

FOST INNO



Action plan
for fostering innovation in sustainable
tourism
Perugia, Italy

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Introduction

The Action plan for fostering innovation in sustainable tourism in the Municipality of Perugia intends to provide clear and well defined activities that have to be undertaken, at local level, to implement the “Strategy for fostering innovation in sustainable tourism for Adriatic – Ionian region” prepared by the Project.

The Plan sets clear objectives in the context of the covered area, defines concrete measures allocated in the frame of a time plan, appoints the main actors called to successfully carry out the planned activities and poses indicators to measure and monitor them.

The main objectives of the Plan concern spreading innovation culture and supporting innovations capacity building that will contribute to the sustainable tourism development, to the competitiveness of the territory, to the long term growth of tourism. The plan has also the objective to support local economy and creative entrepreneurship of youngsters. From a geographical/administrative point of view this document covers the area of the Municipality of Perugia.

1 Tourism in Perugia, Italy

Perugia is located in Umbria Region called the Green Heart of Italy. Large valleys defined by rivers and Lake Trasimeno; a mountainous terrain which extends between picturesque woodland-covered hills that often have villages and castles at their peaks.

Etruscan in origin, Perugia later became a flourishing Roman municipium called "Augusta Perusia". It was destroyed by Totila and the Goths (547 AD). It was then conquered by Byzantines, and became one of the strongholds of their dominion against the expansion of the Lombard Duchy of Spoleto. Perugia remained Byzantine until the 8th century, when it came under papal rule, and when it became an independent commune. In 1000 AD it remained an ally of the papacy. The friendship with the Church of Rome deteriorated irremediably in the 14th century from that time on, Perugia's history was an endless succession of civil struggles, conspiracies, betrayals and wars, until the Papal States under Pope Paul III took control once and for all. Perugia was deprived of every freedom and independence, and all attempts at overthrowing papal rule were punished with massacres and destruction. In 1860 Perugia was joined to the Kingdom of Italy.

Perugia has an immense heritage of art and culture, the fruit of its glorious past. One finds monuments everywhere bearing witness to its many centuries of history, art and culture, from its squares to its tiniest alleys, starting with the Etruscan Arch, the Rocca Paolina, a fortress erected by Pope Paul III in 1540. Standing on Piazza IV Novembre, one of the most beautiful squares in Italy, is the Palazzo dei Priori. An elegant Gothic edifice, it is also the home of the Municipality and the National Gallery of Umbria, which holds some of the greatest masterpieces of Italian art from the Middle Ages to the 18th century. Also very fine are the Sala dei Notari, the Collegio del Cambio, the Collegio della Mercanzia, the Cathedral of San Lorenzo and its annexed Chapter Museum, and the gorgeous Fontana Maggiore, a 13th-century fountain designed by Frà Bevignate of Perugia with bas-reliefs by Nicola and Giovanni Pisano.

The city hosts one of the most ancient University in Europe "Università degli Studi di Perugia" together with the Foreigners University, the Academy of Fine Arts and the Conservatory and the Università dei Saporì.

But the city offers a lot of other interesting attractiveness for tourism:

- The nature and the environment invite a growing tourism in the sport and nature sector. In recent years the number of group arrivals that are walking or cycling is increasing (including the religious itineraries i.e. La Via di San Francesco)
- Perugia is the location of many international events as Eurocholate in October, dedicated to the world of the cholate production, Umbria Jazz in July, one of the

most important festival of the jazz music in the world, the International Festival of Journalism in April that allows to journalists from over the world to meet in our city.

- The local eno-gastronomic products are very attractive too for the tourists coming to taste the good wine and the supreme olive oil, but also norcineria and cheese products, local meat and sweet chocolate.
- Another offer that is raising in our territory is the textile products above all the cashmere ones that is targeted in luxury sector.

Thanks to a study carried out by the Unioncamere Umbria (Regional Chamber of Commerce) entitled "Businesses in the tourism sector in UMBRIA: consistency, character and dynamics" it is possible to know the regional scenario of the tourism sector, its main characteristics and trends. In analysing and evaluating data, however, it is necessary to take into account the negative effects produced by the earthquake for the entire Region in 2017, especially when compared to the excellent performance in terms of arrivals and presences of tourists realized in the first 9 months of 2016.

