearly reporting to the project leader
- By coordinating all aspects of project management

In the case of Visit Flanders specifically:

- Reporting on financial administration within the Flemish Government every quarter, ensuring that budgets are kept on track.
- Weekly internal meetings with Visit Flanders staff for efficient and effective staff involvement.

T1.2 Scientific Quality Assurance Plan and Risk Management (Lead: ANYSOL)

Project quality is assured through the Project Management Handbook (D1.1), which presents the main aspects related to project management, organisational structure, operating procedures and management tools and forms (administrative forms, templates, financial aspects, communication procedures, deliverables schedules, reporting periods, contacts, etc.). The Project Management Handbook also provides a strategy for assessing the overall quality of the project's activities, results and deliverables, including timely delivery. Risks are constantly assessed and evaluated throughout the project. The risk management methodology consists of four steps:

- a) Risk identification
- b) Risk quantification
- c) Risk response
- d) Risk control and report

This task also involved delivering a Data Management Plan D1.2 drafted by AnySolution with contributions from the partners involved in WP.

This deliverable describes the first version of the data management plan (DMP) and the compliance protocol of the D3HUB project. This document provides information on the data the consortium is expected to collect, generate and process within the D3HUB project. It also outlines how the data collected during the implementation of the project will be handled in terms of storage, security and availability, discusses considerations related to how to make the data and research results findable, accessible, interoperable and reusable according to FAIR (Findable, Accessible, Interoperable, Reusable) principles.

Document name:	D1.3 Activity Progress Report			Page:	13 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



3 Overview of the progress of the work carried out in WP2

Lead Beneficiary: NIT

Time span: 15/11/2023 to 14/08/2026 (M1-M33)

3.1 WP2 Competence Centre Support Scheme

WP2 provides an empirical basis for developing a service portfolio grounded in the assessed needs of European DMOs and linked with the current state-of-the-art. As a cornerstone to support other activities and tasks within D3HUB, many core activities of WP2 already took place in year 1 of the project, collecting data via focus groups, a European-wide survey and surveying the literature and other project outputs. In addition, a baseline analysis was accomplished, and the recruitment of external experts was prepared. Finally, the competence centre's support scheme was drafted and will be implemented at the start of the competence centre's pilot phase in early 2025.

WP2 has four tasks, and Table 1 gives an overview of their contents and progress.

Table 1 WP2 tasks, contents and progress

Task number	Content	Lead partner	Progress
T2.1	Baseline analysis	ARCTUR	Final draft in D2.1 as of Nov 15, 2024
T2.2	Information needs and data requirements of DMOs and SMEs	NIT	Final draft in D2.1, as of Nov 15, 2024
T2.3	D3HUB pool of experts	NIT	Necessary qualifications and skills outlined in D2.1, as of Nov 15, 2024. First implementation in the pilot phase, along with the concrete needs of participants and programme planning of the pilot phase
T2.4	Competence Centre's support scheme	FLAND	First internal proposal drafted, as of September 2024, implementation in the pilot phase

WP2 aims to define the framework for the implementation and management of the competence centre and to delineate the support scheme of the competence centre based on the needs of DMOs and SMEs, with the support of the Destinations committee/advisory board.

3.1.1 WP2 Objectives for the period

The work package has four objectives:

1. Identify the state of the art of (a) data management (for tourism purposes) and (b) data-driven destination management (DMO's and SME's)
2. Identify the needs of stakeholders as to (a) data management (for tourism purposes), (b) data-driven destination management, and (c) international cooperation in Europe

Document name:	D1.3 Activity Progress Report					Page:	14 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



3. Recruit internal and external experts as facilitators for knowledge dissemination
4. Define a support scheme which serves as a basis for all subsequent work packages.

The first twelve months of the project have seen the completion of objectives 1 and 2, which support continued work towards objectives 3 and 4 in the coming period.

3.1.2 Progress towards objectives

In the first twelve months (November 2023 – November 2024) the project team focused on preparing tasks related to all four objectives. Implementation of actions (drafting baseline analysis, drafting support scheme, implementing surveys) was started in January 2024. The survey was launched in April and closed in June, collecting 226 answers across Europe. Additionally, more than 80 active participants were consulted in two workshops – one in-person and one online- covering the identification of stakeholder needs for data management and data-driven destination management. A literature review was also conducted and finalised to identify the state of the art, all integrated in Deliverable 2.1. The baseline analysis results and experts' necessary qualifications were also incorporated into Deliverable 2.1. As an important step towards the start of the pilot phase in early 2025, a first set of support measures was drafted

The first period also saw the achievement of two milestones, the first related to analysing the needs and requirements of destinations (MS2), and the second one preparing and proposing a first set of support measures (MS3). These steps provide the basis for further progression of WP2 towards the selection of experts and finalisation of the service portfolio of the Competence Centre.

3.1.3 General Status of the WP

Task 2.1: Baseline analysis (Lead: ARCTUR; Contributors: NIT, FLAND)

- Completed and integrated into D2.1

Task 2.2: Information needs and data requirements of DMOs and SMEs (Lead: NIT; Contributors: ANYSOL, NECSTOUR, TURAND, MITUR, ARCTUR, FLAND)

- Internal report “Review of existing studies” (draft)
- Europewide survey completed
- Two expert workshops completed
- Surveys and workshop results analysed
- Results reported in D2.1

Task 2.3.: D3HUB pool of experts (Lead: NIT; Contributors: ANYSOL, ARCTUR, FLAND)

- Task conceptualisation (draft)

Task 2.4.: Competence Centre’s Support Scheme (Lead: FLAND; Contributors: ANYSOL, NECSTOUR, TURANT, NIT, ARCTUR)

- The Competence Centre’s support scheme task started on 15 February 2024. The initial task mainly dovetailed with Task 2.2, which provided feedback on the questionnaire and ensured relevant task connectivity.
- Internal discussions on Support Scheme setup during consortium meetings
- Drafting of the first proposal on a set of Support Scheme measures for MS3 (September 2024), building on learnings from the survey and workshops

Document name:	D1.3 Activity Progress Report			Page:	15 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



3.1.4 Contributions from partners to be highlighted

FLAND

Task 2.2: Information needs and data requirements of DMOs and SMEs

- Participation in discussions among all project partners on how to conceptualise information needs and data requirements
- Provision of feedback on the questionnaire tool and assisting in French translation
- Support distributing the survey via Visit Flanders networks (newsletter and social media)
- Discussions with Visit Flanders communication experts, ETC on setting up directed LinkedIn advertisement to increase response rate potentially
- Active participation in two expert workshops, co-leading Luleå session and facilitating an online breakout room
- Provision of feedback on D2.1 report

Task 2.3 D3HUB pool of experts

- Participation in ongoing discussions with project partners as to the requirements for advisory boards and experts
- Provision of feedback on task conceptualisation and drafted qualifications

Task 2.4 Competence Centres Support Scheme

- Collection of initial ideas on service portfolio and support scheme from D3HUB partners
- Collection and reading of academic papers and whitepapers on data-driven destination decision-making, big data and data insights for destination management
- Desk research on existing Competence Centres' operationalisation
- Analysis of the preliminary survey responses to prepare and lead an internal discussion on the service portfolio during the consortium meeting
- Drafting of milestone MS3 on the first set of Service Portfolio
- Ensuring linkages between Service Portfolio and open call for pilots under WP4

NIT

Task 2.1: Baseline analysis

- Provided German-speaking examples
- Discussed, reviewed and integrated results into D2.1

Task 2.2: Information needs and data requirements of DMOs and SMEs

- Task lead, overall responsibility for this task
- Reviewed literature and previous projects for relevant information on data and information needs of DMOs
- Drafted, discussed and finalised survey questionnaire
- Coordinated translations from other project partners
- Implemented and tested survey in the EUSurvey platform
- Drafted and implemented workshop concepts
- Moderated workshops
- Collected, cleaned and analysed data
- Presented results to the project team in Malaga
- Documented results of all previous steps
- Drafted, discussed and finalised D2.1

Document name:	D1.3 Activity Progress Report			Page:	16 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Task 2.3 D3HUB pool of experts

- Task lead, overall responsibility for this task
- Drafted, discussed and finalised expert's qualifications
- Integrated results in D2.1
- Drafted implementation concept for external experts in the pilot phase

Task 2.4 Competence Centre's support scheme

- Participated in ongoing discussions with project partners as to the Competence Centre's support scheme
- Provided feedback on task conceptualisation

ARCTUR

ARCTUR have cooperated with **WP2**, particularly in assessing links between assessed data needs through the stakeholder survey and the common indicator approaches found in the literature and existing indicator systems. This also includes identifying blind spots that can inform methodological innovations in WP4.

Task 2.1: Baseline analysis

- Prepared a list of national, regional and international data initiatives, transnational/global initiatives and private (commercial) data initiatives)
- Analysed business models by mission and objective, stakeholders, services and activities, value propositions, revenue streams and key resources
- Prepared and updated the results of the analysis for D2.1

Task 2.4 Competence Centre's support scheme

- Participated in ongoing discussions with project partners as to the Competence Centre's support scheme
- Provided feedback on task conceptualisation

ANYSQL

Task 2.2: Information needs and data requirements of DMOs and SMEs

- Contributed to the definition of the survey and feedback as well as assist in Spanish translation
- Supported the distribution of the survey via national and European networks. Direct contact with entities to ensure participation
- Support in workshops
- Contributed to and reviewed D2.1

Task 2.3 D3HUB pool of experts

- Contributed to a discussion about the expert profiles and potential onboarding
- Defined payment procedures

Task 2.4 Competence Centres Support Scheme

- Contributions to the definition of services to complete the milestone
- Link with D5.1
- Contributed to the first draft of the support scheme definition

Document name:	D1.3 Activity Progress Report					Page:	17 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



TURAND

Cooperating with NIT in WP2, particularly regarding the needs assessment of DMOs and the selection criteria for experts, to ensure that the services provided in WP4 are linked to identified needs and supported by relevant experts.

NECSTOUR

Task 2.2: Information needs and data requirements of DMOs and SMEs

- Reviewed literature and previous projects for relevant information on data and information needs of DMOs
- Contributed to the survey questionnaire creation.
- Held, coordinated and moderated the D3HUB Support Scheme Workshop for gathering DMOs' information needs (online webinar and in-person workshop in Lulea - Swedish Lapland with more than 40 DMOs during NECSTouR's AGM).
- Contributed to D2.1

Task 2.4 Competence Centre's support scheme

- Participated in ongoing discussions with project partners as to the Competence Centre's support scheme
- Provided information and experience about the support scheme offered by the Tourism of Tomorrow Lab to its Premium Members.
- Contributed to MS3: First set of support measures interim report
- Ensured linkages between Service Portfolio, and open call for pilots under WP4 and business and continuity plan in WP5

MITUR

Task 2.2: Information needs and data requirements of DMOs and SMEs

- "Stakeholder questionnaire" revision and Italian translation
- Contributions to D2.1
- Participation and moderator activity in the D3HUB Support Scheme Workshop

Document name:	D1.3 Activity Progress Report			Page:	18 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



4 Overview of the progress of the work carried out in WP3

Lead Beneficiary: ARCTUR

Time span: 15/11/2023 to 14/11/2026

4.1 WP3 Technological Framework for Sustainable and Competitive Tourism

The overall objective of WP3 is to develop a comprehensive and integrated technological framework that enables sustainable, competitive and resilient tourism while promoting responsible and respectful tourism practices. The Destinations' committee/advisory boards are involved in this WP. The **data mapping task** consists in identifying and collecting relevant tourism data from various sources, including public and private sector organisations. The **common methodology for measuring tourism sustainability** provides a standardised approach for evaluating tourism activities' e.g. environmental, social, and economic impacts. The data-sharing approach will enable stakeholders **to access and exchange information**, promoting transparency and collaboration.

WP3 aims to develop a comprehensive technological framework that supports a data-driven sustainable tourism transition through data mapping and collection. This framework will provide a standardised methodology for sustainability measurement and data sharing via a data visualisation dashboard.

4.1.1 WP3 Objectives for the period

WP3 has three main objectives:

1. Identifying and collecting relevant tourism data from various sources,
2. Developing a common methodology for measuring tourism sustainability across environmental, social, and economic impacts,
3. Supporting a data-sharing approach that will enable stakeholders to access and exchange information, taking the form of a dashboard.

During the first twelve months of the project, the focus has been on the first objective, supported by a literature review, data mapping, and analysis of other data initiatives. Furthermore, the consortium started by developing a common sustainable indicator measurement methodology, again supported by analysing existing systems and building on best practices. Requirements for the data architecture were discussed with external platforms (primarily the EU Tourism Dashboard and Italian Tourism Hub) to ensure that the data-sharing approach can be linked to existing initiatives at the European level.

4.1.2 Progress towards objectives

In the first project year, a thorough data mapping for tourism decision-making took place, identifying relevant indicators and potential data sources that can support data-driven destination management solutions. Through cooperation in various networks and discussions at international conferences on measurement indicators and instruments, additional knowledge was generated on current best practices on sustainable tourism indicators, providing an overview of data availability and common methodologies. Meetings with the Joint Research Centre were set up to discuss potential synergies between the D3HUB dashboard and the EU Tourism Dashboard.

More activities are planned, such as the pilots in WP4, which will be selected at the beginning of 2025.

Document name:	D1.3 Activity Progress Report					Page:	19 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



4.1.3 General status of the WP

Task 3.1: Data mapping for tourism decision-making (Lead ARCTUR; Contributors: ANYSOL, NECSTOUR, TURAND, MITUR, NIT, FLAND).

- A literature review on (sustainable) tourism indicators was conducted to identify communal data types and indicators.
- A mapping of other data initiatives was undertaken to assess existing frameworks and build on best practices.

Task 3.2: Common methodology for measuring tourism sustainability (Lead TURAND; Contributors: ANYSOL, NECSTOUR, MITUR, NIT, ARCTUR, FLAND)

- Based on Task 3.1 and furthering work on the TSI indicators initiative, an aspirational list of indicators was drafted.
- Data sources needed to complete the indicators were identified and reported on.
- Approaches to measuring tourism sustainability were discussed in international networks and conferences.
- Several methodologies for developing sustainable indicators and indexes were trialled at the local destination level.

