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From Data to Decisions: The Journey Towards Data-Driven Destinations



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Introduction

The D3HUB project represents a strategic European initiative designed to redefine tourism governance through data. Functioning as a specialized competence centre, D3HUB addresses the systemic challenges of the tourism sector—namely, data fragmentation, seasonal imbalances, and the necessity for green and digital transitions. The monitoring tool is a live, operational, and diagnostic instrument created to support the monitoring and reporting needs of the project and its 40 participating destinations. It bridges local data collection with European strategic goals, ensuring that Competence Centre activities are aligned with the Tourism Transition Pathway (TTP). The foundational phase of the monitoring tool involved an exhaustive diagnostic process. Destinations were engaged through a series of structured meetings designed to determine the precise data required for the D3HUB indicator framework versus what was locally accessible. This process was critical; DMOs were surveyed regarding data possession, storage formats, and granularity. This initial exercise highlighted a crucial dichotomy: while many destinations possessed significant raw data, they lacked a common structure to translate this into evidence-based strategic insights. Following data identification, the project entered a rigorous cleansing and standardisation phase. Given the high degree of heterogeneity in how destinations managed their records—ranging from manual administrative logs to sophisticated API-led real-time feeds—the consortium implemented a mandatory transformation protocol. Datasets were cleaned and mapped into a standardized D3HUB structure. This step was essential, as it provided the interoperability necessary for benchmarking destinations against each other and against European averages.



1 The Future of Smart Tourism: Delving into the D3HUB Dashboard

The development of the D3HUB Dashboard is far more than a software upgrade; it is the beating heart of a connected, intelligent tourism ecosystem. Backed by D3HUB, this platform aligns seamlessly with our stringent quality standards outlined in the management manual . It also integrates perfectly with the digital data exchange framework for interoperability and the Competence Centre's sustainability plan to ensure operational continuity long after funding ends. By translating complex data into a strategic advantage, we are ensuring a lasting impact on how European destinations are managed. Below, we break down the strategic and technical innovations that make this platform a revolution for the tourism sector. The D3HUB dashboard is engineered for high-performance and digital sovereignty. The technical architecture integrates Apache Superset (frontend data exploration), Keycloak (identity and security), and PostgreSQL (backend storage). The entire stack is deployed via Docker, ensuring consistency across disparate server environments. This modular design allows for the seamless integration, processing, and visualisation of diverse datasets, enabling both aggregated high-level reporting and granular, destination-specific views. To ensure a balance between transparency and data sensitivity, the D3HUB dashboard is structured in two tiers. The public dashboard is a transparent gateway for EU stakeholders, providing aggregated insights into project progress and TTP achievements. The private dashboard is a restricted, authenticated environment reserved for DMOs and the D3HUB team. This private layer allows for the inclusion of confidential datasets, proprietary Action Plans, and highly sensitive performance indicators that require restricted access while still remaining useful for the destination's own strategic diagnostic processes. The strength of the D3HUB platform lies in its ability to blend Eurostat API data with localized, destination-specific data. By integrating external macro-economic indicators with local tourism flow and carrying-capacity data, the dashboard transforms from a passive reporting tool into an active instrument for diagnosis and decision-making. This holistic view enables destinations to track sustainable tourism indicators (KPIs) in relation to larger economic and social trends.



