

Report Deliverable

D3.4.2 Final booklet

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1. Executive Summary

The TOFOLA Final Booklet serves as a methodological report and framework vademecum designed to document the development of integrated tourism products across four cross-border pilot areas. The primary purpose of this document is to describe the structured path used to define these products — ranging from initial resource mapping to the definition of operational governance models — providing a comprehensive and replicable framework for future tourism initiatives.

The project context is rooted in the strategic transformation of local natural, cultural, and economic assets into market-oriented experiences, ensuring environmental sustainability, stakeholder ownership, and long-term feasibility. The scope of the project encompasses four distinct territories: the Po Delta, the Livenza Route (Caorle), the Carnia–Marano Lagoon axis, and the Istrian coast. By linking forests, waterways, and maritime heritage through a unified narrative, the project has moved beyond promoting isolated attractions to creating integrated visitor experiences.

The booklet is structured around a shared methodological framework that identifies a common development pathway consisting of six interconnected phases:

- Resource Mapping (identification of assets);
- Stakeholder Engagement (involvement of key actors);
- Co-design (collaborative refinement);
- Product & Business Model Design (structuring the offer);
- Validation & Testing (operational verification);
- Implementation Preparation (launch readiness).

The document further details common business model components, such as modular architectures and revenue logic, alongside governance structures that balance central coordination with distributed implementation.

Main findings from the comparative analysis highlight that:

Tourism products achieve significantly higher long-term sustainability when territorial analysis, stakeholder engagement, and business model design are integrated within a single methodological framework.

A modular and flexible product architecture is essential for ensuring adaptability to diverse visitor profiles and fluctuating seasonal conditions.

Sustainability (environmental, social, and economic) must act as a transversal principle, influencing everything from low-impact mobility choices to the distribution of economic benefits across the territory.



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Effective management of complex territorial systems requires a central coordinating entity to provide strategic leadership and ensure operational consistency among diverse local providers.

In conclusion, the TOFOLA experience demonstrates that the long-term viability of tourism products is determined by the capacity to coordinate stakeholders and generate shared value through a coherent territorial narrative. The lessons learned and the framework presented in this booklet provide a solid foundation for future replication in other destinations.



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2. Project Methodological Approach and Path for Defining Tourism Products

2.1 Overall Methodological Framework

The tourism products developed within the TOFOLA pilot areas were generated through a shared methodological framework combining territorial analysis, stakeholder engagement, co-design activities, business model development and implementation planning. While each pilot area adapted the process to its specific geographical, cultural and organizational context, a common development pathway emerged across all territories.

The methodological approach was designed to transform local natural, cultural and economic resources into market-oriented tourism experiences while ensuring environmental sustainability, stakeholder ownership and long-term feasibility. Rather than focusing exclusively on tourism attractions, the process aimed to identify meaningful connections between forests, waterways, cultural heritage, local communities and tourism services, creating integrated visitor experiences linked by the common TOFOLA narrative.

A key characteristic of the approach was the continuous interaction between territorial knowledge and market considerations. Product concepts were progressively refined through stakeholder contributions, operational assessments and business planning activities, allowing pilot areas to balance authenticity, feasibility and attractiveness for target markets.

2.2 Shared Product Development Process

The comparative analysis of the pilot areas highlights a common tourism product development pathway consisting of six interconnected phases.

Phase	Main Activities	Main Outputs
Resource Mapping	Identification and analysis of natural, cultural and tourism assets using a common mapping methodology	Territorial resource inventory and thematic opportunities
Stakeholder Engagement	Identification and involvement of key public and private actors	Stakeholder priorities, needs and local knowledge



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Phase	Main Activities	Main Outputs
Co-design	Workshops, consultations and collaborative product refinement	Shared product concepts and implementation requirements
Product & Business Model Design	Structuring tourism experiences, target groups, partnerships and operational arrangements	Tourism product architecture and business model framework
Validation & Testing	Feasibility checks, pilot activities and operational verification	Refined products and implementation adjustments
Implementation Preparation	Coordination arrangements, promotion planning and launch preparation	Market-ready tourism products

The process was not strictly linear. Feedback collected during stakeholder engagement and validation phases frequently informed subsequent refinements of product design, governance arrangements and operational planning. This iterative approach contributed to strengthening both the quality and feasibility of the proposed tourism products.