Task 3.3: Data sharing approach in tourism (Lead ARCTUR; Contributors: ANYSOL, MITUR, NIT)

- Meetings with the Joint Research Centre were set up to discuss linkages between the D3HUB dashboard (to be developed) and the EU Tourism Dashboard
- Meeting with the Italian Ministry's Office, responsible for developing the Italian Tourism Hub (TDH).

Task 3.4: Digital solutions, data visualisation & technical developments (Lead ANYSOL; Contributors: NECSTOUR, TURAND, NIT, ARCTUR)

- Meetings with the Joint Research Centre were set up to discuss linkages between the D3HUB dashboard (to be developed) and the EU Tourism Dashboard).
- The initial design of AI is to be used with THE Dashboard.

We are waiting for the final selection of DMOs in WP4 to gather open data from the cities/regions so that we do not have to start from scratch.

4.1.4 Contributions from partners to be highlighted

ANYSOL

Task 3.1: Data mapping for tourism decision-making

Contribution to mapping data initiatives

Task 3.2: Common methodology for measuring tourism sustainability

- Participated in a meeting to measure tourism sustainability organized as part of the TSI Italy by the OECD (16 May)
- Analysis of the methodology to measure the indicators of sustainable tourism to be integrated into the dashboard
- Participation in the T4T Experts group related to Indicators. Participation in the event organised, in which D3HUB was presented

Document name:	D1.3 Activity Progress Report			Page:	20 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Task 3.3: Data sharing approach in tourism

- Reviewing existing technologies
- Meeting with the JRC to ensure interoperability by design with the EU Tourism Dashboard (2 meetings organised)
- Analysis of how D3HUB and DEPLOYTOUR can be complementary

Task 3.4: Digital solutions, data visualisation & technical developments

- Meetings with the JRC to ensure that the dashboard will be interoperable with the EU Tourism Dashboard
- TURAND/NECSTOUR have sent the methodology to calculate the indicators of sustainable tourism to understand which data is needed to calculate the indicators

FLAND

Task 3.1: Data mapping for tourism decision-making

- Conducted an analysis of academic literature on the availability and development of tourism sustainability indicators for social, economic and environmental impacts.
- Mapped data initiatives and sources (both open access and private) for integration into destination dashboards for informed and data-driven decisions.

Task 3.2: Common methodology for measuring tourism sustainability

- Participated in a meeting to measure tourism sustainability organized as part of the TSI Italy by the OECD (19 April)
- Presented an approach to measuring tourism sustainability at the TSI meeting for Malta (14 March) and the TSI for Greece (24 April), both organised by the OECD
- Meeting with academic sustainability experts on CO2-emission measurement and monitoring as part of Visit Flanders' participation in the NECSTOUR, ETC working group on a sustainable and green transition (12 June)
- Met with local stakeholders, particularly the urban and provincial DMOs, to establish communal indicator approaches and existing needs of local stakeholders to help ensure the development of a common methodology that fits the needs of a diverse set of destinations

ARCTUR

Task 3.1: Data mapping for tourism decision-making

- Mapped data initiatives and sources used by the initiatives (in relation to task T2.1).

Task 3.3: Data sharing approach in tourism

- Meeting with the Italian Ministry's Office, which is in charge of developing the Italian Tourism Hub (TDH) and data sharing approach.
- Explored various data-sharing approaches to be included in the guidelines

Task 3.4: Digital solutions, data visualisation & technical developments

- Prepared user requirements for AI service to be used by pilots.

NIT

Task 3.2: Common methodology for measuring tourism sustainability

Document name:	D1.3 Activity Progress Report			Page:	21 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



- Discussions on this topic in various relations within the project; an internal stocktaking/lit review to be au courant for the state-of-art

TURAND

Task 3.2: Common methodology for measuring tourism sustainability

- *Leadership among the Spanish regions within the TSI Spain Project*

the Technical Support Instrument (TSI) Spain project, called “**Measuring and Monitoring the Sustainability of Tourism at Regional Level in Spain,**” was financed by DG REFORM, who contracted OECD to support 4 Spanish regions led by TURAND, are Catalonia, Valencia Region and Navarra. The project aimed to align tourism sustainability metrics in regions across Spain. This leadership provides a robust foundation for TURAND's contributions to the D3HUB project, ensuring methodologies are both locally relevant and globally informed. The publication result of this project can be downloaded here in English: https://www.oecd-ilibrary.org/industry-and-services/measuring-and-monitoring-the-sustainability-of-tourism-at-regional-level-in-spain_7f116e7f-en

- *Development of a Proposal for Indicators for UN Tourism*

TURAND has been instrumental in drafting the first proposal of indicators for measuring the sustainability of tourism in line with UN Tourism’s SF-MST, in collaboration with IN2DESTINATION and the University of Malaga. This document (accessible here https://pre-webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2024-11/NOV_24_Proposal_Indicator_MST_SF_2024.pdf) emphasises globally consistent yet adaptable measures, reflecting the multi-dimensional nature of sustainability in tourism. This is a relevant step forward to be embraced by D3HUB.

- *Engagement with Eurostat*

Since Eurostat also participates in the UN Tourism Statistics Committee, within that context, TURAND has engaged in meaningful conversations with Eurostat, contributing insights on statistical needs and frameworks for measuring tourism sustainability at the European level, at different NUT and LAU levels. These discussions aim to ensure alignment and enhance comparability of data across member states.

- *Collaboration in the T4T Expert Group on Indicators*

Within the framework of the T4T (*Tourism for Tomorrow*) expert group on indicators, TURAND, as the leader of this subgroup, has been actively involved in developing a mapping exercise to identify and analyse European tourism sustainability initiatives. This collaboration helps D3HUB build upon already existing initiatives without the need to reinvent the wheel. <https://transition-pathways.europa.eu/knowledge-documents/harmonising-tourism-statistics-sustainability-report-t4t-expert-group>

- *Dialogue with the Joint Research Centre (JRC)*

TURAND has maintained an ongoing dialogue with the European Commission’s Joint Research Centre (JRC), contributing to discussions on indicators, methodologies and data integration applied on the EU’s Tourism Dashboard. This relationship ensures that the D3HUB project benefits from the JRC’s technical expertise and alignment with broader EU research initiatives.

TURAND’s cooperation in WP3, via participation in meetings on TSI measurement, approaches to frame tourism sustainability measurement needs within the support scheme service offered to the pilot destinations.

Document name:	D1.3 Activity Progress Report			Page:	22 of 59	
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status: Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



NECSTOUR

Task 3.1: Data mapping for tourism decision-making

- Identification of different decision-making initiatives in Europe, including experiences from the Tourism of Tomorrow Lab

Task 3.2: Common methodology for measuring tourism sustainability

- Contributed to the creation of methodology based on the TSI Spain project
- Designing future methodology for the internationalisation of the Spanish indicators

Task 3.3: Data sharing approach in tourism

- Review of existing solutions, technologies, and examples for tourism for IT infrastructure and projects: API, Dashboards.

Document name:	D1.3 Activity Progress Report					Page:	23 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



5 Overview of the progress of the work carried out in WP4

Lead Beneficiary: TURAND

Time span: 15/05/2024 to 14/11/2026 (M1-M36)

5.1 WP4 Test and Validation Framework

The objective of WP4 is to test the European Competence Centre theoretical support scheme by a critical mass of destinations to solve real challenges with real data and tools in their journey towards “data-driven management” and validate the scheme in a way that becomes the Centre’s service portfolio. To achieve this, a core task of the WP lies in selecting a varied list of pilot destinations across Europe on a neutral and objective basis. WP4 covers both pilot identification/assessment, pilot selection, testing and validation, with the first year focused on.

WP4 aims to select at least 30 varied pilot destinations across Europe to test the Competence Centre Support Scheme's methodology and potential for providing solutions and competence building for real challenges. These learnings will help validate the service portfolio and provide inputs to WP5's business modelling.

Figure 1 WP4 tasks, deliverables and milestones

Tasks	Deliverables	Milestones
<ul style="list-style-type: none">• <u>T4.1: Pilot identification and assessment scheme</u>• <u>T4.2: Pilot selection</u>• <u>T4.3: Testing</u>• <u>T4.4: Validating</u>	<ul style="list-style-type: none">• <u>D4.1: Destinations’ Recruitment Process Report</u>• <u>D4.2: Support scheme testing Report</u>• <u>D4.3: Validation Report</u>	<ul style="list-style-type: none">• <u>MS5: Selected Participants</u>• <u>MS6: Support Scheme Validation</u>

5.1.1 WP4 Objectives for the period

The work package has four objectives:

1. The identification of potential pilot organisations through a set of selection criteria that serve as an objective instrument to select a diverse group of pilots representative of the complex European ecosystem of DMOs
2. The selection of a minimum of thirty pilot DMOs across Europe through an open call for pilots and an objective evaluation process
3. The testing of the theoretical support scheme in its potential for capacity building and solving real destination challenges via the use of peer-to-peer exchanges, workshops, webinars, one-stop-shop learning materials, dashboards and tools
4. The validation of services provided as part of the pilot scheme.

The objectives of WP4 focus on ensuring a process for identifying, selecting, testing, and validating pilot destinations to support the project's goals. The first objective is to recruit a diverse and balanced group of pilot destinations representing a wide range of geographic locations, governance levels, destination types, and data proficiency levels. This involves defining clear selection criteria and implementing an assessment scheme to ensure fairness and transparency.

Document name:	D1.3 Activity Progress Report					Page:	24 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Another key objective is to test support schemes with the selected pilot destinations to gather practical insights into their effectiveness and scalability. This testing phase aims to refine the methodologies and tools being developed, ensuring they address the real-world challenges faced by destinations.

Finally, WP4 aims to validate the outcomes of the testing phase by analysing the results and confirming the feasibility and impact of the support schemes. The ultimate goal is to ensure that the tested solutions are applicable across various contexts and can contribute to capacity building and sustainable development in the tourism sector.

The activities under Work Package 4 commenced on May 15, 2024. During Period 2, Objective 1 was successfully completed, and Objective 2 was initiated.

5.1.2 Progress towards objectives

During the project's first year, the focus was identifying relevant selection criteria for pilots and developing a communication plan for the open call. At the consortium meeting in Andalusia, a proposal was presented to divide the work with the 30 pilots into different topical challenges or clusters based on survey findings. These challenges were selected in collaboration with partners and validated through an additional online survey to identify relevant topics for structuring the pilots.

As a result, four key topics were selected, each addressing critical challenges faced by European DMOs, forming the basis for refining the selection criteria. An open call for pilots was drafted, incorporating both quota-based and scoring criteria to ensure a transparent and objective selection process. A dissemination strategy was developed and implemented to promote the open call widely across Europe, supported by an online application form on the EU Survey tool to collect statements of interest. The open call was officially launched on October 14 and will run until December 15th.

Pilot Destinations

It would be ideal for a minimum of 30 pilot destinations to be involved in the analysis.

Pilot destinations should be attractive and significant enough to attract other pilot destinations.

These will be clusters for the different support schemes.

Language barriers could be a major factor in selecting pilot destinations and experts/participants.

Flanders and Andalusia should not be considered separate pilots, but destinations within these regions can be eligible as pilot destinations.

Pilot destinations should have enough resources to realistically and effectively deploy the pilot.

The working language should be English

Pilot Selection Criteria

Categories: beginners, proficiency, Europe-wide spread.

Pilots will include cities, countries, and island destinations.

It was suggested that pilots could be countries, especially considering active National DMOs such as Portugal and small countries like Malta.

TURAND will cross-check the list of DMOs and sign them off based on these criteria to ensure a balanced selection.

5.1.3 General status of the WP

Task 4.1: Pilot identification and assessment scheme (Lead: FLAND; Contributors: ANYSOL, NECSTOUR, TURAND, NIT)

- Four topical challenges were selected based on an internal consortium discussion and an online poll
- Quota selection criteria and scoring criteria were identified and drafted

Document name:	D1.3 Activity Progress Report			Page:	25 of 59	
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status: Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



- Feedback on selection and scoring criteria was collected from D3HUB boards and integrated into a final call for pilots
- An assessment script was written to support the objective scoring of applications

Task 4.2: Pilot selection (Lead: TURAND; Contributors: ANYSOL, NECSTOUR, FLAND)

- The open call for pilots was launched on October 14
- Dissemination activities of the open call for pilots occurred within the Knowledge network of the partners and through communication via the organisation's social media and newsletter
- A general FAQ session was organised online by the D3HUB consortium

Task 4.3.: Testing (Lead: NECSTOUR; Contributors: ANYSOL, TURAND, FLAND)

- Reading of literature and experimenting with potentially relevant methodologies to be used for capacity building during the testing phase

Task 4.4.: Validating (Lead: MITUR; Contributors: NECSTOUR, TURAND, NIT, FLAND)

- Not started yet

5.1.4 Contributions from partners to be highlighted

All partners attended meetings and contributed their knowledge.

TURAND

Task 4.1 Pilot Identification and Assessment Scheme:

- Defined thematic clusters and key aspects for organising pilots, ensuring alignment with project goals.
- Developed selection criteria based on geography, governance level, destination type, and data proficiency, ensuring balance among supporting organisations.
- Conducted a talent-mapping survey to identify consortium experts who could support pilot destinations.

Task 4.2 Pilot Selection:

- Coordinated internal meetings with NECST and FLAND to define selection aspects and launch the call.
- Promoted the open call through the knowledge networks of partners and organisational social media/newsletters.
- Participated in dissemination activities, including events like Vienna, SEGITTUR/D3HUB meeting, TIS Sevilla, and NECSTouR AGM.
- Contributed to a general FAQ session organised online by the D3HUB consortium.
- Coordination Across WP4: Coordinated necessary work within WP4, ensuring alignment and collaboration across all partners.

FLANDERS

Task 4.1 Pilot Identification and Assessment Scheme:

- Analysed the European-wide survey and expert workshops (WP2) results to identify relevant topics.
- Contributed to consortium discussions on the pilot-testing approach and key topic selection.
- Identified main selection criteria, balancing diversity (quota approach) and participant motivation/insights (scoring approach).
- Compared similar open calls from other European projects to ensure D3HUB followed best practices.
- Drafted the open call for pilots and developed the selection script for an objective scoring algorithm.