"In 2017, companies operating in the tourism-related sectors grew at the national level, with the exception of the restaurants of the agricultural companies, in particular of the services of lodging (+ 4.9%), those of restaurant (+ 1.4%) and tourist services (+ 1.9%). Positive trend that confirms the constant evolution of the extended tourism sector in the last six years in the whole national territory, even if Umbria still does not shine, settling in 15th place in the ranking of the Italian regions in terms of incidence on the total number of companies (7.8%). In particular, the tourist services sector which includes a multitude of "accessory services" (transport, rental, travel agency, museums, parks etc ...) characterizes Umbria for a lower incidence compared to national and central percentages, stopping at 11.1% compared to 16.8% in central and southern Italy 14.4% of Italy. In Umbria, on the other hand, it is accommodation and catering services that weigh on the total sector more than what happens in Italy and central Italy: accommodation services amount to 11% in Italy and 12.1% in central Italy while they arrive at 13.3% in Umbria. In Italy, the catering services account for 74.6% of the total sector, 71.2% in central Italy, while in Umbria they reach 75.6%"

The data on the financial statements and employees at 31.12.2017 confirm that the system maintains its performances and consolidates the positions, but it is not renewed as it should, especially in the tourist services whose development could generate a multiplier effect for regional tourism. These services sector which includes a multitude of "accessory services" (transport, rental, travel agency, museums, parks etc ...) are in Umbria proportionally lower than the national and central regions percentages levels, stopping at 11.1%, whereas in central Italy they reach 16.8% and in Italy 14.4%. It is however important to underline that in the Perugia district this percentage is higher reaching the

14.1%. As regards the entrepreneurship index¹ in the sector, the territory of Perugia reaches 1% in line with the national value. The employees of the tourism sector at 31 December 2017 in Umbria are 26.841, (9.5% of the total number of employees in our region). In Italy the employees of the sector weigh 9.6%.

The data provided by the Perugia Tourism Promotion Agency allow to specifically photograph the tourism offer and demand in the city. In the last 12 months collected and elaborated (August 2017- July 2018) it is possible to discover some important aspects. The accommodation facilities are in total growing. The hotel accommodation are 64, while the no hotel accommodation (B&B, apartments, holiday homes, farm holidays etc.) grow from 307 to 419. So the number of beds grow from 9277 to 9805. The highest value of the IUM (index of average use of accommodation facilities) during the year is July (36,40%); the lowest is in January (20,16%). In coherence with this data the highest number of the attendances (persons per nights) is recorded in July 103,998 (57,014 Italians and 46,984 foreigners). Instead, although the largest number of arrivals is in October with a total of 44,646 of which 32,545 Italians and 12,101 Foreigners, it is precisely in this month that the average stay in days is the lowest of the year (1.98). This could be explained by the event Eurochocolate organized in Perugia during two weeks of this period.