2.3 Resource Mapping, Stakeholder Engagement and Co-design

Resource mapping represented the starting point of all pilot experiences. Using a shared methodology, partners identified and assessed natural assets, cultural heritage, traditional economic activities, tourism services and landscape features that could contribute to the development of coherent visitor experiences. Beyond cataloguing resources, the process helped identify territorial connections, infrastructure constraints and opportunities for creating integrated itineraries.

Stakeholder engagement constituted a core element of the methodology. Across all pilot areas, stakeholders were involved from the early stages of product development rather than only during validation activities. Selection criteria generally included territorial relevance, operational expertise, sectoral knowledge and potential involvement in future implementation.

The stakeholder groups involved reflected the diversity of each territory and included local authorities, destination management organisations, tourism operators, guides, museums,



Italy – Croatia



environmental organizations, mobility providers, cultural associations and educational institutions. Various engagement methods were employed, including interviews, consultations, direct meetings, online interactions and structured workshops.

Co-design workshops played a particularly important role in transforming territorial knowledge into operational tourism products. Although formats varied among pilot areas, the workshops shared common objectives: validating resource selection, refining product concepts, identifying operational barriers and strengthening stakeholder commitment. Facilitation techniques typically combined moderated discussions, collaborative problem-solving and collective evaluation of implementation options.

The co-design process generated valuable contributions regarding thematic narratives, accessibility solutions, service standards, partnership arrangements and governance requirements. In several cases, stakeholders also helped identify infrastructure gaps, operational risks and opportunities for improving the overall visitor experience.

2.4 Main Methodological Findings

The comparative analysis reveals several recurring methodological features across the pilot areas. First, all pilots adopted a resource-based approach, using local environmental and cultural assets as the foundation for tourism product development. Resource mapping was consistently used not only to identify attractions but also to understand relationships between places, communities and tourism services.

Second, stakeholder participation was integrated throughout the development process. Rather than being treated as a consultation exercise, engagement activities directly influenced product design, implementation choices and governance proposals. This contributed to building local ownership and improving the operational feasibility of the proposed products.

Third, all pilot areas developed flexible and modular product structures capable of adapting to different visitor profiles, market segments and territorial conditions. This flexibility emerged as an important factor for both implementation and future scalability.

Finally, the pilot experiences demonstrate the importance of integrating product development, governance planning and business model design within a single methodological framework. The evidence collected suggests that tourism products are more likely to achieve long-term sustainability when territorial analysis, stakeholder engagement, operational planning and market considerations are addressed simultaneously rather than as separate activities.



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3. Methodological Approaches Used by the Operator Selected by the Call

SECTION 1. Methodological Framework & Project Vision

1.1 Context and Project Vision

The operator selected through the Open Cross-Border Innovation Competition (Nuova Levante S.S. Società Agricola) adopted a methodological approach fully aligned with the vision of the TOFOLA project and the objectives of the Interreg Italy–Croatia Programme. The incubation process made it possible to transform itinerary 4.3 “Reeds, Sandbanks and Po River Mouths” into a structured, sustainable, and replicable tourism product based on an integrated destination management model and a conscious enhancement of the natural and cultural heritage of the Po Delta.

The entire process developed according to an incremental logic structured into the following macro-phases:

- **Resource Mapping & Territorial Assessment:** Deep analysis of the environmental dynamics of reed beds, lagoons, river mouths, land reclamation works, and fishing valleys, laying the foundations for a coherent territorial narrative.
- **Stakeholder Engagement:** Creation of a local collaborative network integrating nature guides, museums, managing bodies, fishermen, navigation operators, farms, and municipal administrations.
- **Definition of the Operational Hub ("Delta Gateway"):** Identification of Agriturismo Ca' Pisani (managed by Nuova Levante S.S.) as the central hub for reception, information, booking, supply chain coordination, and experience development.
- **Package Structuring & Micro-Prototyping:** Translation of the itinerary into modular packages (Basic, Plus, Premium) suitable for different target audiences and seasons, testing their operational feasibility.
- **Managerial, Digital, and Cross-Border Consolidation:** Definition of the Business Model Canvas, integration of digital tools (CRM, GIS, QR-Code), and positioning of the proposal for both Italian and Croatian markets.