Task 4.2 Pilot Selection:

- Created an online form for declarations of interest in the pilot program.

Document name:	D1.3 Activity Progress Report			Page:	26 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



- Supported dissemination, particularly within the Flemish network of DMOs, through newsletters, social media posts, direct emails, and presentations at the Visit Flanders knowledge network.
- Presented the call for pilots at the annual TourMIS conference in Vienna, emphasising D3HUB's capacity-building approach.

NECSTouR

Task 4.1 Pilot Identification and Assessment Scheme:

- Analysed information needs and requirements from Task T2.2.
- Identified clusters for the testing phase.

Task 4.2 Pilot Selection:

- Defined selection and scoring criteria, participation rules, and testing phase documentation.
- Drafted the pilot phase document call.
- Participated in dissemination events, including online webinars (in Spanish) and a Q&A event on November 15th.

Task 4.3 Testing:

- Identified relevant literature and experimented with methodologies, including:
- Resident-visitor surveys.
- Analysis of secondary homes.
- Carrying capacity approaches.
- These methodologies provided valuable insights for the capacity-building process during the testing phase.

NIT

- Coordinated with **WP4 and WP5** to prepare their respective tasks and collect input for WP2.

Document name:	D1.3 Activity Progress Report					Page:	27 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



6 Overview of the progress of the work carried out in WP5

Lead Beneficiary: NECSTOUR

Time span: 15/05/2024 to 14/11/2026 (M1-M36)

6.1 WP5 Implementing and Managing the Competence Centre

The objective of WP5 is to conceptualise, run, monitor performance and sustain the competence centre, where all the different “bricks” that are being built throughout the previous WPs come together: legal entity, business model, service portfolio, KPIs, secure the necessary alliances and resources to guarantee the competence centre’s continuity and its alignment with the Tourism Transition Pathways targets.

WP5 aims to design, establish, oversee, and ensure the long-term viability of the competence centre, which serves as the unifying platform for all the components developed in the earlier work packages. These include the legal framework, business strategy, service offerings, key performance indicators, and the formation of essential partnerships and resource networks needed to secure the centre’s sustainability and alignment with the goals of the Tourism Transition Pathways.

WP5 has four tasks, and Table 2 gives an overview of their contents and progress.

Table 2 WP5 tasks, contents, and progress

Task number	Content	Lead partner	Progress
T5.1	Conceptualization and formalization	ANYSOL	D5.1: Detailed organisational and functional structure of the Competence Centre published in M6. Deliverable approved by EISMEA
T5.2	Implementation of the Competence Center	<u>NECSTouR</u>	MS7: <u>Competence</u> Centre Start achieved in M10
T5.3	Sustainability and continuity	<u>NECSTouR</u>	MS8: Advisory board of official statistics and of Destinations formed in M9
T5.4	Monitoring and reporting framework for destinations	ANYSOL	Technical details already defined. Meetings with the JRC <u>organised</u> to be aligned and interoperable. The platform will be <u>open source</u>

WP5's primary goal is to establish and oversee the Competence Centre. Consequently, this WP is closely interconnected with the other WPs, as their outcomes will directly influence the CC. Specifically, the relationship between WP5 and the other WPs is outlined in the following table:

Document name:	D1.3 Activity Progress Report			Page:	28 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Table 3 WP5 relationship with other WPs

WP1: Project management and coordination	Coordinating transversal activities
WP2: Competence Centre Support Scheme	<p>Tasks T2.1 Baseline Analysis, T2.2 Information needs, data requirements of DMOs and SMEs, and T2.4 Competence Centre's support scheme is closely related to WP5 as the future Competence Center business model and continuity plan depend on the support scheme defined on those tasks. A close feedback loop between tasks 5.2 Implementation of the Competence Centre and T5.3 Sustainability and continuity is established.</p> <p>In addition, T2.3 D3HUB pool of experts also interacts with WP5 as experts will play an important role in the functioning of the Competence Centre because they will be the ones to provide content and knowledge to foster peer-to-peer learning and create collaborative knowledge.</p>
WP3: Technological Framework for Sustainable and Competitive Tourism	The Competence Center aims to guide European DMOs to adopt a data-driven approach to improve their competitiveness and sustainability in their destinations. The Business model and continuity plan defined in T5.2 and T5.3 must be designed with this overall objective as the main objective. For this reason, again, a close feedback loop must be established between all the tasks involved in this WP that defines the sustainability framework to be used and the technology platform and digital tools to be used by the Competence Center.
WP4: Test and Validation Framework	WP4 is nuclear for WP5 as it delivers the first services to European DMOs through the 1-year pilot phase. This pilot testing in T4.3 and its validation in T4.4 will provide valuable information for defining the final service portfolio that the Competence Center will provide.
WP6: Communication, Dissemination and Networking	As the Competence Center officially started its activity in month 10 with the achievement of the milestone MS7 Competence Center Start, communication, dissemination, and networking activities are fundamental activities and have been reinforced. In the business model

Document name:	D1.3 Activity Progress Report	Page:	29 of 59
Reference:	D1.3	Dissemination:	PU
	Version:	1.0	Status: Final



	<p>approach for the future Competence Center, it is very important to position it as a collaborative hub. Thus, these WP activities must be integrated into the business and continuity model.</p> <p>Through tasks T6.1 Amplifying Impact: Communication and Dissemination, T6.2 Synergies & ecosystem building, and T6.3 Cross-border activities and cooperation, the objective is to create brand awareness and build a trust relationship with relevant actors/stakeholders and target audiences.</p>
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6.1.1 WP5 Objectives for the period

The work package has four objectives:

- To conceptualise and formalise the competence centre from the perspective of a legal entity
- Establish and implement a business model and service portfolio within the project and beyond
- Secure necessary alliances and resources to guarantee the continuity of the competence centre
- Monitor the competence centre's performance and impacts through KPIs

6.1.2 Progress towards objectives

In the project's first year, WP5 focused on laying the groundwork for the Competence Centre's conceptualisation and formalisation. A key accomplishment was developing the Centre's organisational and functional structure, achieved through Task T5.1. This task culminated in submitting Deliverable D5.1: Detailed Organizational and Functional Structure of the Competence Centre in month 6. This deliverable thoroughly examines potential administrative models for the Competence Centre, evaluating the pros and cons of each. Additionally, the administrative structures of several existing European entities, primarily those in the tourism sector, were studied. These analyses offered valuable insights into their operations and experiences with their legal forms' perceived benefits and challenges.

Given that the Competence Centre is in its initial operational phase, the optimal legal form and final structure will be determined as the project progresses. Insights gained from future activities, including the piloting phase, business continuity model development, and ongoing stakeholder consultations, will be instrumental in informing this decision. Deliverable D5.1 offers a preliminary overview of the potential options, which will be refined as the project evolves and new information becomes available. EISMEA has approved D5.1.

To integrate various stakeholders from the European tourism ecosystem and establish the future Competence Centre as a hub that unites initiatives, fosters synergies, and prevents overlaps, two advisory boards have been established within this WP5. This effort led to the achievement of milestone MS8: Advisory boards. A Statistics and Research advisory board and a DMOs and Ecosystem advisory board have been created, integrating some of the most representative European tourism stakeholders. In addition, these boards are open to integrating more partners as the project progresses to ensure

Document name:	D1.3 Activity Progress Report			Page:	30 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

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the sector's representation. Ultimately, this initiative seeks to establish the future Competence Centre as a central hub for unifying initiatives within the sector. These boards have already participated in several consultations, providing feedback about the project's activities, such as defining the pilot phase (WP4).

On the other hand, a solid business model for the future Competence Centre will provide a core to developing a business model that will ensure the continuity and sustainability of the Competence Centre once the D3HUB project finishes. In task 5.2, after analysing different methodologies and approaches, the Canvas Business model methodology was chosen to develop the business model, and the first version of it was started working on. This adopted methodology will be used internally within the consortium and with other external entities, such as the advisory boards and the rest of the European tourism ecosystem, to co-create the Competence Centre's business model tailored to the sector priorities and requirements.

Implementing all the activities outlined above during the first year of activity has resulted in the achievement of Milestone MS7: Launch of the Competence Centre. This milestone marks the official commencement of the Competence Centre's support operations. Thus, one of the first activities of the Competence Centre is running a pilot phase through 2025 with at least 30 European DMOs testing the preliminary support scheme defined in WP2 with a special focus on gathering feedback for developing the business and continuity model.

6.1.3 General status of the WP

Task 5.1 Conceptualisation and Formalisation (Lead: ANYSOL, Contributors: NECSTOUR, MITUR, ASJUBA)

This task focuses on establishing the governance and legal framework for the Competence Centre. This is essential for the centre's formal launch and sustainability. Key activities include conducting a legal assessment, defining the structure and procedures, identifying and acquiring necessary resources, drafting operational statutes, creating an organisational flowchart, and outlining recruitment processes for necessary staff.

In this first year, this activity led to the submission of deliverable D5.1: Detailed Organizational and Functional Structure of the Competence Centre in month 6. This deliverable includes a comprehensive study of the various administrative models the Competence Centre could adopt, analysing the advantages and disadvantages of each. In addition, several existing European entities, primarily related to tourism, were examined for their administrative structures. These analyses provided valuable insights into their operations and their experiences regarding the perceived benefits and challenges associated with their legal forms.

Given that the Competence Centre is in its initial operational phase, the optimal legal form and final structure will be determined as the project progresses. Insights gained from future project developments, such as the piloting phase, the business continuity model, and consultations with stakeholders like the Advisory Boards, will be instrumental in making this decision. Therefore, Deliverable D5.1 offers a preliminary overview of the options, which will be refined as the project evolves and more information becomes available. EISMEA has approved D5.1.

Task 5.2 Implementation of the Competence Centre (Lead: NECSTOUR; Contributors: ANYSOL, TURAND, MITUR, NIT, ARCTUR, FLAND, ASJUBA)

This task lays the groundwork and carries out the primary activities of the European Competence Centre. It involves defining, analysing, validating, and testing various business model scenarios and creating links with the different European Tourism stakeholders, integrating them, and acting as a hub.

During this first-period report, the most important milestone achieved in this task was the milestone MS7: Competence Centre Start, achieved in month 10. This initial phase offers a preliminary draft of

Document name:	D1.3 Activity Progress Report					Page:	31 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



the support scheme (MS3 First set of support measures) that will be implemented through a series of pilots in WP4: Test and Validation Framework during 2025.

Task 5.3 Sustainability and Continuity (Lead: NECSTOUR; Contributors: ANYSOL, TURAND, NIT, FLAND, ASJUBA)

This task aims to develop a continuity and sustainability plan for the future Competence Centre, ensuring financial self-sufficiency once the D3HUB project concludes. To accomplish this, it is essential to establish a collaborative ecosystem involving all identified stakeholders, clearly defining their roles within the Centre's operations. By integrating existing initiatives and projects, the plan will outline a comprehensive strategy for continuity, supported by a robust financial and communication framework to guarantee the Centre's long-term success.

During this period, efforts have been concentrated on identifying the key stakeholders within the European tourism ecosystem, studying their initiatives, and analysing how the future Competence Centre can complement them by acting as a catalyst and multiplier of impacts. The objective is to develop a continuity plan that integrates these various actors, ensuring the Competence Centre evolves as the ongoing result of a co-creation process. This approach aims to guarantee alignment with the sector's priorities and requirements, fostering long-term collaboration and relevance.

As a result of these efforts, the milestone MS8: Advisory boards, has been successfully achieved, creating two advisory boards representing the European Tourism Ecosystem were formed:

- Statistics and Research advisory board: composed of the Official Statistical bodies of other European and internationally recognised research bodies (such as Eurostat, the E.U. Joint Research Centre, the UNWTO Statistical Department, etc.).
- DMOs and Ecosystem advisory board: This board is composed of umbrella organisations, networks, and hubs, supporting D3HUB in extending the destination ecosystem, multiplying the beneficiaries, and reaching out to the competence centre.

Establishing both advisory boards is a critical milestone for ensuring the involvement of key stakeholders who will contribute to consultative and co-creation processes throughout the project's execution. Their input will help design a Competence Centre that avoids duplication, leverages synergies, and addresses existing gaps, all while remaining aligned with the needs of the tourism sector.

The current composition of the two advisory boards can be viewed at this [link](#). The process of adding new members to both boards remains open throughout the project.

Task 5.4 Monitoring and reporting framework for destinations (Lead: ANYSOL; Contributors: NECSTOUR, MITUR, NIT, FLAND, ASJUBA)

This task will define and set up a complete monitoring system to provide information internally (partners involved) and externally (destinations, EU entities, and other stakeholders). In particular, this framework will provide updated information for:

- Tracking execution
- Measuring the impact created on the destinations and SMEs
- Assessing the contribution to the different Transition Pathway for Tourism
- Ensuring the Competence Centre's compliance with the objectives initially stated.
- Ensuring the Competence Centre's continuity achievement according to the sustainability business plan.

This task is scheduled to begin in the final quarter of year two. Therefore, there is no progress to report during this period.

Document name:	D1.3 Activity Progress Report			Page:	32 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



6.1.4 Contributions from partners to be highlighted

ANYSOL

Task 5.1: Conceptualisation and formalisation

ANYSOL leads this task, coordinating the different subtasks and partners involved (NECSTOUR, ASJUBA, MITUR).

- Coordinated and produced the deliverable D5.1 Detailed organisational and functional structure of the Competence Centre.
- Deliverable submitted and approved by EISMEA.

Task 5.2: Implementation of the Competence Centre

- Defined the Competence Centre business model.
- Participated in the Marbella in-person workshop for creating the first version of the Competence Centre business model.
- Invitations were sent to the members of both boards. Creation of Excel with the follow-up of the members. Publishing the picture of the members on the web.
- Supported the definition of the milestones and activities to be covered by the CC.

Task 5.3: Sustainability and continuity

- Created links with other European stakeholders presenting the D3HUB project and the Competence Centre objectives to involve them in the initiative.

NECSTOUR

Task 5.1: Conceptualisation and formalisation

- Participated in the desk research to identify legal entities that could adopt the future Competence Centre.
- Identified European Tourism entities that already exist and performed interviews with them to gain insights and incorporate them into D5.1
- Contributed to deliverable D5.1, which detailed the organisational and functional structure of the competence centre.