PERUGIA	August 2017			September 2017			October 2017			November 2017			December 2017			January 2018		
	Hotels	No hotels	Total	Hotels	No hotels	Total	Hotels	No hotels	Total	Hotels	No hotels	Total	Hotels	No hotels	Total	Hotels	No hotels	Total
ARRIVALS Ita	17.708	4.491	22.199	19.421	3.046	22.467	27.808	4.737	32.545	17.329	2.340	19.669	21.792	3.964	25.756	14.339	1.987	16.326
ARRIVALS Foreign.	11.719	1.800	13.519	14.307	1.451	15.758	11.006	1.095	12.101	4.562	499	5.061	4.280	458	4.738	3.699	324	4.023
ARRIVALS Tot.	29.427	6.291	35.718	33.728	4.497	38.225	38.814	5.832	44.646	21.891	2.839	24.730	26.072	4.422	30.494	18.038	2.311	20.349
ATTENDENCES Ital.	39.773	16.634	56.407	34.732	11.665	46.397	45.754	16.029	61.783	32.759	12.693	45.452	39.326	14.719	54.045	26.219	11.931	56.407
ATTENDENCES foreign.	26.005	12.517	38.522	28.974	7.016	35.990	20.428	6.355	26.783	8.729	4.985	13.714	9.488	4.696	14.184	6.860	4.133	38.522
ATTENDANCES Tot.	65.778	29.151	94.929	63.706	18.681	82.387	66.182	22.384	88.566	41.488	17.678	59.166	48.814	19.415	68.229	33.079	16.064	94.929
Accommodation	64	307	371	64	307	371	64	305	369	64	307	371	64	336	400	64	330	394
Beds	5.163	4.114	9.277	5.163	4.114	9.277	5.163	4.102	9.265	5.163	4.125	9.288	5.163	4.245	9.408	5.167	4.218	9.385
P. M. (Average stay)	2,24	4,63	2,66	1,89	4,15	2,16	1,71	3,84	1,98	1,90	6,23	2,39	1,87	4,39	2,24	1,83	6,95	2,42
I. U. M. (Average utilization index)	42,64%	25,08%	35,09%	42,33%	16,43%	31,19%	42,58%	19,30%	32,63%	28,65%	17,47%	24,05%	32,80%	18,32%	26,77%	22,68%	16,41%	20,16%

PERUGIA	February 2018			March 2018			April 2018			May 2018			June 2018			July 2018		
	Hotels	No hotels	Total	Hotels	No hotels	Total	Hotels	No hotels	Total	Hotels	No hotels	Total	Hotels	No hotels	Total	Hotels	No hotels	Total
ARRIVALS Ita	15.292	1.989	17.281	21.549	3.343	24.892	25.907	5.288	31.195	20.404	3.032	23.436	17.279	3.524	20.803	20.267	5.568	25.835
ARRIVALS Foreign.	3.852	369	4.221	5.641	694	6.335	10.117	1.355	11.472	14.832	1.835	16.667	12.463	1.947	14.410	13.124	3.148	16.272
ARRIVALS Tot.	19.144	2.358	21.502	27.190	4.037	31.227	36.024	6.643	42.667	35.236	4.867	40.103	29.742	5.471	35.213	33.391	8.716	42.107
ATTENDENCES Ital.	24.946	11.358	36.304	35.047	14.214	49.261	50.173	19.713	69.886	34.303	14.666	48.969	29.555	14.340	43.895	37.819	19.195	57.014
ATTENDENCES foreign.	6.987	4.006	10.993	10.800	5.627	16.427	20.609	7.080	27.689	28.521	9.283	37.804	27.190	10.392	37.582	30.121	16.863	46.984
ATTENDANCES Tot.	31.933	15.364	47.297	45.847	19.841	65.688	70.782	26.793	97.575	62.824	23.949	86.773	56.745	24.732	81.477	67.940	36.058	103.998
Accommodation	63	336	399	63	357	420	63	365	428	63	378	441	63	391	454	63	419	482
Beds	5.143	4.239	9.382	5.143	4.355	9.498	5.143	4.419	9.562	5.143	4.494	9.637	5.143	4.569	9.712	5.143	4.662	9.805
P. M. (Average stay)	1,67	6,52	2,20	1,69	4,91	2,10	1,96	4,03	2,29	1,78	4,92	2,16	1,91	4,52	2,31	2,03	4,14	2,47
I. U. M. (Average utilization index)	24,07%	16,99%	21,20%	29,76%	18,13%	24,93%	47,24%	21,80%	35,78%	40,58%	18,69%	30,67%	37,88%	19,60%	29,52%	44,53%	27,08%	36,40%

Legend:
P. M. = Average Stay- in days
I. U. M. = Average utilization index- in percentage
Hotels: Hotels and historic residence
No hotels: houses bedrooms to rent, holiday homes and apartments, campsites, cottages, farmhouses, country houses, B & B, holiday homes, religious houses, hostels, study centers, tourist leases (I)
⁽¹⁾ rented accommodation for tourism purposes = it is a new type of accommodation (short lease contracts - max 30 days) introduced by the Regional Law n. 8 of 12 July 1017 (article 40) which, although NOT BE CONSIDERED a real accommodation service, is checked ONLY FOR STATISTICAL PURPOSES

¹ Entrepreneurship index means the relationship between companies in the sector identified and the working age population (aged 18 and over).