2 The Power of Dashboards: Empowering Smart Destinations

In the fast-paced world of modern tourism, raw data is simply not enough. Destination Management Organisations (DMOs) are constantly bombarded with numbers, but without clear visibility, strategic decision-making becomes guesswork. A well-designed dashboard is the central nervous system of any smart destination, acting as an essential tool to organise, visualise, and interpret highly diverse data sources that would otherwise remain siloed. It transforms complex, fragmented datasets into a clear, actionable narrative, empowering leaders to foresee trends, optimise resources, and elevate both the visitor experience and the quality of life for local residents. The true importance of the D3HUB Dashboard lies in its ability to translate theoretical principles of data sharing into a practical, operational reality. Rather than working in isolation, it provides a common analytical and visualisation environment where destinations can apply harmonised procedures and consistent definitions. In practice, DMOs use this unified interface to seamlessly monitor critical daily indicators—such as the proportion of local employment attributable to the tourism sector, average tourist expenditure, and real-time accommodation occupancy—across various geographical structures. The impact on destinations is transformative. By visualising these critical metrics, managers can instantly identify bottlenecks, capitalise on emerging opportunities, and steer their marketing and operational strategies with absolute confidence. It fundamentally strengthens data-driven decision-making by allowing DMOs to anticipate future demand through AI-based forecasting rather than merely reacting to past performance. Furthermore, by replacing fragmented PDF reports and scattered spreadsheets with direct data integrations, destinations drastically reduce processing times and the risk of transcription errors. Ultimately, this shared digital framework evaluates the effectiveness of support mechanisms and fosters more consistent, reusable, and secure tourism data management across Europe. A diverse group of destinations served as frontrunners to validate the dashboard. Meetings were conducted with DMOs from various contexts—such as Dubrovnik, Ibiza, Ljubljana, and Northern Norway—to refine the visual output of the tool. Their practical experience ensured that the metrics displayed were not only statistically robust but also relevant to the daily decision-making needs of tourism managers. For example, the Dubrovnik pilot explored the use of AI-based forecasting to support the prediction of visitor arrivals and overnight stays, demonstrating the potential of predictive analytics for destination management with an error margin as low as 5-10%.



3 The Great Challenge: Confronting Data Realities

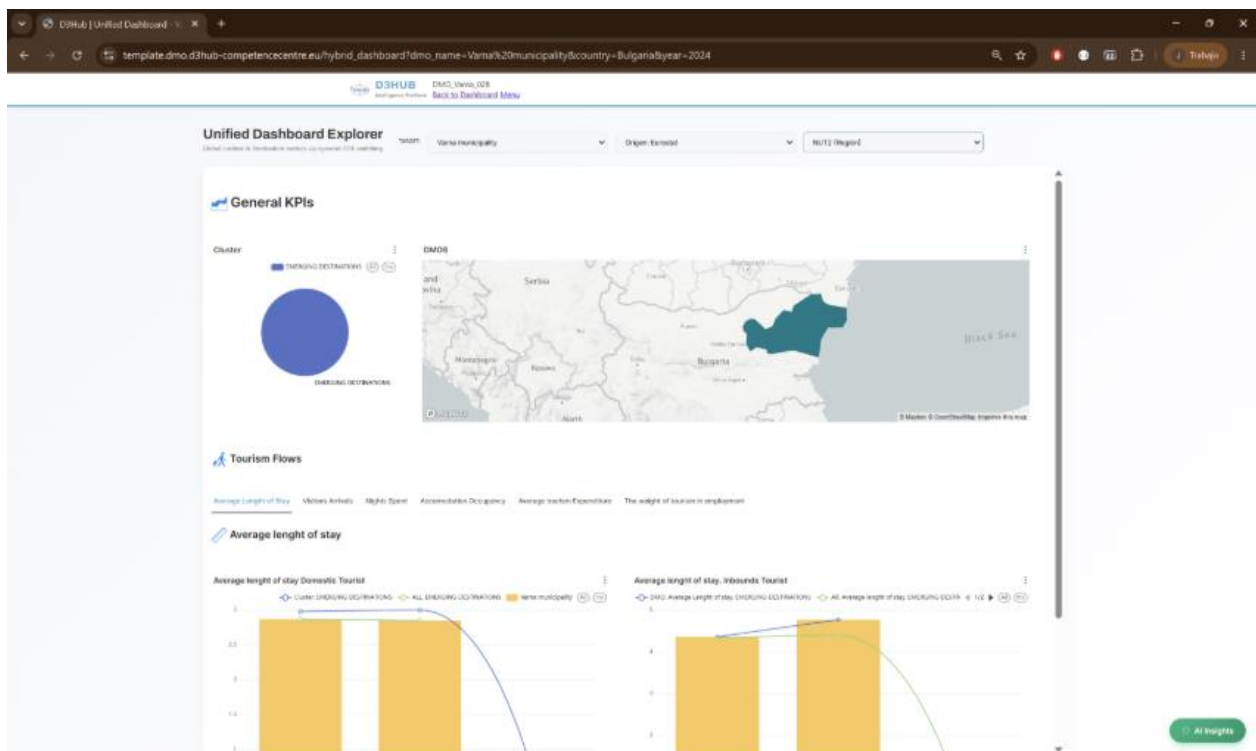
To build a truly effective tool, we first needed to understand the landscape. We conducted exhaustive surveys across 40 selected destinations to analyse the availability, format, and accessibility of their data. The reality was a highly fragmented and complex scenario:

- **The Data Gap:** Overall data availability sat at just 40%, with actual submission rates dropping to 27%. While 78% of destinations provided at least some information, 23% did not submit any, which prevented the calculation of several vital European indicators. This gap between data availability and effective data sharing represents one of the project's key findings. It demonstrates that improving data-driven destination management requires not only technological solutions, but also clear data governance, institutional commitment and stronger local capacities for systematic data collection and exchange.
- **The Granularity Conundrum:** We discovered a profound mismatch in data granularity, which is the lifeblood of an effective dashboard. While high-level national data might exist, the specific, granular data required for precise, local analytics is frequently missing. For instance, a critical lack of granularity at local geographical levels (such as NUTS 3) significantly complicates the calculation of key performance indicators. Dashboards thrive on precision, and without the right level of detail, the nuance needed for smart destination management is lost.
- **The Navigation and Ownership Maze:** Beyond technical limitations, a critical obstacle emerged regarding institutional knowledge. Destination managers frequently struggle to understand the feasibility of accessing data in an automated way, or even what datasets actually exist within their own regions. Furthermore, a lack of clearly defined responsibilities regarding who actually owns the data—and who is responsible for its provision and maintenance—creates severe bottlenecks in the collection process.
- **Speaking Different Languages:** We encountered severe inconsistencies in how data was categorised, with up to 40 different formats found for a single metric. Geographic identifiers and date formats varied wildly, and the lack of metadata regarding units of measurement forced our team to manually verify whether figures represented absolute numbers, percentages, or per capita rates.
- **Quality and Consistency Hurdles:** We identified missing values, broken time series, and statistical outliers that required validation. To resolve this, we engineered an automated data validation framework that cross-references local information with official Eurostat statistics to guarantee integrity and plausibility.
- **Trapped Information:** Crucial metrics were frequently buried inside narrative PDF reports or mislabelled, such as confusing 'same-day visits' with 'overnight stays'. This unstructured data required painstaking manual extraction, slowing down processing and heightening the risk of errors.



4 Our Solution: Standardisation and European Alignment

Working closely with the Joint Research Centre (JRC), Eurostat, and the EU Tourism Dashboard team, we consciously moved away from proprietary, isolated systems. We adopted mature, open-source technologies to eliminate prohibitive licensing costs and foster a community-driven environment where innovation can flourish without artificial barriers. The use of the existing NADIA platform ensured the use of this open-source data-driven platform as well as its continuity beyond the project's life.



First version of the dashboard interface based on NADIA with Eurostat data integration

To power this vision, we selected Apache Superset as the world-class visual core of the platform. This engine goes far beyond basic reporting; it dynamically translates raw numbers into interactive bar charts, advanced geospatial maps, and features a "SQL Lab" that allows analysts to write custom queries directly against the underlying data. Ensuring this powerful engine runs smoothly and securely required a modern infrastructure. Therefore, we orchestrated all our services through containerisation using Docker Compose. By running the entire system within isolated virtual containers defined in a single YAML file, we drastically reduce security conflicts, maximise resource efficiency by sharing the host operating system's kernel, and ensure the platform can scale instantly to meet fluctuating user demands. This architecture also means the dashboard is highly portable across testing and production environments. A significant hurdle we had to overcome was bridging the geographic divide. When integrating official European statistics