Task 5.2: Implementation of the Competence Centre

- Coordinated all the activities and partners involved in this Work Package.
- Coordinated and manage inputs from the other WPs to and achieve **MS7: Competence Centre Start was achieved in month 10.**
- Worked on the creation of Advisory Boards: Contacted and involved different European DMOs, foundations, and associations involved in the DMOs, Ecosystem advisory board, and the Statistics and Research advisory board. Participated in the advisory board's reporting meetings.
- Developed the future Competence Centre Business model based on the Canvas Business Model methodology. Providing capacity training to the rest of the partners to adopt this framework for the Competence Centre's business model definition (Organizing the Marbella in-person workshop for creating the first version of the Competence Centre business model).
- Coordinated interactions and relationships with other WPs and provided feedback to integrate results into the Competence Centre business model.

Document name:	D1.3 Activity Progress Report			Page:	33 of 59	
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status: Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Task 5.3: Sustainability and continuity

- Created links with other European stakeholders presenting the D3HUB project and the Competence Centre objectives to involve them in the initiative. Desk research for identifying suitable financial planning tools for making financial forecasting

TURAND

- Coordinating with WP5 in preparation for their respective task, particularly to integrate a relevant business plan approach with the setup of the pilot scheme.

Task 5.2: Implementation of the Competence Centre

- Prepared Onboarding Kits: for members of the DMOs, Tourism Ecosystems Board, and the Statistics and Research Board. These kits were designed to clarify the project's goals, roles, and expected contributions, facilitating their smooth integration into the project.
- Coordinated the kick-off meeting with Anysolution.
- Followed-Up with Advisory Board Members: track the engagement and activities of advisory board members using an Excel tool. Follow up on the commitment letters signed by members to formalise their involvement and Monitoring and document the communication activities undertaken by the boards.
- Coordinated the interactions of the boards with Project Partners.

Task 5.3: Sustainability and Continuity

- Created links with other European stakeholders presenting the D3HUB project and the Competence Centre objectives to involve them in the initiative.
- TURAND acted as the leader in creating the two advisory boards: contacting and involving different European DMOs, foundations, and associations involved in the DMOs, Ecosystem advisory board, and the Statistics and Research advisory board.
- Coordinated the meetings and communications with the advisory boards.
- Participated in the Competence Centre Business model definition (participation in the Marbella in-person workshop for creating the first version of the Competence Centre business model).

NIT

Coordinating with **WP4 and WP5** in preparation for their respective tasks and collecting input for WP2.

Task 5.2: Implementation of the Competence Centre

- Aligned service portfolio with the Competence Centre Business model, providing feedback on initial documentation of the business model
- Participated in the Marbella in-person workshop for creating the first version of the Competence Centre business model
- Active involvement in preparing the initial competence centre's phase (contributing to drafting and fine-tuning the work concept)
- Initialising discussion on Eurostat's and other NSO's role in the project.
- Coordinated meetings with **WP5**, Task 5.2 to consider the integration of the business plan with the Competence Centre's support scheme

Task 5.3: Sustainability and continuity

- Created links with other European stakeholders presenting the D3HUB project and the Competence Centre objectives to involve them in the initiative.

Document name:	D1.3 Activity Progress Report					Page:	34 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



FLAND

Task 5.1: Conceptualisation and formalisation

- Participated in preparatory meetings with ANYSOL and TURAND
- Feedback was provided on the draft version of D5.1

Task 5.2: Implementation of the Competence Centre

- Supported the communication with prospective board members, particularly of Eurostat, the Flemish Government, and Eurostat
- Set up and participated in a meeting with Eurostat on their role in D3HUB
- Participated in initial brainstorming on potential business models that could be implemented for the competence centre (participation in the Marbella in-person workshop for creating the first version of the Competence Centre business model)
- The open call for pilots (WP4) was prepared for submission to the boards, and feedback on the document was amended for the final call document

MITUR

Task 5.1: Conceptualisation and formalisation

- Contributed to D5.1 "Detailed Organisational and Functional Structure of the EU Competence Centre"

Task 5.2: Implementation of the Competence Centre (NECSTOUR)

- Participated in the Marbella in-person workshop for creating the first version of the Competence Centre business model

ASJUBA

Task 5.1: Conceptualisation and formalisation

- Produced an extensive legal analysis and research to identify the various types of legal entities available at the European level that the future Competence Centre could adopt. The analysis evaluated the advantages and disadvantages of each option, providing the legal framework detailed in deliverable D5.1.

ARCTUR

Task 5.1: Conceptualisation and formalisation

- Participated in preparatory meetings with ANYSOL and TURAND.
- Feedback was provided on the draft version of D5.1.

Task 5.2: Implementation of the Competence Centre

- Supported communication with prospective board members, particularly of the Slovene Business Agency and Slovene Ministry.
- Participated in initial brainstorming on potential business models that could be implemented for the competence centre (participation in the Marbella in-person workshop for creating the first version of the Competence Centre business model).

Task 5.3: Sustainability and continuity

- Created links with other European stakeholders presenting the D3HUB project and the Competence Centre objectives to involve them in the initiative.

Document name:	D1.3 Activity Progress Report			Page:	35 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



7 Overview of the progress of the work carried out in WP6

Lead Beneficiary: ANYSOL

Time span: 15/05/2024 to 14/11/2026 (M1-M36)

7.1 Communication, Dissemination and Networking

WP6 aims at deploying outreach to ensure:

- (a) general awareness raising of D3HUB, as well as
- (b) targeting results to specific audiences to increase impact, transfer of knowledge, stronger community and achieve a sustainable future for the project.

More specifically, the objectives of this WP are to:

- Support the project objectives and actions through communication, dissemination and networking (C&DN&N) activities.
- Identify and reach target groups, stakeholders, and the wider public to raise their awareness of the project and its outcomes and build a community of practice.
- Create brand awareness and build a trusted relationship with relevant actors/stakeholders and target audiences to ensure their broad engagement and participation.
- Maintain smooth communication and cooperation with other projects and initiatives to foster cross-fertilisation, cross-border collaboration and scaling-up of the project.
- Ensure that the project results have a reach beyond the partnership and are sustained after the project ends.

7.1.1 WP6 Objectives for the period

As well as fulfil the objectives stated above:

- Prepare and submit Deliverable: D6.1 Project communication, dissemination, networking, and exploitation plan Strategy. Initially submitted as version 1.0 on 23/04/2024, earlier than its due date, 15/05/2024. This deliverable was approved on 31/05/2024. After receiving feedback on 16/05/2024 and fulfilling the requests by 28/05/2024. Final approved version: **V1.1 31/05/2024**.

7.1.2 Progress towards objectives

This report includes KPI data covering 15/11/2023 to 14/11/2024 and general data covering M1 to M12.

Table 4 Progress of KPIs up to month 12

Task	Planned KPI	Deadline	Status month 12
Website			
Blog entries	12/project 4/year	M36	6
Unique visitors	1 000 3 000	M18 M36	4 211
Social Media Channels			
X (old Twitter), Facebook, and LinkedIn	250 Twitter followers 200 Facebook "Links"	M12	43 Twitter followers 115 Facebook Links 921 members on

Document name:	D1.3 Activity Progress Report					Page:	36 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



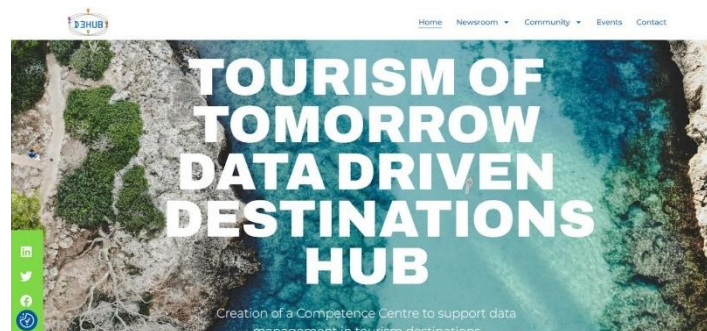
	1.000 members on LinkedIn		LinkedIn
YouTube videos uploaded on partners' channels	6	M36	3
Impressions on average for each posting	>200		>350
EU Communication and Amplification Channels:			
Publication attempted at the identified communication and amplification channels	3/project 1/year	M36	0
Media and Press Releases			
General press releases	6	M36	3 (1 D3HUB, 2 from Partners mentioning D3HUB)
Mailing List			
Subscriptions to receive email updates on project achievements and results	20 120	M12 M36	204
Other			
Workshop, training materials and resources, training communication package per workshop/training	1	M36	2 workshops
D3HUB dissemination materials. Public infographics, videos, newsletters	9 newsletters/3 per year 1 D3Hub Infographic	M36	15 Newsletters: 3 D3HUB project Newsletters and 12 published by partners mentioning D3HUB 3 videos
Events and fairs at regional and international/EU level to showcase project activities/results	12/project 4/year	M36	52

Month one to six:

The project website was created and published in January 2024.

- By month six, two blog entries were added to provide updates about the project.
- The first newsletter was sent in month five, reaching stakeholders with relevant information.
- Using the Mailpoet tool, three email campaigns were sent to inform and remind stakeholders about the D3HUB launch workshop. D3HUB created this workshop to raise awareness of the project.
- A pop-up campaign encouraged stakeholders to sign up for our newsletter. This pop-up was active from April 4th, 2024, to July 24th, 2024.

Figure 2 Screenshot of the D3HUB homepage



Document name:	D1.3 Activity Progress Report			Page:	37 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Figure 3 Cutting of a blog post

Generating the European Tourism Community

By Dolores Ordóñez, Director AnySolution, D3HUB Co-ordinator

Tourism is a highly complex industry. This statement is based on three fundamental facts. First, **the tourism sector involves many actors in its value chain.** Second, **it is closely linked to other industries,** such as mobility, cultural heritage, environment, training, and talent. Finally, **competencies are diverse at different administrative levels across EU countries.**

Figure 4 Screenshot of the pop-up “Become stakeholder”



BECOME STAKEHOLDER

Become member of a vibrant community that will set the bases of the Tourism of Tomorrow

Register

Social Media Channels

- LinkedIn and X (formerly Twitter) accounts were created in month 1.
- The project's YouTube channel launched in month 4, showcasing video updates and announcements.
- A Facebook account was opened in month 6

EU Communication and Amplification Channels

To boost D3HUB's visibility, European Commission (EC) channels were leveraged:

- LinkedIn posts shared by the EC increased project visibility.
- The EC also published a dedicated post to promote the D3HUB survey.
- The EU Tourism Platform (Tourism Transition Pathway) is also used to publish news and events

Media and Press Releases

A press release was launched in month 1, drafted by AnySolution.

- This release was published on social media and featured in the TravelDailyNews newspaper.

Mailing List Growth

By May 14, 2024, the project's mailing list grew to 151 newsletter subscribers, reflecting strong engagement.

Month seven to twelve:

Website Updates

The website is updated continually:

- Added features like the D3HUB support boards and the DMOs call section.
- Launched two new pop-up campaigns:

Document name:	D1.3 Activity Progress Report			Page:	38 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



- Tourist Destination Challenge Survey on July 25th, 2024.
- DMOs Call Pop-Up on October 8th, 2024.
- Published six blog posts in the first twelve months, exceeding the annual KPI of four posts... *Of these, four were written in the second semester.*

Figure 5 Screenshot of part of the Boards' section on the website

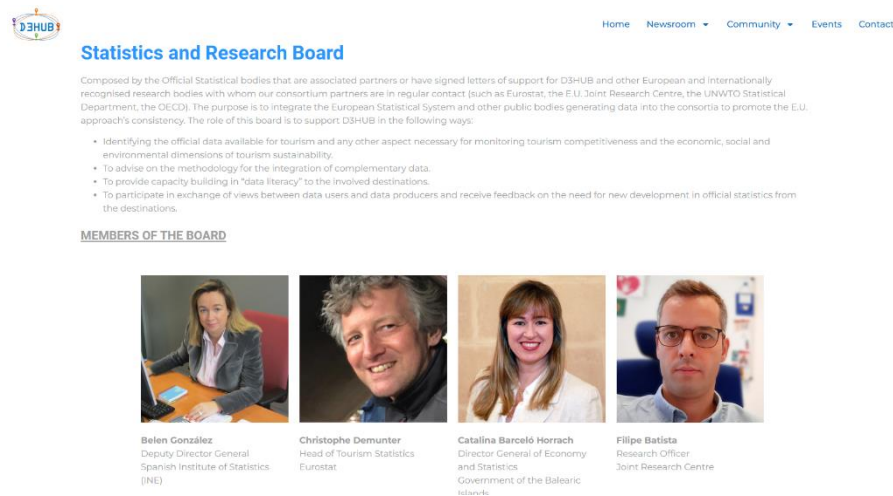
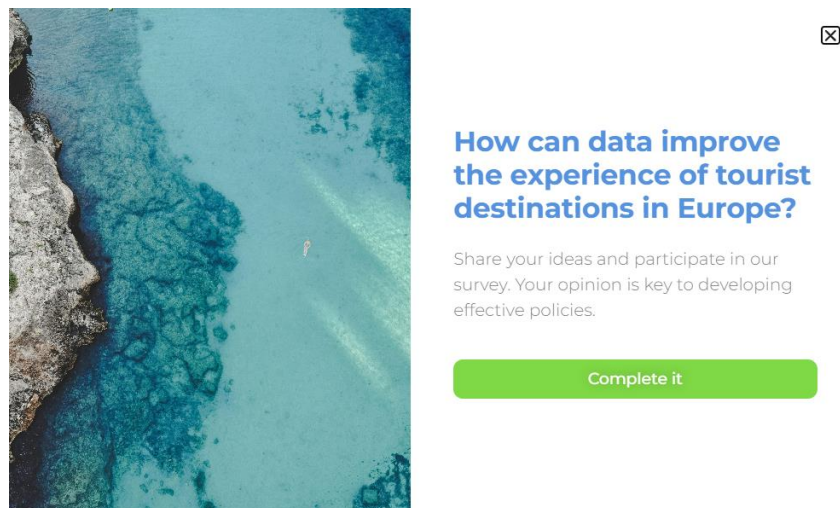


Figure 6 Screenshot of the pop-up "Tourist Destination Challenge Survey"



Newsletter Growth

The second newsletter was launched in month 8, providing updates on key activities and calls to action.