2 Activities in the function of fostering innovation in tourism

Strategy for fostering innovation in sustainable tourism for Adriatic – Ionian region set following specific objectives that should be achieved across the region:

1. Development of innovation taxonomy, its popularization and advocacy

The objective of this task is to stimulate the development of innovative society and innovative sustainable tourism, as well as the implementation of this Strategy and its goals.

The realisation of this goal implies special engagement and contribution of the academic community. At local level the University of Perugia already involved in the activities of the project will contribute to this objective. The task refers not only to further taxonomy development and adjustment to the economy needs and practices (and in this case in particular – tourism), but also, to contribution to the transfer of knowledge on innovations and on raising awareness among all stakeholders that innovations are a prerequisite for any kind of development.

The activities that should be carried out in order to contribute to the objective realization are: lectures, advocacy with key stakeholders through BtoB meetings and publication of researches and news relating the theme of innovation on institutional channels and on the project platform.

The responsible/in charge for carrying out these activities for the PP4 is the Economic Development Department MUNPG

The indicator/s used to monitor and to measure the activities will be the number of BtoB meetings and that of publications on web channels;

The timeframe in which the activities should take place is November 2018- November 2019.

2. Lobbying (nationally) for the simplification and improvement of legislative acts dealing with innovations

The objective is to foster creativity, innovation, incentives for innovations as well as cooperation among stakeholders in innovation process through the simplification and improvement of an incentive legislation.

The activities that will be carried out in order to contribute to the objective realization are linked to a lobbying strategy at the national level in order to create a stimulating environment for entrepreneurs and innovators. The Municipality of Perugia intends to promote this strategy with the local stakeholders already involved in the project to the ANCI (National Association of the Italian Municipalities) allowing an horizontal mainstreaming and at the same time a vertical one, being ANCI the most important interlocutor of the Ministries in representation of the cities and their policies.

The responsible/in charge for carrying out these activities for the PP4 is the Economic Development Department MUNPG

The indicator/s used to monitor and to measure the activities will be the elaboration of a planning document signed by the Municipality of Perugia and ANCI.

The timeframe in which the activities should take place is January 2019- June 2019.

3. Education of stakeholders about innovations, sustainable tourism and about the importance of monitoring of innovations (innovations indicators)

The aim is to provide wide-ranging as well as custom-made (on demand) education activities available to all stakeholders since only well-educated individuals can ensure the long-term destination sustainability. Additionally, it is necessary to increase and intensify knowledge transfer between businesses, users, academia and institutional stakeholders. The education of stakeholders has to impact also in the innovations implementation and in the sustainable tourism development.

How to achieve this complex goal? Firstly we have to share a model of innovation. What does innovation mean? Secondly we have to elaborate a monitoring system built through an ad hoc indicators of the innovations implemented in tourism. And we can realize this process together with academics, private sector and institutional public bodies.

This skills' package will be shared among local stakeholders and after this phase among the partners too who will be able to learn the process and, if interested, transfer the model to their reality. Lastly the skills' package will be promoted as a tool in the educational activities implemented in the platform. This system should also ensure that innovations are implemented in accordance with sustainable development principles and destination interests.

The responsible/in charge for carrying out these activities for the PP4 is the Economic Development Department MUNPG. The indicators of this task is the elaboration of a model of innovation monitoring system. The stakeholders reached during the process and after it through the education activities and through the platform.

The timeframe in which the activities should take place is November 2018 - March 2019.

4. Lobbying nationally (promoting) for the necessity of introducing obligatory reporting on innovations

The aim of this task is to promote among key national players the necessity and the advantages of reporting about innovations. This could be done in line with the existing Eurostat system - Community Innovation Survey (CIS). The CIS is a survey of innovation activity in enterprises but, at this point, its microdata sets do not cover all countries and the provision of microdata is voluntary for tourism enterprises.