SECTION 2. Synthetic Framework of the Governance Model

(Summary schema of the management model to be transferred to other entities)



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The management model developed is structured around **7 Operational Pillars**, summarized in the following reference matrix:

Strategic Pillar	Operational Description of the Model
1. "Delta Gateway" Hub	Agriturismo Ca' Pisani serves as the primary entrance gateway and single logistical hub for reception, ticketing/booking, visitor orientation, and coordination of local providers.
2. Network Governance	An ecosystem model where the hub manager does not deliver all services independently, but redistributes visitor flows and economic benefits across an integrated local supply chain (guides, boat operators, bike rentals, restaurateurs).
3. Integrated Sustainable Mobility	Low-impact soft intermodality: combination of e-bikes/cycling tourism, walking trails, traditional navigation (<i>bragozzi</i>), and transfers via electric/low-emission shuttles (<i>shared low-emission shuttle</i>).
4. Storytelling & Visitor Journey	Transformation of the visit into a continuous narrative journey weaving together nature (mouths, lagoons, birdlife), history (the Venetian Republic, reclamation works), and local traditions (fishing, gastronomy).
5. Tripartite Sustainability	Environmental: small groups and clean mobility. Social: direct community involvement and valuation of local skills. Economic: diversified revenue streams (accommodation, packages, experiences, tastings).



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Strategic Pillar	Operational Description of the Model
6. Digital Innovation	Integrated online booking platform, CRM for visitor profiling, QR-codes along the routes for self-guided interpretation, and GIS mapping support for orientation.
7. Cross-Border Perspective	Bilingual promotional strategy and cross-border cooperation to position the Adriatic lagoon heritage towards both Italian and Croatian target markets.

SECTION 3. Catalogue of Products Realised During Incubation

(List and technical schematisation of tourism-experiential packages and outputs produced)

3.1 Umbrella Tourism Product

- **Title:** *Discover the Po Delta – An Authentic Tourism Experience.*
- **Reference TOFOLA Itinerary:** 4.3 "Reeds, Sandbanks and Po River Mouths" (Veneto).

3.2 Matrix of Operational Tourism Packages

The tourism offer has been structured into 3 modular formulas:

A. BASIC Packages (Single-day experiences – Min 4, Max 12 pax)

1. **Proposal 1 – The Nature of the Po Delta:** Bosco Nordio Integral Nature Reserve (4.5 km trekking) + Low-emission shuttle transfer + Stop/Lunch at Rifugio il Ghebo + Porto Caleri Coastal Botanical Garden via wooden boardwalks.
2. **Proposal 2 – Cycling Through Dunes and Lagoons:** Guided cycling itinerary through Bosco Nordio, downtown Rosolina Mare and seafront, Porto Caleri Botanical Garden, traditional lunch, cycling route along "Via delle Valli", and stop at Rifugio il Ghebo.



Italy – Croatia



3. **Proposal 3 – Delta Landscapes and Waterways:** Water-focused experience featuring Porto Caleri Coastal Botanical Garden, transfer to Marina di Porto Levante, lunch at Rifugio il Ghebo, and a mini-cruise on traditional boats through reed beds and lagoons.

B. PLUS Packages (2-day experiential weekends with accommodation)

1. **Proposal 1 – Beyond the River Mouth: A Journey of Discovery and Adventure:**
 - *Day 1:* Welcome at Agriturismo Ca' Pisani, guided visit to Golena Ca' Pisani, lunch at Rifugio il Ghebo, Porto Caleri, traditional dinner at Oasi Val Pisani.
 - *Day 2:* Cycling excursion along La Via delle Valli South (Po di Maistra embankment, Boccasette pontoon bridge), packed lunch in an equipped area, and choice of outdoor/experiential activities in Valle Morisina (canoe, paddle boarding, yoga, birdwatching).
2. **Proposal 2 – From Pine Forests to Lagoon Shores:**
 - *Day 1:* Check-in at Agriturismo Ca' Pisani, guided trekking in Bosco Nordio, lunch at Rifugio il Ghebo, mini-cruise through reed beds, and local dinner.
 - *Day 2:* Visit to Porto Caleri Coastal Botanical Garden, lunch at Taverna Penzo Antonio, and guided sunset scenic boat tour in the Caleri Lagoon.