The subscriber list grew to 204, reflecting successful engagement strategies.

Social Media Channels

The project's social media channels (LinkedIn, X, Facebook) have been actively maintained with weekly posts, including:

- Specific campaigns, such as the DMOs Call Campaign.
- Posts featuring events attended by the consortium.

Document name:	D1.3 Activity Progress Report					Page:	39 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



DMOs Call and Outreach

The DMOs Call was officially launched on 14 October 2024, supported by:

- A dedicated campaign across the project's social media channels, website, and consortium members (see point 2.1.2).
- Online webinar with questions and answers for the DMOs call created by D3HUB
- Online information event in German organised by our partner NIT
- Dissemination by the ICC Network and the European Commission through:
 - EEN Enterprise Europe Network
 - EYE Erasmus for Young Entrepreneurs
- Additional support from Segittur, which:
 - Created a Zoom link for a webinar led by Dolores Ordoñez regarding the DMOs Call.
 - Invited all destinations in the DTI Network through its CRM.

The open call for pilots (WP4) was communicated individually by different D3HUB partners and launched by the European Commission at the European Tourism stakeholder event on October 14, 2024.

Below you can see the detailed analysis of the social media in the first twelve months of the project:

Project's website analytics:

The number of website users (total unique visitors) has reached 4 211, and the total event count (total interactions with different elements of the websites) has reached 53 158. These figures show visits since the website was published in January 2024.

Figure 7 D3HUB website analytics [January-November 2024]

Plot rows		Search...		Rows per page: 10		1-6 of 6		
<input type="checkbox"/>	First user prim...Channel Group)	<input type="checkbox"/>	Total users	New users	Returning users	Average engagement time per active user	Engaged sessions per active user	Event count All events
<input checked="" type="checkbox"/>	Total		4,211 100% of total	4,213 100% of total	918 100% of total	1m 03s Avg 0%	0.93 Avg 0%	53,158 100% of total
<input checked="" type="checkbox"/>	1 Direct		2,983	2,983	552	59s	0.84	35,820
<input checked="" type="checkbox"/>	2 Organic Social		410	410	78	56s	1.02	4,460
<input checked="" type="checkbox"/>	3 Organic Search		393	394	158	1m 29s	1.24	6,629
<input checked="" type="checkbox"/>	4 Email		252	252	66	55s	1.01	2,842
<input checked="" type="checkbox"/>	5 Referral		168	169	64	1m 55s	1.32	3,383

As seen in the picture, most of the visitors have come directly to the website (this is because they already knew about the project). The rest of the visits have arrived at the website through organic social (social networks that have led them to the website), organic search (searching the name of the project in Google or another search engine), email and referral (people who have clicked on a website to a link that led to the D3HUB website).

Document name:	D1.3 Activity Progress Report				Page:	40 of 59	
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

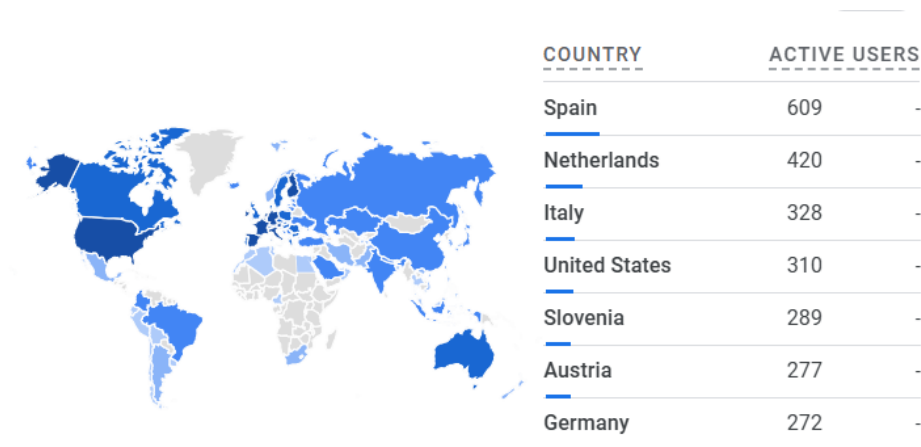
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Website visitors by country:

This figure shows the order of the countries the website has been most visited by. The first country is Spain, with 609 users, followed by the Netherlands (420), Italy (328), and the United States (310).

Figure 8 D3HUB website visitors filtered by country [January-November]



Most visited pages:

Figure 9 Most visited pages of the D3HUB website

	Page title and screen class	Views	Active users	Views per active user	Average engagement time per active user	Event count
		↓				All events
<input checked="" type="checkbox"/>	Total	12,609 100% of total	4,211 100% of total	2.99 Avg 0%	1m 03s Avg 0%	53,158 100% of total
<input checked="" type="checkbox"/>	1 D3HUB Competence Centre	4,598	2,320	1.98	32s	19,807
<input checked="" type="checkbox"/>	2 DMOs Call – D3HUB Competence Centre	2,174	1,373	1.58	42s	9,599
<input checked="" type="checkbox"/>	3 EVENTOS – D3HUB Competence Centre	632	314	2.01	50s	2,220
<input checked="" type="checkbox"/>	4 Online Launch Workshop: Setting up the EU Competence Centre to support data Management in Tourism Destinations – D3HUB – D3HUB Competence Centre	567	346	1.64	23s	2,638
<input checked="" type="checkbox"/>	5 Boards – D3HUB Competence Centre	463	230	2.01	1m 08s	1,773

The home page is the most visited page since the site's publication, with 4598 views. This is the main page one sees when accessing D3HUB.

The DMOs Call page follows this with 2174 views. This is very important data as the DMOs call was launched on October 14. In just a few weeks, it received an important number of visits. The third most visited page is the Events page on the website, which includes all the events in which D3HUB has participated or organised. As can be seen, the average time spent on the page is 1m and 03 sec, which is more than the average (55 sec) that a visitor spends on a single page. In conclusion, it is observed that the traffic arriving on the site is qualified and has a deep interest.

Document name:	D1.3 Activity Progress Report	Page:	41 of 59
Reference:	D1.3 Dissemination:	Version:	1.0
	PU	Status:	Final

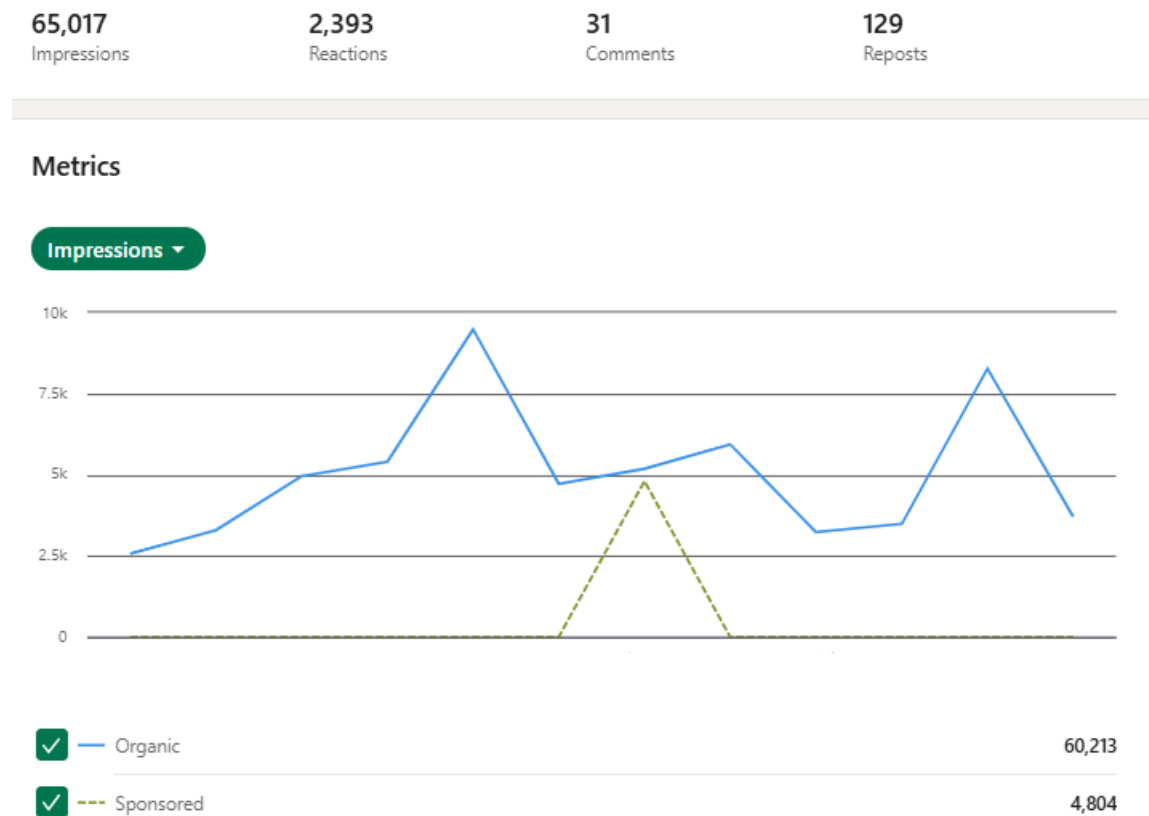
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Social media analytics:

LinkedIn page visitors:

Figure 10 LinkedIn page highlights [Nov 15th, 2023 - Nov 14th, 2024]



This image represents the total number of impressions the D3HUB LinkedIn page has had in the last twelve months. The total number of organic impressions was 60 213. While sponsored, there have been 4804 impressions. In addition, there were 2393 reactions, 31 comments and 129 reposts. As mentioned above, there were several sponsored impressions due to paid campaigns. This is because a two-day campaign was launched to receive as many responses as possible to the Data-Driven Destinations Hub (D3HUB) survey. The survey aimed to collect opinions from a specific audience to find the best solution for the European Competence Centre.

This campaign focused on Europe and a specific target audience: tourism specialists, managers, and directors. It had a total budget of 300 euros.

The link to the campaign was the following link: [EUSurvey - Survey](#)

Figure 11 LinkedIn review paid campaign

Campaign Name	Off/On	Status	Key Results	Campaign Group	Spent	Cost Per Result	Impressions	Clicks	Average CTR
1 campaign	-	-	-	-	€189.11	-	4,803	33	0.69%
Website visits - Jun 12, 2024 ID: 309703504 - Sponsored Content		Completed	33 Website Visits	D3HUB	€189.11	€5.73	4,803	33	0.69%

As can be seen in the figure, the total amount spent in these two days of campaigning was €189.11. This paid campaign garnered 4,803 impressions and 33 clicks to the survey link.

Document name:	D1.3 Activity Progress Report					Page:	42 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

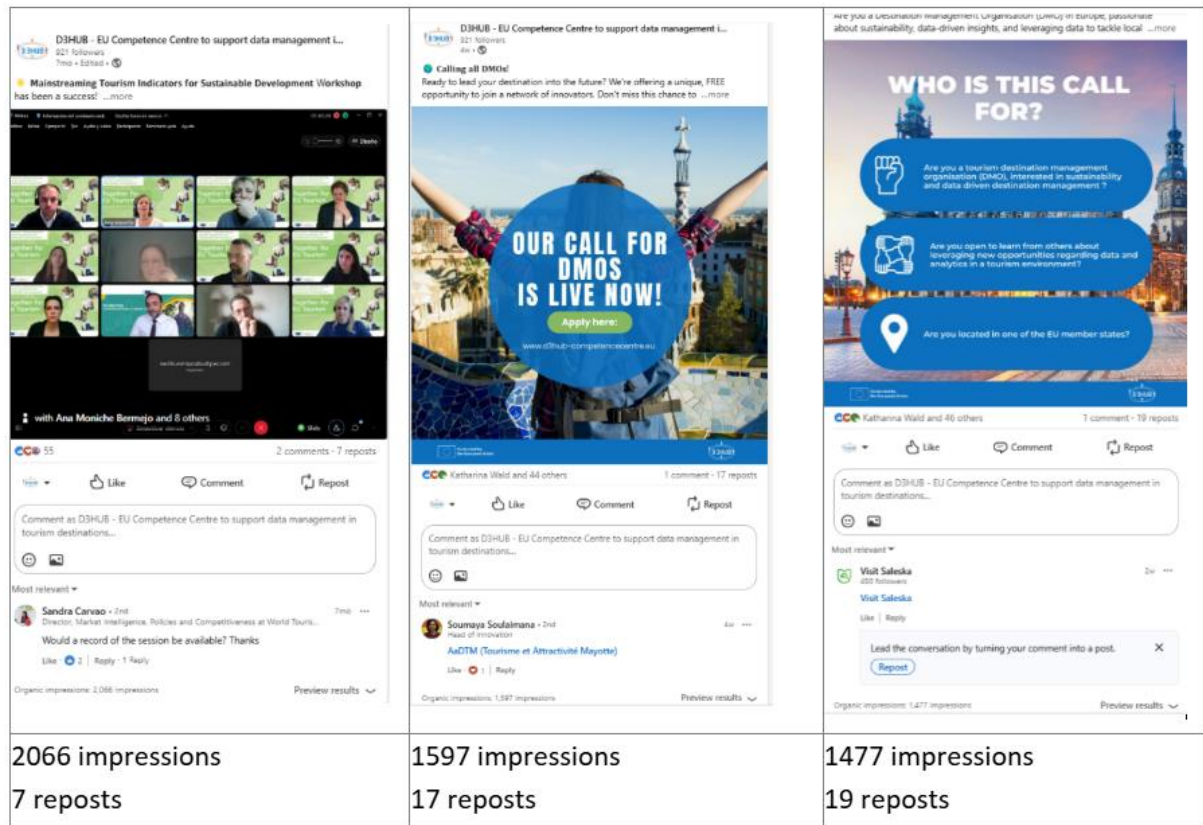
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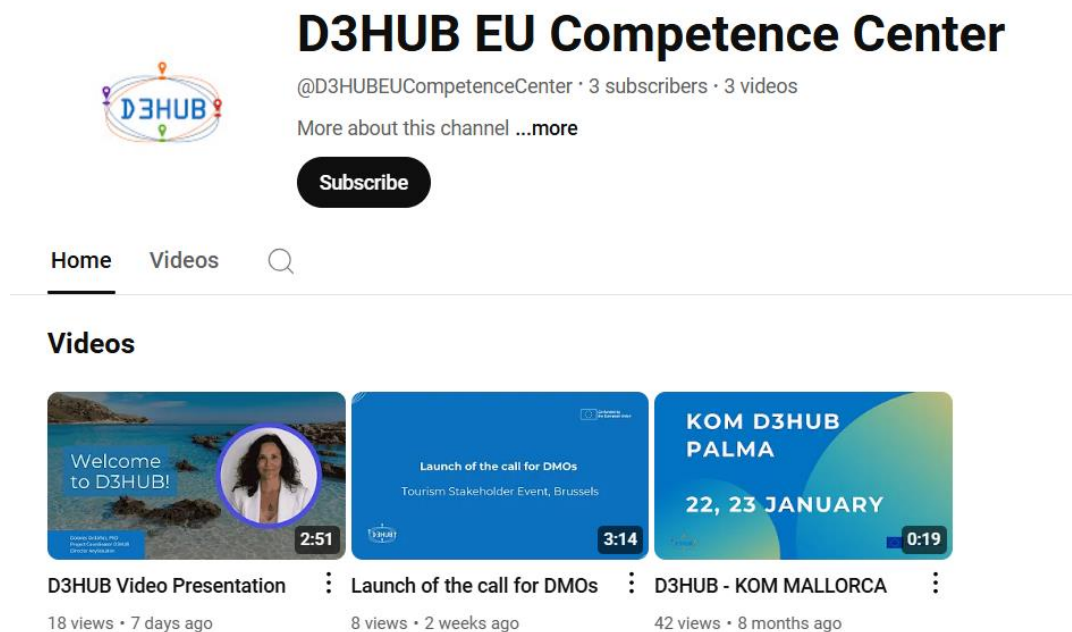
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Figure 12 TOP 3 Posts with the most impressions