via the Eurostat API, we realised that standard Nomenclature of Territorial Units for Statistics (NUTS) codes strictly reflect political borders. However, tourism does not always stop at a county line; Destination Management Organisations (DMOs) operate across fluid, real-world regional structures. To solve this, we engineered bespoke geographic groupings at NUTS levels 0, 1, 2, and 3. This innovative alignment ensures that our indicators accurately represent the true operational scope of every destination, calculating metrics at each geographic level despite the inherent lack of specific granularity at the local NUTS 3 level. Finally, the cornerstone of our solution was addressing the chaotic data collection process. We could not build a reliable dashboard if destinations continued to submit data in forty different formats or buried inside narrative PDFs. To support a unified, common process for data gathering, we developed two proprietary capture tools designed to eliminate friction and standardise inputs. First, we created a comprehensive Excel template deeply rooted in established Eurostat semantics, featuring distinct data views that guided destinations to input their metrics consistently.

The screenshot displays a web application titled "Select Form" with the instruction "Choose a form to continue". It features a 3x3 grid of form selection cards. Each card includes an icon, a title, a brief description, and a "View" button. The forms are: General (Demographic and infrastructure data), Arrivals (Tourist arrivals by country and month), Air Passengers (Air passenger arrivals by country and month), Nights (Number of nights by country and month), Same Day Visitors (Same-day visitors by country and month), By Transport (Percentage by means of transport), Expenditure (Tourist spending by country and category), Satisfaction (Visitor satisfaction score by country), and Capacity (Accommodation capacity by type).

[Online template interface](#)

Building upon this foundation, we took standardisation a step further by launching an automated online template system. This intuitive digital form allows destination managers to bypass spreadsheets entirely, inputting their harmonised data directly and securely into the central D3HUB database. By implementing these standard data exchange formats, such as CSV and JSON, we have completely streamlined the data capture workflow, ensuring that every piece of information flowing into the dashboard speaks the exact same digital language.



5 Dashboard Functionality: Measuring What Matters

Smart tourism is not merely about increasing visitor volumes; it is about cultivating value and ensuring long-term resilience. To this end, the D3HUB Dashboard is fundamentally anchored in sustainability. We established a precise series of metrics necessary to calculate the UN's sustainable tourism indicators. The platform features an intuitive visualisation layer that empowers destinations to explore their performance through critical metrics:

- **Visitor Flows and Capacity:** Tracking the volume of tourist arrivals alongside their average length of stay.
- **Accommodation Vitality:** Monitoring real-time occupancy rates and total overnight stays across registered accommodations.
- **Community and Economic Impact:** Evaluating the average expenditure per visitor and tracking the vital proportion of tourism-related jobs within the local labour market.



6 Apples-to-Apples Benchmarking: The D3HUB Clusters

Data is only valuable when it has context. A coastal village cannot effectively measure its success against a sprawling European capital. To solve this, the D3HUB Dashboard employs a highly sophisticated contextual benchmarking system that groups destinations into clusters based on shared characteristics like size, geographic location, and tourism profile. Through this intelligent clustering, destinations can measure their success across several fronts. For example, a municipality classified within the "Emerging Destinations" cluster can actively compare its performance against its direct peers. By utilising interactive visualisations to filter by time period and geographic scope, destinations can pinpoint exactly where they lead their cluster and where they have room for strategic improvement.



7 Empowering the Human Element: Training DMO Technicians

The D3HUB initiative operates fundamentally as an EU Competence Centre designed to support data management in tourism destinations. As such, we understand that deploying a state-of-the-art dashboard is only half the equation; the true catalyst for smart destination management is the human element. Data is only as valuable as the insights we can extract from it. Therefore, a critical component of unlocking the dashboard's full functionality lies in training the technical staff within Destination Management Organisations. Many destinations face a steep learning curve when transitioning to data-driven governance. The complexities we uncovered during our initial assessments—ranging from deciphering semantic inconsistencies to validating outliers and integrating complex datasets—highlight the urgent need to generate specialised digital skills. By upskilling DMO technicians, we empower them to confidently navigate the visualisation layer, interpret complex tourism flows, and translate raw accommodation or economic metrics into actionable strategic policies. It is about transforming public servants into proficient data analysts who can truly leverage the dashboard to its maximum potential, ensuring that the technology serves the destination's sustainable growth rather than overwhelming its staff.