Hence, it would be a huge step forward if this kind of reporting would become obligatory for all enterprises in tourism in all Adriatic-Ionian countries.

It is one of the most ambitious aim of the project because it implies the awareness of the gap by the national authorities.

Scheduled activities: the Municipality of Perugia may reach the aim through a lobbying action towards national authorities thanks Sviluppumbria (Economic Development Agency of the Umbria Region) ANCI and Umbria Region itself. To this end, we intend to start a series of interlocutions with the representatives of the offices concerned and to formulate a formal request to the Ministry.

The responsible/in charge for carrying out these activities for the PP4 is the Economic Development Department MUNPG.

The indicators that will monitor the activities are therefore related to the number of meetings scheduled with ANCI and Umbria Region (min 2) and the production of the formal request by November 2019.

The timeframe in which the activities should take place is January 2019 – November 2019.

5. Creating an Open Innovation Platform

Integrated, multi-sectoral and participatory approach should present the core of the tourism planning process, delivering innovative solutions from cultural, social and technological aspects resulting in multiple cultural and socio-economic benefits. The Project will develop an Open Innovation Platform that will facilitate effective online discussions between stakeholders and user-generated ideas. Additionally, the platform will embed a comprehensive and accessible knowledge base of existing good practices related to the innovations in tourism enabling collection and ensuring availability of basic information about already tested and successful ideas. This pool of inspiring ideas is expected to provide additional incentive for individuals and organizations who are in need of innovation of any kind or who are already in the process of developing their innovation ideas.

The Municipality of Perugia will provide the final technical solution by identifying an experienced software developer through public procurement. ICT solution is envisioned in form of web application which will contain all jointly created knowledge about innovation in sustainable tourism, and as well serve as a database of all relevant stakeholders.

This application should also be able to store a large number of documents (i.e. Strategy and Action plans, brochures and other relevant FOST INNO documents) and data (i.e. Database related to innovative ideas that all partners will be collecting and Centre's members will be suggesting/providing), host webinars, On-line course and E-consultations.

Along with that, the Municipality of Perugia will contribute to upload materials and ideas and constantly keep high the interest of stakeholders in both looking for and offering innovative approaches in sustainable tourism, recognising the need for them to get the knowledge about the value which can be gained from being a part of the right network (i.e. new relationships and connections, partnerships, business ideas and new clients/customers). To this latter aim specific meetings will be held.

The Municipality of Perugia is responsible for carrying out the described activities.

Namely, the ICT Dept. staff will assure the provision of the web application and the Economic Development Dept. staff will look after the constant involvement of stakeholders.

Indicators (how the realisation of the activity will be measured and monitored) are:

- Number of stakeholders registered in the platform by June 2019 (Project level)
- Number of stakeholders registered in the platform by June 2019 (Local level)

The process of defining and providing the web application has started in June 2018 and will end by December 2018 having the Platform working in January 2019.

Local stakeholders have been involved in the first workshop that took place in May 2018 and in the local event that was held in October 2018. In 2019 other 2 informal meetings with stakeholder will be held (in February and in June).

6. Promoting changes of HEI curricula - introducing courses dealing with innovations and innovations in tourism

Fostering innovations also requires introducing new and improved university level courses dealing with innovations. The aim of curricula changes in HEIs is not only to enhance the awareness of the importance of innovation implementation in tourism, but also to create and build new students' competencies concerning innovations and entrepreneurship. The introduction of courses that would focus on innovations and on the benefits that they could bring to companies in tourism, as well as on obstacles that may occur, would contribute to growth of innovation in tourism in the long run. This also requires intensive involvement of tourism practitioners in the educational process since they are a valuable source of knowledge, and thus, a critical force for strengthening innovation in tourism.

The Municipality of Perugia has involved since the very beginning of Project implementation the University of Perugia and namely the Faculty of Tourism Economy. In particular the professor of Economy and Management of touristic companies showed a real interest in the topics addressed by FOST INNO.