Youtube:

Figure 13 YouTube channel content overview



This figure presents an overview of the three videos uploaded to the project's channel. The first video uploaded was for the project's Kick-Off meeting in Mallorca on January 22nd and 23rd. The second

Document name:	D1.3 Activity Progress Report	Page:	43 of 59
Reference:	D1.3	Dissemination:	PU
	Version:	1.0	Status:

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



video was about the presentation of the DMOs call at the Tourism Stakeholder Event in Brussels. The third video presents the D3HUB project, starring some partners. This video gives more information about D3HUB and the next steps.

X analytics page visitors:

Since the X channel was opened, 80 posts have been published, and 42 followers have been gained.

Figure 14 X Overview

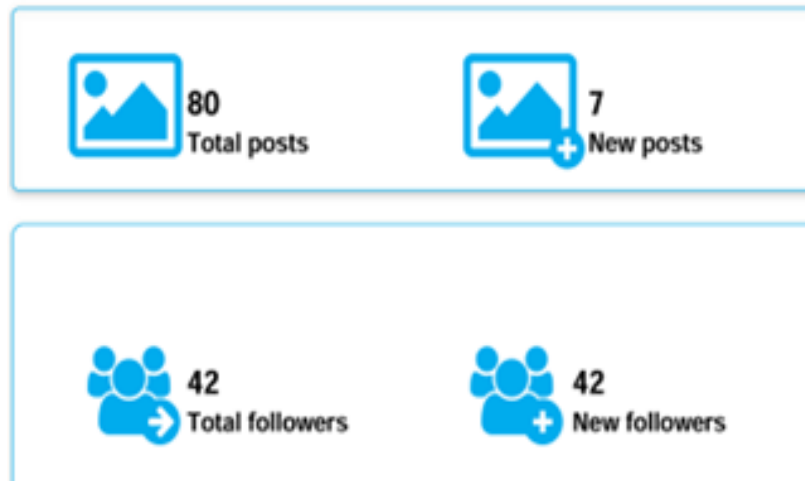


Figure 15 Top 3 posts with the most impressions

<p>712 impressions 5 shares</p>	<p>368 impressions 5 shares</p>	<p>360 impressions 4 shares</p>

Document name:	D1.3 Activity Progress Report					Page:	44 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.

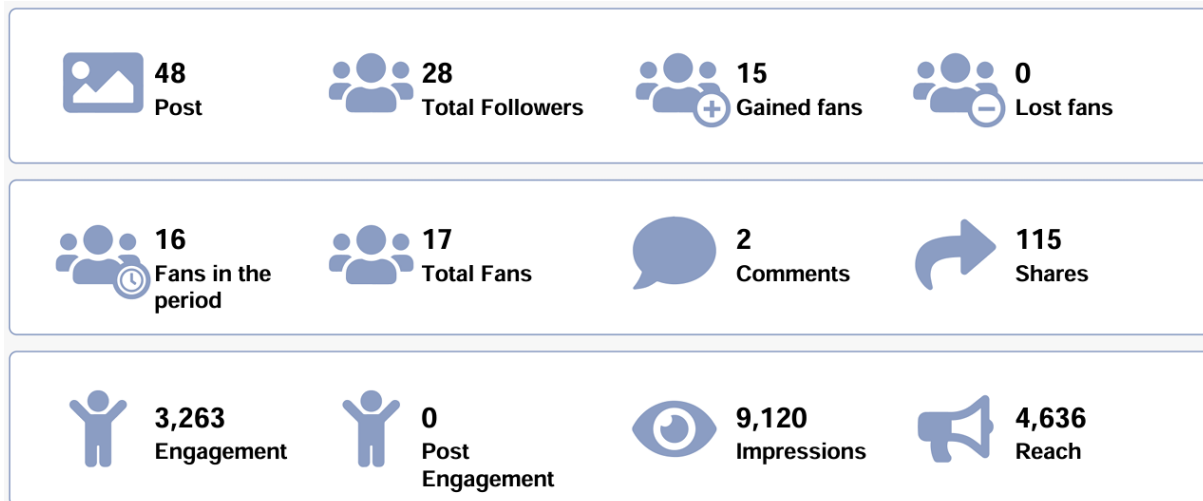


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Facebook page analytics:

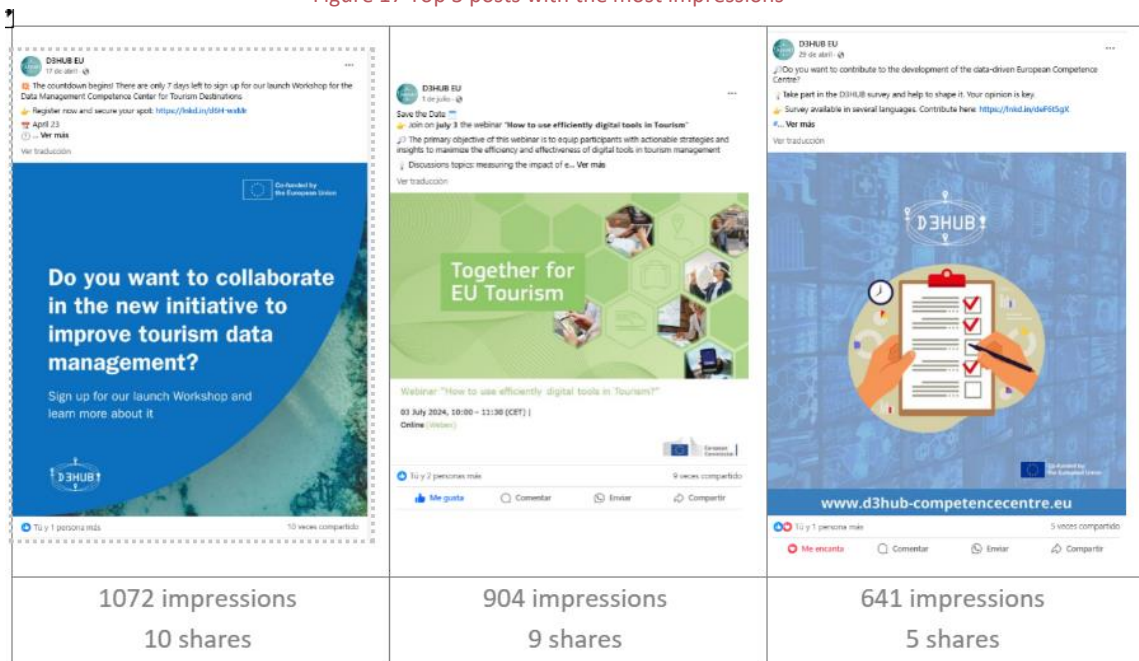
Figure 16 Facebook overview [11 April 24 – 14 Nov 24]



The Facebook Analytics tool no longer has a yearly ranking, only monthly. This is why the project purchased the SocialGest tool to plan content and view annual analytics.

The figure represents the number of followers (28) during year one. On the other hand, the rest of the metrics were significant: 48 posts were uploaded (considering that Facebook was opened later), shared 115 times, and had 9,120 impressions. This indicates that the content is reaching an audience and generating interaction.

Figure 17 Top 3 posts with the most impressions



Newsletters and emails Analytics:

The number of newsletter subscribers was 204 in the first twelve months. The KPI set is twenty.

Signing up for the newsletter indicates an active and conscious interest on the user's part. Unlike a 'follow' on social media, a subscription to the newsletter implies that the user wishes to receive

Document name:	D1.3 Activity Progress Report					Page:	45 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



information regularly, demonstrating a more genuine and sustained interest. Below is a summary of the newsletters and emails sent in the first 12 months of the project, including topics and performance:

Figure 18 Newsletter 1 overview

[View this in your browser.](#)

The D3HUB project Kicked Off

The main objective of D3HUB is to create a self-sustainable European Tourism Data Competence Centre to support tourism destinations in developing their green and digital transitions

During 3 years, the 8 European partners will come together to set the basis of the Competence Center

So far D3HUB has had **two kick-off meeting**: the first one in **Brussels** on December 6th.

And the second one was in **Mallorca** on January 22nd and 23rd. With these meetings we want to achieve the following objectives of D3HUB:

- **Build a knowledge support scheme** to assist tourism destinations across the European Union.
- **Provide tailor-made digital solutions and data** for DMOs and tourism SMEs.
- **Test the already developed framework** through a pilot run by a critical mass of DMOs.
- **Integrate results and learnings** into a business plan to **set up** and sustain the **Centre**.
- **Upscale** beyond the partnership and **build a data-driven tourism community**.

Newsletter 1 focused on introducing the project.

The topics included were:

- The two KOMs of the project
- Objectives
- Presentation of the consortium
- Past and upcoming D3HUB events
- Registration for the D3HUB kick-off workshop

As can be seen, the first newsletter was sent on 25 March 2024 to 89 contacts. It was opened by 53.9% of the contacts, and 16.9% clicked on the CTAs

Figure 19 first newsletter general analysis

<input type="checkbox"/> D3HUB Project Newsletter #1	89 / 89	Lista General (newsletter)	16,9% Excellent
			53,9% Excellent

Figure 20 Newsletter 2 overview

Welcome to the D3HUB 2nd Newsletter!

This month has been packed with exciting updates, and we're thrilled to share them with you! Dive into the latest news and discover what's new:

Highlighted events:

- **Luleå Workshop**

"The NECSTour Annual General Meeting and thematic conference "Care for the Arctic —Let's extend the horizon together" at the end of May 2024 featured a Workshop on the D3HUB project, aimed at showcasing its possibilities and opportunities to members. Held in Luleå and hosted by the Swedish Lapland Visitors Board, this event offered a significant platform for destination decision-makers to explore the opportunities and challenges of leveraging technology and data to foster more sustainable and resilient tourism destinations.

One of the highlights of the conference was the practical session "Generative AI in the tourism sector," led by the Tourism of Tomorrow Lab team—Daniel Iglesias, Jose Luis Cordoba, and Ana Moniche. This Workshop provided attendees with a foundational understanding of Generative AI and demonstrated how this technology can enhance and revolutionize professional capabilities within the tourism sector."

The topics included were:

- Event highlights
- D3HUB scheme Workshop registration
- Link to the survey we launched to shape the European competence centre
- Links to our 2 blog posts

Document name:	D1.3 Activity Progress Report				Page:	46 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status: Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



This newsletter was sent on 14 June 2024 to 133 contacts. It was opened by 59.4% of the contacts and 6.8% clicked on the CTAs:

Figure 21 16 Second newsletter general analysis

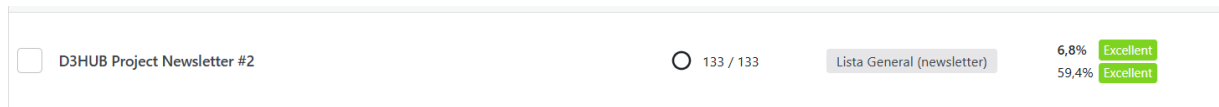
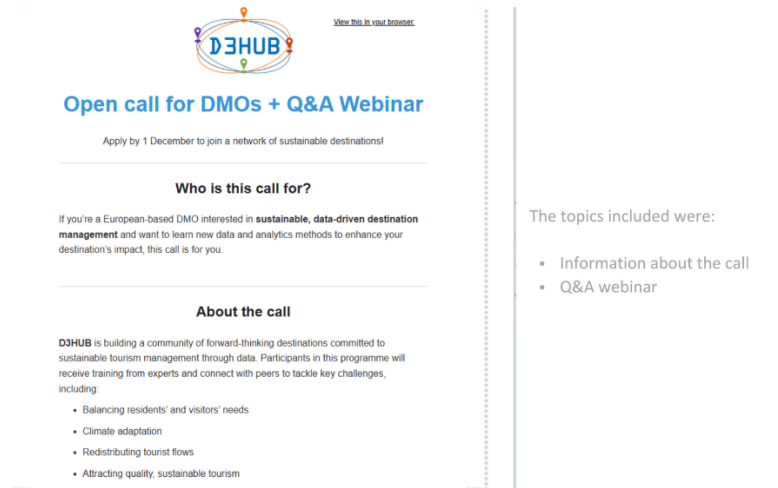


Figure 22 Newsletter 3 overview



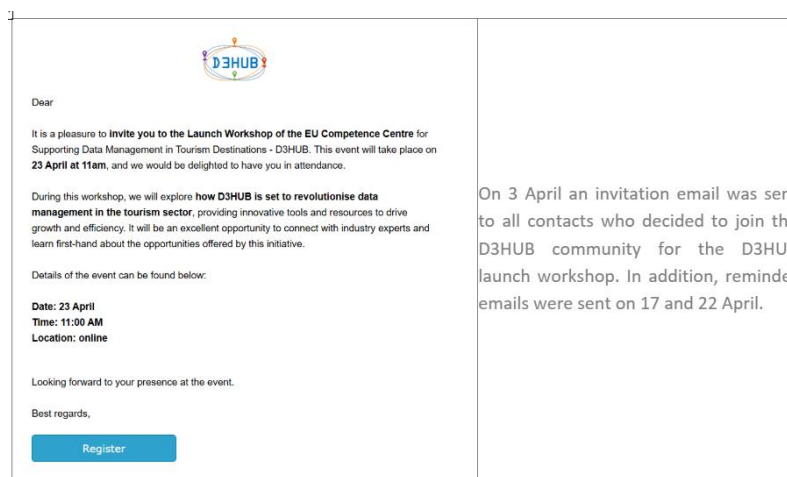
This newsletter was sent to 180 people. It was opened by 54.4% of subscribers, and 12.8% clicked on the CTAs. Showing interest in the call and webinar.