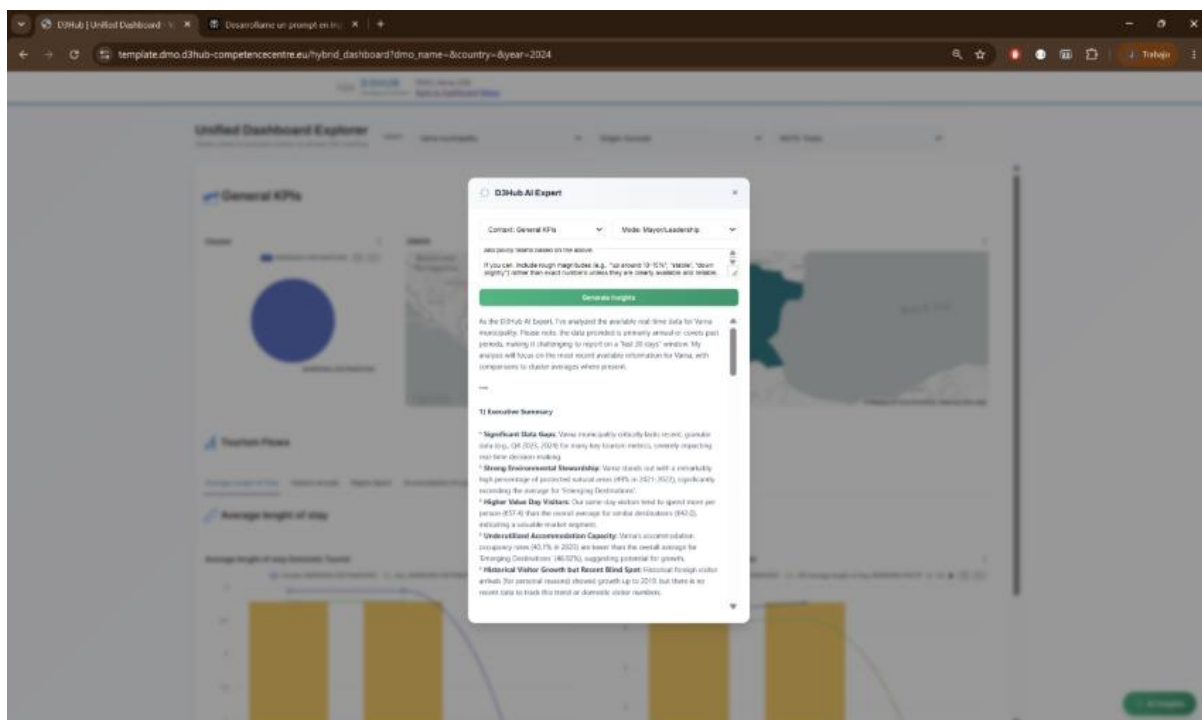
8 Evolution Through Collaboration: A Living Ecosystem

The functionalities we see today are not the result of isolated software engineering; they are the direct product of intensive, ongoing relationships with the Destination Management Organisations themselves. Over the course of the pilot phase, working closely with frontrunner destinations like Dubrovnik, Ibiza, and the Northern Arctic, we continuously iterated the platform's capabilities. By creating a "feedback-improvement-validation" workflow, we reviewed the dashboards directly with local managers, gathering qualified, real-world feedback on the usability of the environment, data access, and the overall relevance of the metrics presented. This collaborative relationship allowed us to radically improve the tool's functionalities, ensuring that the visualisations and data upload processes directly addressed the practical, everyday needs of the destinations rather than just theoretical models. Crucially, the current state of the D3HUB Dashboard is not a final destination, but a continuous work in progress. As part of the broader Competence Centre's sustainability plan, the platform has been designed specifically to ensure its operational continuity long after the formal funding of the D3HUB project concludes. New functionalities, deeper data integration, and advanced indicator sets will continually be developed as the European tourism community expands its digital skills and data maturity, which will be promoted through projects as FACILITATE and CAPACYTOUR. The dashboard is a living ecosystem that will keep adapting to shifting challenges, ensuring that Europe's destinations remain at the forefront of sustainable, data-driven governance well into the future.