The Municipality of Perugia will strengthen the relationship with the Faculty of Tourism Economy holding focused meeting during which to promote the definition and contents of a program of seminars/workshops for students about innovation in tourism in order to stimulate the University to introduce specific courses.

The Municipality of Perugia is responsible for carrying out the described activity with the involvement of University of Perugia - Faculty of Tourism Economy.

The indicator (how the realisation of the activity will be measured and monitored) is;

- no. 2 Program draft for 2 seminars for students about innovation.

The activity will take 6 months starting from January 2019

7. Development and support of cooperation and networking between crucial stakeholders, especially:

- Enabling the transfer of knowledge and innovations from other sectors into tourism
- Cooperation between SMEs and large enterprises (win-win)
- Cooperation between HEIs and enterprises

To increase innovation capacities and capabilities, it is essential to enhance cooperation between all tourism stakeholders. They should be motivated to join the network proposed through FOST INNO conceptual model. Quality connections and synergies between stakeholders should be enhanced in order to enable transfer of knowledge and innovations. Working and collaborating together, exchanging knowledge, information, experiences and good practices will lead to a greater number of innovative solutions and consequently to sustainable tourism development in the Adriatic-Ionian region.

The activities that should be carried out in order to contribute to the objective realization are:

- The Municipality of Perugia in October 2018 has organized the event “Urban ecosystems for the innovation” during which stakeholders coming from different sectors (business sector, University, financial advice, music, marketing, public sector) have shared the innovative approach experiences they have brought in their sectors with the aim not only to provide knowledge for the tourism sector but also to show how they can contribute indirectly to the tourism innovation.
- The cooperation between SMEs and large enterprises will be supported involving the Chamber of Commerce (and/or other trade associations) with the aim to organize focused meetings to match them.
- The Municipality of Perugia has involved since the very beginning of Project implementation the University of Perugia and namely the Faculty of Tourism Economy. To achieve the objective of fostering cooperation between HEIs and enterprises, the Municipality will promote focused meetings between the Faculty of Tourism, “Università dei sapori” (a private Higher Education Institution) and “#UMBRE” (“United Marketing for Business and Regional Experience” a business network which aims to combine entrepreneurship, high education and tourism).

The Municipality of Perugia is responsible for carrying out the described activity with the involvement of University of Perugia, Chamber of Commerce and private companies.

The indicators (how the realisation of the activity will be measured and monitored)are:

- number of participants to the event with the involvement of stakeholders coming from different sectors;
- 1 meeting with Chamber of Commerce and/or other trade associations;
- 1 meeting between the Faculty of tourism and the identified private entities.

The activity will take 12 months starting from October 2018

8. Development of research activities related to innovations and tourism.

Changes on tourism market are constant and happening very fast. This indicates that it is necessary to follow them on a regular basis in order to be able to promptly react, to be one step in advance and stay competitive. In order to do so, different research activities related to tourism trends and changes in the environment in which tourism of Adriatic-Ionian is developing should be conducted. High quality research would lead to a deeper insight into the ongoing changes and the changes that might happen in the future. The results of such researches would provide an advantage to the stakeholders and ensure them better opportunities while developing the new and innovative solutions as a response to those changes.

The Municipality of Perugia will provide a document containing two good practices on innovation conducted at local level both directly and indirectly affecting the tourism sector: the “Barton park” (innovation in the private/public partnership and in providing public spaces with technological systems) and “Umbria che spacca” (innovation in young entrepreneurship and in enjoyment of cultural spaces).

The document will be uploaded on the platform.

The Municipality of Perugia is responsible for carrying out the described activities.

The indicator/s (how the realisation of the activity will be measured and monitored) are:

- drafting 1 document about 2 good practises

The process of drafting the document will start in January 2019 and end in March 2019.