Figure 23 Third newsletter general analysis



Example Email 1:

Figure 24 Email 1 overview



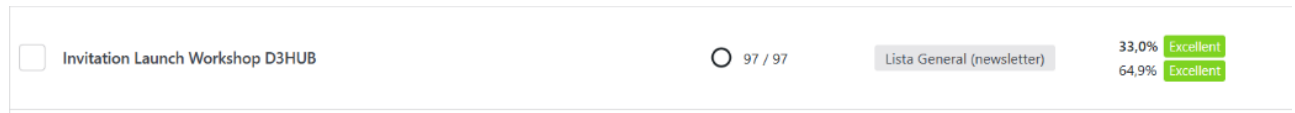
Document name:	D1.3 Activity Progress Report					Page:	47 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



This email was opened by 64,9% of people, and 33% clicked on the registration CTA:

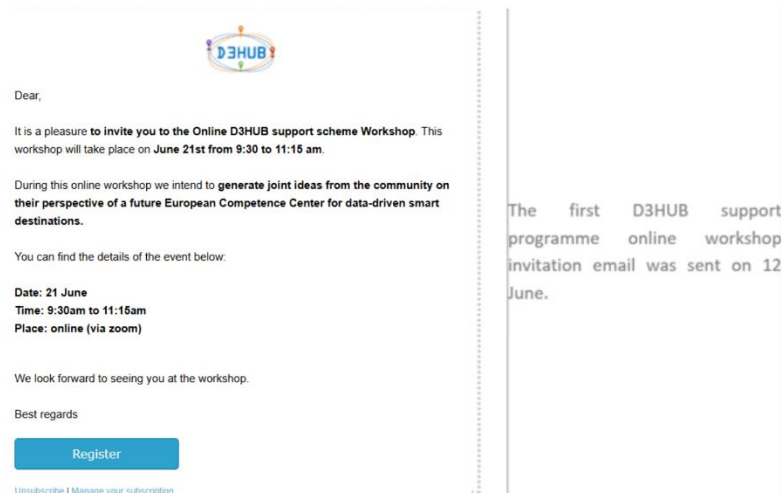
Figure 25 Email one general analysis



Results of email and social media campaigns: 172 subscribers to the launch Workshop

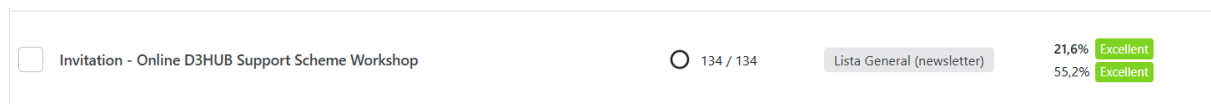
Example Email 2

Figure 26 Email 2 overview



It was sent to 134 contacts. 55,2% opened the email, and 21.6% clicked on the registration CTA:

Figure 27 Email two general analysis



Results of email and social media campaigns: 80 subscribers to the D3HUB Support Scheme Workshop

Press Releases Analytics:

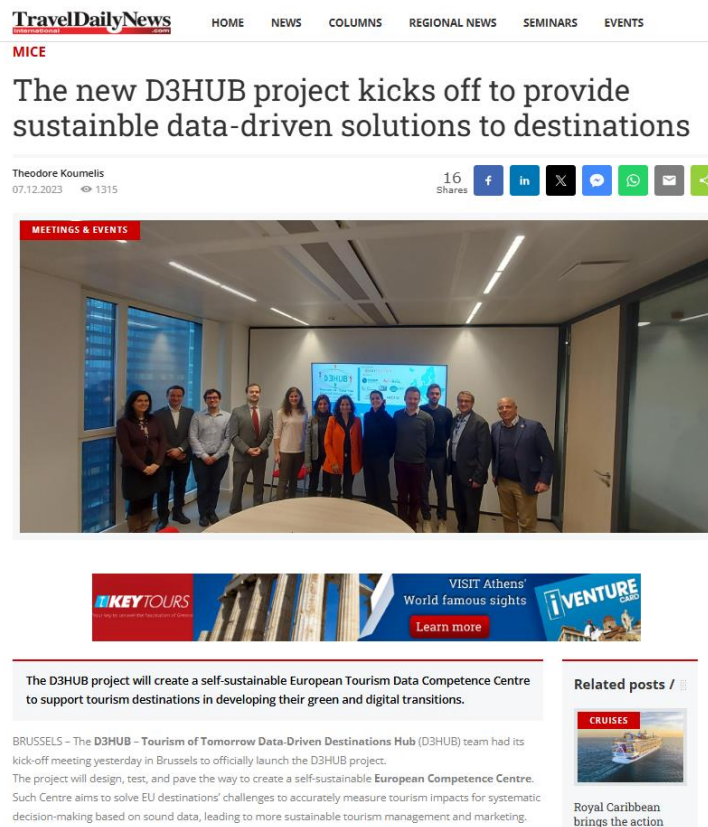
The first press release was published in month two of the project in the Travel Daily News. This press release had 1,315 hits and was shared 16 times.

Document name:	D1.3 Activity Progress Report	Page:	48 of 59
Reference:	D1.3	Dissemination:	PU
Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Figure 28 Overview of the first press release



Conclusions:

As can be seen, during the project's first year, the KPI of followers on X (formerly Twitter) was 42, lower than expected. LinkedIn is close to the number of followers (1,000), and on Facebook, 115 links have been shared out of (200) set for the first twelve months of the project. X is becoming less and less relevant for EU projects.

Analysis of the results suggests that other key indicators show superior performance, highlighting significant impact and effective connection with the target audience.

For example, the reach and average impressions above the established KPI demonstrate that social media efforts achieve visibility regardless of increased followers.

Newsletter subscribers and website visits reflect a higher level of interest and engagement. These metrics suggest audiences are moving beyond simply viewing social media and moving on to concrete actions, such as subscribing or searching for more information on the website.

This shows that the strategy reaches the right people and generates valuable interactions.

- To identify and reach target groups, stakeholders, and the wider public to raise awareness of the project and outcomes and the community of practice.

First six months:

The project is being publicised on social networks and at events. A D3HUB launch event was created, and we participated in other events to raise awareness. In addition, two sections were created on our website: a 'Become stakeholder' section was created on the website so that all those interested in D3HUB can be part of our community and a 'Complete the survey' section to help shape the European competence centre so that the survey takes an organisational perspective.

Month six to month twelve:

Document name:	D1.3 Activity Progress Report			Page:	49 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



The project continues to raise awareness through social media and events. More and more people are becoming part of the D3HUB community.

In this period, the Destination Challenge Survey was launched in July 2024 to find out how data can improve the experience of tourist destinations in Europe. It's being disseminated on our project social networks, included on the website and obtained the support of the consortium. The survey consisted of two questions: The first received 205 votes, and the second had eleven responses. [See more here.](#)

In addition, as mentioned above, the DMOs call started in month eleven of the project.

- To create brand awareness and build a trusting relationship with relevant actors/stakeholders and target audiences to ensure their broad engagement and participation.

Through brand identity, identification of the target audience, communication strategy linked to our target, use of social networks, participation and creation of events, surveys for the project and monitoring and measurement of indicators. All of this is being carried out.

- To maintain smooth communication and cooperation with other projects and initiatives to foster cross-fertilisation, cross-border cooperation and scaling-up of the project

The D3HUB project has the following synergies:

- EU Projects: Interreg, Tango, CyclOps, COSME
- EDIC
- TSI
- National Initiatives: NSO, DataHubs, Red DTI
- Initiatives: ICC, Resilient and Sustainable STD, Crisis Management and Governance, EU Tourism Dashboard, UNWTO, Glasgow Declaration, OECD
- ETDS + DS: Fiware, IDSA, Gaia-X , BDVA
- TotLab

Moreover, contacts from the Dates project were used for scaling-up of the project. EC channels were used to increase the visibility of D3HUB.

Meetings were organised with Eurostat and the Joint Research Centre to ensure synergies between indicator and dashboard development in WP3 and the existing data initiatives

D3HUB is supported by two BOARDS: the Statistics and Research Board, DMOs and Ecosystem Board. Synergies are being created with the boards, which will also help us present the project at events organised by the members of the boards. An example of this is the City DNA event.

Another synergy worth mentioning is the one initiated with the DEPLOYTOUR project. DEPLOYTOUR in collaboration with D3HUB includes training for DMOs on the use of data spaces as part of the Common European Tourism Data Space.

- Ensure that the project results have a reach beyond the partnership and are sustained after the project ends.

Through website, social media channels, EU Communication and amplification channels, media, press releases and mailing lists, it is ensured that the project results reach beyond the partnership and are sustained after the end of the project.

As mentioned above, we also have the support of boards, such as Segittur, among many others.

7.1.3 General status of the WP

T6.1 Amplifying Impact: Communication and Dissemination:

This task tailors a multi-channel Plan for C&D&N activities while considering both GDPR and Gender and Diversity. The Plan lays out:

Document name:	D1.3 Activity Progress Report					Page:	50 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



- The narrative and messages
- Stakeholder segments and their needs
- Tools, channels, and techniques to fuel engagement across all communication touchpoints
- Mechanisms for cooperation with complementary projects, initiatives, EIDHs, platforms
- Brand identity and visual identity
- Strategy to identify and overcome the barriers defined in the context and achieve the objectives
- Activities for each partner and the consortium as a whole to be implemented according to the strategy
- How to collect and manage the feedback received by selected targets; and
- Clear metrics to quantitatively measure the achievement of the dissemination and communication objectives and a set of tools and means to measure them.

The plan guides partners in how to disseminate the results within the targeted stakeholder groups appropriately and the general audience, and it will be updated throughout the project's lifetime. It introduces the initial exploitation strategy, specifying IP ownership and exploitation rights, which will be reviewed against KPIs. In process.

T6.2 Synergies & ecosystem building:

This task aims to establish links and develop synergies with other related projects, programmes, or initiatives and establish and manage the community of practice. As such, this task builds on the previous work of the DATES and Smart Tourism Destination project to consolidate a European network of target tourism and data stakeholders. The task develops a network-building strategy that further increases the tourism data community developed in DATES (including tourism stakeholders, data spaces, tourism and data initiatives, and citizens). The aim is to maintain an active and inclusive ecosystem for all relevant tourism and data stakeholders. In process.

T6.3 Cross-border activities and cooperation:

This task aims to maximise the impact of the Competence Centre, consolidating it as a European benchmark in providing solutions based on data analysis for the tourism ecosystem. To this end, a network of stakeholders is being created to allow the centre's activities to be developed with great capillarity. This network also serves to obtain the needs of the European tourism sector in an agile way and thus align both actions and projects as well as the policies to be developed. This task is carried out from the project's launch to involve all stakeholders and guarantee a bottom-up procedure in developing the Competence Centre. During the creation of this network, special focus is placed on ensuring that the different specificities of the different European regions are considered. Finally, a great effort is being made to guarantee synergies and the use of resources with cross-border activities. In process.

7.1.4 Contributions from partners to be highlighted

T6.1 Amplifying Impact: Communication and Dissemination:

ANYSOL:

Tools, channels, and techniques to fuel engagement across all communication touch points: Creation of the website and social media accounts (LinkedIn, Twitter, YouTube, and Facebook), publication of posts on social networks. Drafting of the first blog post, two newsletters, press releases, and invitation emails for workshops. Creation of the first presentation video for the D3HUB YouTube channel. Reposting and liking D3HUB publications.

Document name:	D1.3 Activity Progress Report			Page:	51 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



Brand identity and visual identity: We designed the logo, PowerPoint and deliverable templates, and the website and social media creatives.

Narrative and messages (together with other partners). Stakeholder segment creation of web form to identify stakeholders.

Metrics are used to quantitatively measure the achievement of the dissemination and communication objectives, as well as a set of tools and means by which to measure the use of analytical tools for both web and social media, together with Arctur. (see more in point 2.1.2).

Revision of deliverable 6.1. before submission to the EC.

Maintenance and update of a monthly monitoring table, together with ARCTUR. This includes all project communication and dissemination activities and each of the partners' involvement.

The organisation of bi-weekly meetings to establish clearer communication and address key issues.

ARCTUR

An extensive Communication, Dissemination, and Networking (C&D&N) plan was developed, with careful coordination and oversight in drafting the document. This involved close collaboration with AnySolution to produce Deliverable 6.1, incorporating all relevant KPIs aligned with the C&D&N objectives.

A monitoring system was established jointly with AnySolution, with specific monitoring responsibilities divided between ARCTUR and ANYSOL. Monthly updates ensure ongoing data collection, with reminders sent to partners to update their events table, fostering timely and accurate tracking.

Frequent meetings with partners have facilitated seamless information exchange and coordination of WP6 activities, ensuring alignment and progress across all collaborative efforts. Task coordination, led by ARCTUR, has kept all stakeholders synchronized.

A structured event report template was created for partners to document attendance at events funded by the project, standardizing reporting and ensuring consistency in capturing event impacts.

A comprehensive video content template was also designed and distributed, complete with guidelines for creating engaging project videos. The first project video was successfully released, representing a joint effort by all partners.