9 Advanced Features: The Strategic Role of AI in Transforming Destination Data

Artificial Intelligence represents the definitive bridge between passive reporting and proactive, intelligent destination management. In modern tourism, decision-makers are frequently overwhelmed by complex graphs, shifting spreadsheets, and disparate statistical portals. The true strategic value of AI lies in its capacity to democratise this information, acting as an intelligent interpretative layer that transforms raw, intimidating data into clear, contextual narratives tailored to the exact needs of diverse audiences. Within D3HUB, we designed an innovative system driven by trained AI algorithms that allows users to interact directly with stored datasets by asking natural questions. Crucially, the platform recognises that different stakeholders require fundamentally different perspectives on the same underlying reality. We developed a profile-based AI system configured around three core user personas: Citizens, DMO Technicians, and Political Leaders or Mayors.

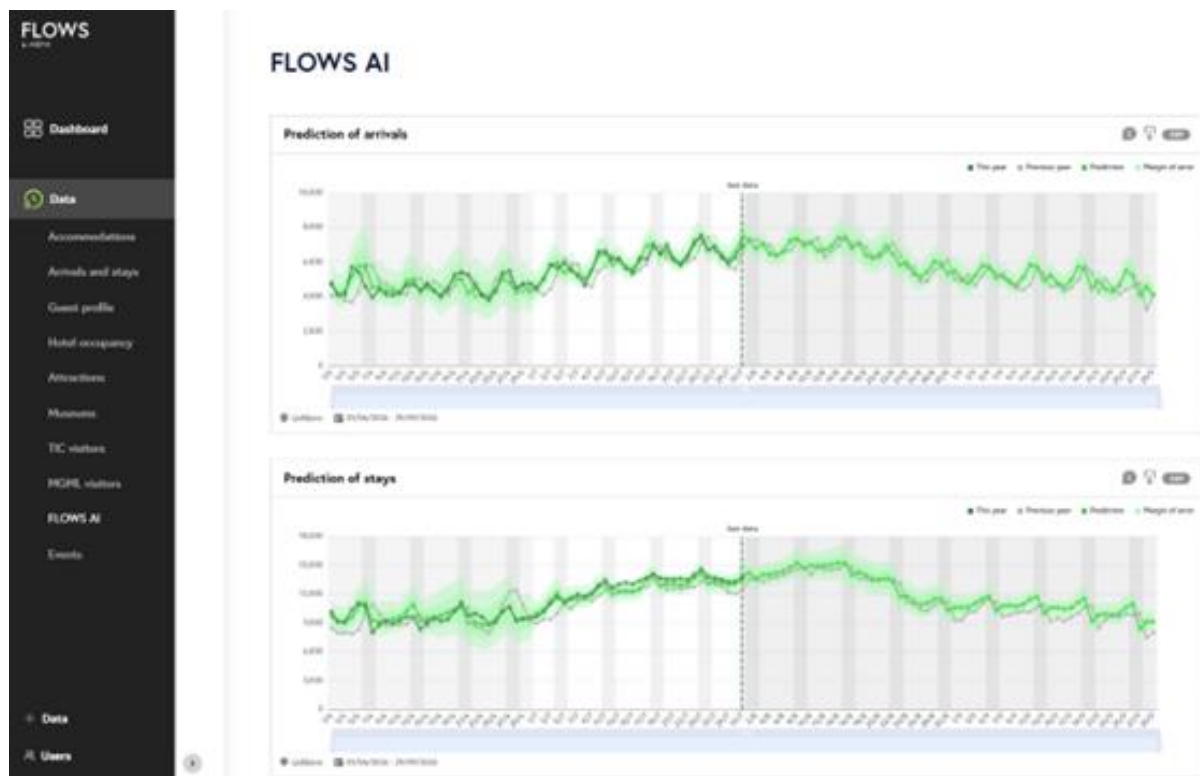


Response from the same prompt for the profile of political leader

When a citizen queries the system, the algorithm delivers an accessible, plain-language summary focusing on civic interests—such as environmental conservation, community well-being, and sustainable visitor spending. For technical analysts within DMOs, the AI adjusts its lens to supply granular, diagnostic evaluations of occupancy patterns, seasonal fluctuations, and data gaps. Meanwhile, when a mayor or municipal leader consults the tool, the response elevates to an