Table 1. Summarised action plan for fostering innovation in sustainable tourism – **Municipality of Perugia, Italy**

Objectives	Activities	Responsible actor/s	Indicator/s	Timeframe (from mm/yy to mm/yy)
Development of innovation taxonomy, its popularization and advocacy	-lectures -BtoB meetings -publications and diffusion of articles and news	Economic Development Department of the Municipality of Perugia	- number of BtoB meetings - number of publications on web channels	November 2018- November 2019
Lobbying for the simplification and improvement of legislative acts dealing with innovations	-mainstreaming (horizontal and vertical) activities with and through ANCI	Economic Development Department of the Municipality of Perugia	- elaboration of a planning document signed by the Municipality of Perugia and ANCI by June 2019	January 2019- June 2019
Education of stakeholders about innovations, sustainable tourism and about the importance of monitoring of innovations	- elaboration of a shared model relating the tourism innovation (what does it mean) - elaboration of a monitoring system with ad hoc indicators sharing the skills' package among partners - promotion of skills'package in the educational activities	Economic Development Department of the Municipality of Perugia	- model of innovation monitoring system - number of stakeholders reached	November 2018 - March 2019
Lobbying nationally (promoting) for the necessity of introducing obligatory reporting on innovations	- interlocutions with the representatives of the offices concerned - formal request to the Ministry	Economic Development Department of the Municipality of Perugia	- meetings scheduled with ANCI and Umbria Region (min 2) - production of a formal request by November 2019	January 2019 – November 2019

Creating an Open Innovation Platform	<ul style="list-style-type: none"> - Providing web application - contributing to keep it lively, useful and active 	Municipality of Perugia	<ul style="list-style-type: none"> - ICT Dept. staff - Economic Development Dept. staff 	June 2018 – December 2019
Promoting changes of HEI curricula	<ul style="list-style-type: none"> - strengthening the relationship with the Faculty of Tourism Economy holding focused meeting on the objective achievement; - promoting the definition and contents of a program of seminars/workshops for students about innovation in tourism 	Municipality of Perugia (with the involvement of University of Perugia - Faculty of Tourism Economy)	<ul style="list-style-type: none"> - no. 2 Program draft for 2 seminars for students about innovation 	January 2019 – June 2019
Development and support of cooperation and networking between crucial stakeholders	<ul style="list-style-type: none"> - Holding an event with stakeholder coming from different sectors; - organizing a meeting with the Chamber of Commerce (and/or other trade associations); - organizing a meeting between the Faculty of tourism and the identified private entities 	Municipality of Perugia (with the involvement of Chamber of Commerce, University of Perugia - Faculty of Tourism Economy, identified private companies)	<ul style="list-style-type: none"> - number of participants to the event with the involvement of stakeholders coming from different sectors; - 1 meeting with Chamber of Commerce and/or other trade associations; - 1 meeting between the Faculty of tourism and the identified private entities. 	October 2018 – October 2019
Development of research activities related to innovations and tourism	<ul style="list-style-type: none"> - providing a document containing two good practices on innovation conducted at local level: the “Barton park” and “Umbria che spacca” 	Municipality of Perugia	<ul style="list-style-type: none"> - drafting 1 document about 2 good practises 	January 2019 – March 2019

Concluding remarks

This Action Plan represents a practical tool and a base for turning to innovation in sustainable tourism development. Tourism, indeed, changes and changes tourist sector expenditure that affects directly and indirectly every sector. Currently the competitive challenges for the tourism sector entail to overcoming the logic of the product and the traditional segmentation; there's more than ever the need to redesign the tourists experience within a strategic planning of tourism itself pursuing an integrated approach that in a pervasive way regards resources , territories, themes, production processes and the subjects of the tourism system.

More in detail, there's the need to integrate the sustainable use of different resources, linking them with typical and distinctive products of the territory, combining the availability of infrastructures and services, the accessibility of places, the regulation of businesses and competition, skills, promotion, working conditions and other relevant factors.

Therefore, a greater development of tourist services and a governance of tourism policies is desirable, by activating tools for coordination and interrelations functional to the development of a system that would allow to increase the attraction and competitiveness of tourism.

Today we talk about tourists experience as the result of spurs produced more or less consciously by a set of factors (attractiveness, services, access, image and information, etc.) and it is a matter of tackling this challenge that concerns any level and sector of the tourism industry: individual companies, together with companies and territorial systems, local authorities.