All project posts are actively communicated and disseminated through the Tourism 4.0 social media channels (Facebook and LinkedIn), with frequent mentions of project activities in the Tourism 4.0 newsletter. Regular articles detailing ongoing project activities are published on the Tourism 4.0 website. Frequent stakeholder meetings have also provided valuable opportunities to mention and discuss the project, strengthening awareness and engagement within the community.

MITUR:

The Ministry has been actively involved in communication efforts. They leveraged its official social media channels and institutional platforms to disseminate project updates. e.g., the "Data-Driven Destinations Hub Survey" launch workshop. They wrote the fifth D3HUB blog.

NECSTOUR:

Helped in the dissemination of the project. Created their own newsletter for NECSTOUR in which they mentioned the D3HUB project. In addition, they wrote the second blog for D3HUB. They have helped in the dissemination task to its members and the broader public by integrating this D3HUB Project work package into its current communication activities and actively sharing the project's progress:

- Regularly featured updates on the D3HUB project in its biweekly members-only newsletter and distributed targeted e-mails to its members and other audiences.

Document name:	D1.3 Activity Progress Report			Page:	52 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



- Spread the initial press release on the project's kick-off to members and international media outlets.
- Through its internal and external communication channels, NECSTouR has promoted the project's surveys, info sessions, and calls, such as the formation of the boards and the search for pilot destinations.

Moreover, they showcased the D3HUB project at international events such as the EECS, Sun & Blue, TIS, FITUR, T4T expert meetings, webinars, and internal meetings and workshops with the Tourism of Tomorrow Lab Premium Members.

They have been actively disseminating the D3HUB progress since the beginning of the project through our communication channels and contact networks:

- Weekly newsletter keeping NECSTOUR members aware of the D3HUB updates
- Dissemination of the announcements:
 - Production of deliverable 5.1, inviting to participate to the project surveys and info sessions, the creation of the Boards, the call for pilot destinations, speaking in international events like the Sun& Blue congress, the Tourism Innovation Submit, FITUR, and at the occasion of the European Commission T4T experts meeting and webinars

TURAND:

They helped disseminate the project through social media. They collaborated on the second D3HUB newsletter and created a blog.

FLAND:

They helped disseminate the project. They shared the content created on social networks to have a greater impact and contribution to the blog post on the presentation of D3HUB at the TourMIS conference.

NIT:

Helped disseminate the project by sending invitations to interact with the project twice through a German-speaking newsletter (10,000+ recipients), once in March and once in October 2024. Actively sharing and reposting the D3HUB LinkedIn postings.

Produced a conference paper for ENTER25 (4 authors, Schmücker/Iglesias/Stark-Peceny/Ordonez), which was accepted and will be presented on Feb 25 in Wroclaw (Poland).

Produced one blog contribution.

Launched a newsletter in TN - Deutschland in connection with the launched survey.

Spread the word about the call for pilot DMOs through social media and email, focusing on Northern and Eastern European networks (Oct./Nov. 24).

T6.2 Synergies & ecosystem building:

ANYSOL:

Increasing the tourism data community by emailing all Dates contacts to sign up as stakeholders in the D3HUB project.

With the support of the consortium, getting members to be part of the two D3HUB boards.

The DEPLOYTOUR project's start, coordinated by ANYSOL, increases synergies and ecosystem creation.

For the DMOs' Call, ANYSOL contacted Segittur.

A webinar was planned for the 30th of October, inviting all destinations of the DTI Network.

Document name:	D1.3 Activity Progress Report			Page:	53 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



ARCTUR:

Expansive dissemination of all D3HUB posts has been done to maximise platform visibility and engagement. Stakeholders have been invited to participate in national and international events and in-person meetings, fostering direct connections and collaborative discussions. Additionally, D3HUB has partnered in the DEPLOYTOUR project, creating valuable synergies that align with D3HUB's objectives and enhance mutual outreach and impact.

NIT:

Launched the survey to shape the European Competence Centre.

They organised an online information meeting for the call for participation in November 2024 in German.

MITUR:

Endorsement: invitation letter for Clara van der Pol to join the D3HUB Board of Statistics and Research.

Engagement of the Interministerial Committee through the dissemination activities.

FLAND:

D3HUB was presented to regional Flemish stakeholders at a knowledge network encompassing the DMOs of Flemish cities and provinces (March).

Setting up and participating in meetings with Eurostat to discuss synergies with D3HUB project (April).

Inviting Flemish tourism stakeholders to complete the D3HUB city through a newsletter and LinkedIn post of the communication channels of Visit Flanders.

Communication of open call for pilots via the newsletter of Visit Flanders, LinkedIn page and through direct communication with main stakeholders (DMOs of cities and provinces).

TURAND:

Building on the groundwork established in WP3, TURAND has focused on fostering synergies and strengthening the tourism sustainability ecosystem.

TURAND has engaged in extensive conversations with key stakeholders such as Eurostat and the JRC, contributing to aligning methodologies and indicators for tourism sustainability.

As part of its leadership in the TSI Spain project, TURAND has built connections between national and international initiatives, ensuring that the project's goals resonate across levels.

Collaboration within the framework of the T4T expert group has enabled TURAND to integrate cutting-edge insights into the project's ecosystem development.

TURAND's proactive approach in reaching out to networks such as INSTO and Andalusian DMOs exemplifies its commitment to bridging local and global efforts, strengthening partnerships within the tourism ecosystem.

T6.3 Cross-border activities and cooperation:

ANYSOL:

Organised and participated in events and workshops to raise awareness of the D3HUB project on national and international levels. A highlight includes the D3HUB launch workshop, which AnySolution co-hosted with Misa Labarile.

In the first twelve months of the project, AnySolution actively engaged in various impactful events and workshops. Some of the key events attended include FITUR, the Data Spaces Symposium, and TIS, among others, helping to elevate the project's visibility and reach across diverse audiences.

ARCTUR:

Participating in international events across Europe to showcase the D3HUB project initiatives and objectives. These events have provided ARCTUR with a platform to engage with potential stakeholders, share insights into D3HUB's goals, and foster partnerships. Presentations and discussions have sparked

Document name:	D1.3 Activity Progress Report			Page:	54 of 59	
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status: Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



interest, with numerous events featuring D3HUB in dialogues among prospective collaborators and stakeholders, positioning the project at the forefront of industry developments.

MITUR:

They have actively engaged with the TSI 2022 “Towards a more sustainable, resilient, and digital tourism” project to foster synergies and cooperation. Leveraging the OECD's technical assistance, we aim to align our efforts and resources effectively.

They have facilitated knowledge exchange and collaboration among stakeholders from different geographical regions by organising joint events.

Its bottom-up approach ensures that all relevant stakeholders are involved from the project's inception, allowing them to tailor their actions to meet the specific needs of the tourism Sector.

NECSTOUR:

They have been working to build a favourable ecosystem to facilitate the settlement, development, and growth of the Competence Centre and maximise its impact.

NECSTour has been engaging with key European players in tourism destination management, marketing, and data analysis, such as ETC, Green Destinations, ETOA, City DNA, and a range of European destinations, the OECD, and Eurostat, by hosting and participating in open and closed events.

Some examples of these events are:

- The NECSTouR 2024 Annual General Meeting in Luleå, during which the NECSTouR team, other members, and D3HUB partners organised a workshop for members to raise awareness of D3HUB.
- NECSTouR Board of Directors meetings
- Tourism of Tomorrow Lab workshops
- EECS in Brussels
- The Sun & Blue Congress in Almeria
- The Tourism Innovation Summit in Seville
- FITUR in Madrid
- T4T expert meetings

In addition, they take part in other events, such as the outstanding Mainstreaming Tourism Indicators for Sustainable Development Workshop.

Participating in events to publicise the project. Through the Annual General Meeting held in Lulea, they gave a workshop with other partners to raise awareness of D3HUB.

TURAND:

They have taken part in important events such as:

FITUR

- Technical Support Instrument's Workshop Mainstreaming Tourism Indicators for Sustainable Development
- Tourism of Tomorrow Lab Premium Member's Meeting
- Necstour GM (where they gave a workshop together with other project partners)
- 4th meeting of the UN tourism Expert Group on Measuring the Sustainability of Tourism
- DG Reform Workshop on Tourism Data sharing, Governance and Integration
- Technical Support Instrument Indicators to measure and monitor the sustainability of tourism at the regional level in Spain.
- Tourism Innovation Summit

Document name:	D1.3 Activity Progress Report			Page:	55 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0
				Status:	Final

This document translates some of the obligations from the grant agreement and in case of discrepancies, it is the grant agreement which prevails over this deliverable.



FLAND:

They presented D3HUB at the Visit Flanders Advisory Board Meeting, and they participated in NECSTouR GM by conducting the D3HUB Awareness Workshop.

Representation of the D3HUB project at the advisory board of Visit Flanders, representing private and public tourism stakeholders (March).

An interactive workshop on D3HUB and stakeholder needs on the NECSTouR General Assembly Meeting 2024 (21 May) in Luleå (Sweden).

Presentation of D3HUB at the 19th TourMIS Users' Workshop and International Seminar on Sustainable Tourism Indicators: Data-Driven Strategies for Destinations. Led by the European Travel Commission, on 12-13 September in Vienna.

NIT:

They have participated in Necstour GM, contributing to the valuable Workshop explaining the project.

Presentation of D3HUB during NECSTOUR AGM (May 24).

Presentation of D3HUB during ETC/City DNA Seminar at MODUL University, Vienna (Sep. 24).

Teaser of D3HUB during OECD destination workshop in Vienna (June 24).

Document name:	D1.3 Activity Progress Report					Page:	56 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

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8 Next steps

WP1

Continue working to ensure a smooth project implementation of the project at technical and financial level

WP2

Proceed along the lines of the DoA:

T2.3 Scanning for possible experts and approaching and engaging experts for the pilot phase

T2.4 Calling for and selecting destinations for the pilot phase, implementing the pilot phase

D2.2 Finalise the Support Scheme Report, due in M18

WP3

Following the selection of pilots in WP4, available data will be collected by pilot destination (T3.1) and matched to the selected tourism indicators (T3.2). The data's interoperability will be assessed, and we will attempt to integrate it with the selected sustainability indicators (T3.3). The dashboard development will include integrated data from pilot destinations and tourism indicators to support the visualisation of the selected data/indicators and enable AI services (T3.4).

WP4

Cross-Checking and Finalizing DMO List:

TURAND will review the list of DMOs to ensure they meet the established criteria and provide a balanced representation.

Finalise the selection of DMOs for pilots using the transparent scoring algorithm and in consultation with the advisory boards.

Addressing Insufficient Participation:

If insufficient DMOs apply, extend the application deadline and intensify dissemination efforts.

Cluster-Based Analysis:

Conduct an initial analysis of the distribution of DMOs across the selected thematic clusters.

Study individual DMO cases within each cluster to understand their alignment with the chosen themes and their potential contributions.

Talent and Expertise Assessment:

Evaluate internal talent within the consortium to identify areas of strength.

Determine where external experts will be required to complement internal capabilities for supporting the pilot destinations.

Define Testing Phase Work Plan:

Develop a detailed work program for the testing phase, tailored to the needs of each cluster and incorporating insights from the analysis of DMO cases.

Ensure the work plan aligns with project goals and includes clear roles for internal and external contributors.

Document name:	D1.3 Activity Progress Report					Page:	57 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

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WP5

The next steps in WP5, focused on the second year of execution (15th November 2024 - 15th November 2025), are to continue defining the business and continuity model for the future Competence Centre within tasks T5.2 and T5.3. In this regard, in 2025, two events will occur in the D3HUB project that are very relevant to WP5:

- The pilots in task T4.3, scheduled for execution between February 2025 and February 2026, will put the theoretical support scheme (defined in T.2.4) into practice. These pilots aim to empower at least 30 destinations across Europe (external to the consortium) to measure sustainable tourism policymaking systematically. This process will pave the way for the Competence Centre's users and players. Data collected and processed from these pilots will be instrumental in preparing the Competence Centre's business plan.
- In month 18, the deliverable D2.2 Support Scheme Report will be delivered, containing the Toolkit/portfolio with all the support instruments. Again, the information provided by this deliverable will be crucial in helping define the Competence Centre's business model.

Both events will provide relevant information for tasks T5.2 and T5.3, which will help define the business model and continuity plan to be developed after the completion of the D3HUB project to ensure the viability and sustainability of the future Competence Centre.

As a result of the efforts to define the Competence Centre's business model in this WP, in month 24, the deliverable D5.2 Competence Centre Business Plan will be delivered, including forecasted scenarios, a description of the services portfolio, the development of business models accompanied by the required resources, and the centre's governance model.

On the other hand, in 2025, and in the context of task T5.3, efforts will continue to involve different stakeholders in the co-creation process of the future Competence Centre. Thus, work will be done to find synergies with other projects and initiatives, trying to add them to the project to strengthen the centre's continuity plan. Likewise, along the same lines, the advisory boards already created will be open to incorporating other entities from the European tourism ecosystem.

Finally, in the last quarter of the second year of execution, Task T5.4. Monitoring and reporting framework for destinations will also begin. This task aims to define and set up a complete monitoring system to provide information internally (partners involved) and externally (destinations, EU entities, and other stakeholders).

WP6

Ensure that all partners continue to contribute to communication activities. This includes:

- Publish the next newsletters
- Make the second video of the project for our YouTube channel
- Create the third press release
- Complete the monitoring table

Ensure that AnySolution and Arctur continue to review the tracking table, including monthly project KPIs. In this way, we check that the objectives and KPIs are met.

Conclude the DMOs call. Have the selected destinations in January.

Document name:	D1.3 Activity Progress Report					Page:	58 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final

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9 Conclusions

This deliverable highlights the seamless implementation of the project, supported by a well-defined structure of Work Packages (WPs) and Tasks that actively engage all partners. D3HUB has met all established objectives and Key Performance Indicators (KPIs) throughout this initial twelve-month period. This achievement provides a robust foundation for the continued development of the EU Competence Centre for Data Management in Smart Destinations.

Document name:	D1.3 Activity Progress Report					Page:	59 of 59
Reference:	D1.3	Dissemination:	PU	Version:	1.0	Status:	Final