executive summary, highlighting economic viability, infrastructure capacity, and strategic policy recommendations. This personalised approach ensures that data is genuinely understood, trusted, and utilised across all levels of society. Beyond tailored communication, AI profoundly enhances the data-driven approach through predictive demand modelling. Traditional tourism analytics look backwards, evaluating what happened last month or last season. The D3HUB forecasting engine shifts the paradigm from hindsight to foresight by cross-referencing historical visitor trends with crucial external variables, such as school and public holiday calendars in key source markets and scheduled major events. This dynamic integration enables local authorities to anticipate demand surges, balance carrying capacities, and optimise municipal public services well in advance. The effectiveness of this predictive framework was proven through rigorous, real-world pilot deployments across diverse European territories. The model successfully tracked arrivals and overnight stays in Ljubljana via the FLOWS application, forecasted the Average Daily Rate (ADR) one month ahead in Tromsø, and projected visitor arrivals in Dubrovnik within robust 80% confidence intervals. Crucially, these ground trials demonstrated that AI algorithms are not magic boxes; their predictive reliability depends entirely on the availability of consistent, complete, and longitudinal historical datasets. By combining disciplined data governance with adaptive machine learning, the D3HUB project provides smart destinations with the foresight needed to transition from reactive crisis management to sustainable, forward-looking stewardship.



AI-based forecasting of tourist arrivals and overnight stays in Ljubljana, including historical values, predicted demand and the associated margin of error, implemented in FLOWS Ljubljana application.



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The project's integration of AI-driven forecasting highlights the future trajectory of tourism intelligence. By providing real-time predictive data, destinations can manage infrastructure, resident sentiment, and resource sustainability proactively. This functionality ensures that the D3HUB legacy will continue as a foundational asset for the European tourism ecosystem long after the formal funding period concludes in November 2026.



10 Privacy, Security, and Absolute Trust

Handling sensitive destination data requires an uncompromising approach to security. In the modern tourism ecosystem, data is a profoundly valuable asset, but its true potential can only be unlocked through collaboration. We understood early on that without absolute trust, stakeholders—from local hoteliers to regional transport authorities—simply will not share their information. If a local accommodation network fears its specific performance metrics might be exposed to competing destinations, the entire data-sharing framework collapses. To prevent this, we implemented robust privacy-by-design and defence-in-depth protocols, operating strictly within the framework of European legislation, including the General Data Protection Regulation (GDPR). A key challenge in smart tourism is managing the delicate balance between open data and personal or proprietary data. For instance, while high-level, open-domain statistics on regional arrivals managed by Eurostat are intended to be public, a DMO's specific, real-time datasets or detailed AI query profiles require stringent protection to avoid exposing sensitive operations. To ensure that data sharing remains secure and encourages stakeholder participation, we engineered a sophisticated, multi-layered security environment:

- **Ironclad Identity Architecture:** We established Keycloak as our centralised identity provider, managing authentication via OIDC/SAML flows. This system is backed by a Reverse Proxy that acts as a secure gateway, applying vital network rules such as web application firewalls (WAF) and rate limiting, while securing the PostgreSQL database with rigorous TLS encryption.
- **Strict Two-Tier Access for Complete Confidentiality:** We implemented a clear division between public and private views to build stakeholder trust. Public European data is openly accessible via a public viewer role, allowing any authenticated DMO to view it. However, a destination's proprietary data is strictly locked behind an Attribute-Based Access Control (ABAC) system. This means the platform evaluates a user's specific attribute ID, guaranteeing that a destination can only view, access, and query the AI regarding its own privately owned metrics, ensuring total confidentiality from competitors.
- **Uncompromising GDPR Compliance:** True trust requires enforceable data subject rights. We actively manage personal data compliance by guaranteeing the right to complete erasure of users, including all attributes and active sessions via the administration API. For historical records that must be retained, we apply strict anonymisation, backed by the scheduled, automated purging of inactive accounts to ensure total regulatory adherence.
- **Active Threat Defence:** The system is continuously fortified against external threats. We enabled brute-force detection capable of blocking access after ten failed attempts, enforced strict password policies, and implemented real-time security monitoring via SIEM systems, such as Splunk or Datadog, to instantly detect and respond to any anomalies.



11 Collaborative Validation with Pioneering Destinations

To guarantee the platform is as intuitive as it is powerful, we built it alongside those who will use it. We established a continuous "feedback-improvement-validation" loop with a select group of pioneering destinations, including Dubrovnik, Ljubljana, Langhe Monferrato Roero, Arouca, Northern Arctic, Ibiza, and Salzburger Land. Through strategic meetings held on 23 July, 15 September, and 27 October, these destination managers stress-tested the environment, refining the data upload processes and user interface. The Dashboard is not just a screen displaying numbers; it is a complete, intelligent analytical ecosystem. By solving the historical lack of data standardisation, injecting adaptive AI, and enforcing granular privacy controls, the D3HUB project has delivered a revolutionary operational blueprint for the future of sustainable, data-driven tourism across Europe. The evaluation framework utilizes two standardized grids. Grid A (Action Plan Analysis) examines strategic maturity, alignment with D3HUB, and transferability. Grid B (Dashboard Analysis) monitors the operational health, indicator coverage, and actual integration of the dashboard into the destination's governance workflows. These grids serve as the primary benchmarking mechanism for the Competence Centre. D3HUB represents a pivotal shift towards data-driven governance. By connecting local data collection with high-level European objectives, the project ensures a sustainable, resilient, and evidence-based legacy for tourism destinations across the continent.



12 Ensuring continuity and scalability

As the D3HUB project reaches its formal conclusion, its legacy extends far beyond theoretical and regulatory frameworks through the historic **Mallorca Manifesto**, officially approved during the official D3HUB Final Event in Mallorca with the distinguished presence of representatives from the European Commission. This manifesto seals the institutional commitment to giving continuity to the project's vision, transforming the achievements attained into a permanent impact strategy for European tourism destinations.





Far from constituting a merely conceptual or theoretical closure, the continuation of D3HUB is grounded in a solid, operational, and large-scale foundation supported directly by consolidation through two key European initiatives:

- **FACILITATE** (<https://facilitate.anysolution.org/>): This project acts as an advanced catalyst for data interoperability and digital sovereignty within the tourism ecosystem. Through its architecture, FACILITATE provides continuity to the open-source infrastructure tested in D3HUB (such as the dashboard), enabling destinations to continue integrating heterogeneous data sources securely, scalably, and in alignment with European standards. It complements this activity with in person training activities in 23 Member States, the launch of four MOOC modules and the delivery of comprehensive Guidelines.
- **CAPACITYTOUR**: This second complementary initiative focuses on strengthening the technical, analytical, and organisational capabilities of Destination Management Organisations (DMOs) and SMEs. CAPACITYTOUR takes over training and methodological support, ensuring that local tourism managers not only maintain operational dashboards but also possess the advanced analytical capacity required to interpret sustainability indicators, anticipate visitor flows, and apply artificial intelligence models in daily decision-making.

Through the synergy of these two operational pillars, the Mallorca Manifesto ensures that the effort of the D3HUB pilot phase evolves into a permanent tourism intelligence ecosystem, consolidating the green and digital transition across Europe in a durable and structured manner, aligned with the future European Strategy on Sustainable Tourism.

Key Lessons Learned and Recommendations for European Destinations:



Data availability does not automatically mean data accessibility or usability.



Harmonised definitions and data governance are prerequisites for meaningful benchmarking.



A dashboard is only valuable when integrated into actual destination decision-making.



AI applications depend on the quality, completeness and continuity of underlying data.



Long-term success requires continuous capacity building, institutional ownership and sustainable infrastructure.



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