C. PREMIUM Packages (3-day full immersion)

1. **Proposal 1 – The True Essence of the Po Delta:**
 - *Day 1:* Welcome at Ca' Pisani, Golena Ca' Pisani nature oasis, lunch at Rifugio il Ghebo, Porto Caleri Botanical Garden, and local dinner.
 - *Day 2:* Via delle Valli South bike tour (with optional visit to the Sea Turtle Rescue Centre of Ca' Pisani), packed lunch, and experiential afternoon in Valle Morisina.
 - *Day 3:* Trekking in Bosco Nordio, lunch and relaxation at Rifugio il Ghebo with option for mini-cruise or stay on wild beach before departure.



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4. Business Model Development, Sustainability Aspects and Governance Models

4.1 Common Business Model Logic

The business models developed within the TOFOLA pilot areas demonstrate a common approach to transforming territorial resources into market-oriented tourism experiences while maintaining strong connections with local identity and sustainability principles.

Despite differences in geographical context and product configuration, all pilot areas developed tourism offers based on the integration of natural heritage, cultural assets, local traditions and sustainable mobility solutions. Rather than promoting individual attractions, the products were designed as coherent itineraries capable of connecting multiple places, services and experiences through a unified narrative.

The comparative analysis reveals a number of recurring business model components.

Business Model Component	Common Characteristics Across Pilot Areas
<i>Value Proposition</i>	<i>Authentic, place-based experiences combining nature, culture and local identity</i>
<i>Target Markets</i>	<i>Slow tourists, cultural visitors, active travelers and sustainability-oriented segments</i>
<i>Partnership Structure</i>	<i>Networks of public and private actors delivering complementary services</i>
<i>Product Architecture</i>	<i>Modular and flexible itineraries adaptable to different visitor profiles</i>
<i>Revenue Logic</i>	<i>Sale of integrated tourism packages with differentiated service levels</i>
<i>Value Creation</i>	<i>Combination of environmental, cultural and experiential resources</i>
<i>Long-Term Sustainability</i>	<i>Dependence on stable partnerships, coordinated management and continuous product adaptation</i>



Italy – Croatia



4.2 Sustainability as a Cross-Cutting Principle

Sustainability emerged as a transversal principle influencing product design, business planning and governance arrangements across all pilot areas.

From an environmental perspective, the pilot areas consistently promoted low-impact tourism solutions through cycling, walking, electric mobility, small-group experiences and responsible visitor management practices. The products were developed around sensitive natural environments, including forests, rivers, lagoons and protected areas, requiring careful attention to conservation objectives and carrying capacity considerations.

The social dimension of sustainability is reflected in the strong emphasis placed on stakeholder participation and community involvement throughout the development process. Local actors were not only considered service providers but active contributors to product design, implementation planning and future management. This approach contributed to strengthening local ownership and reinforcing the connection between tourism development and territorial identity.

Economic sustainability was addressed through business models designed to distribute benefits across multiple actors and territories. Rather than concentrating value in a limited number of destinations, the products seek to generate economic opportunities for local enterprises, cultural organizations, guides, accommodation providers and mobility services operating along the itineraries.

Accessibility and inclusiveness were also integrated into the development process. Although implementation levels vary among pilot areas, particular attention was given to widening participation opportunities and improving the accessibility of tourism experiences for different visitor groups.



Italy – Croatia



4.3 Governance Models and Coordination Mechanisms

Although organizational solutions differ across pilot areas, the proposed governance models share several structural characteristics.

The most evident common feature is the presence of a central coordinating entity responsible for strategic leadership, stakeholder coordination and overall product management. This function may be performed by a destination management company, a lead operator, a coordinating organization or another dedicated management structure capable of ensuring continuity and accountability.

At the same time, service delivery remains distributed among local actors. Guides, accommodation providers, cultural organizations, mobility operators and tourism enterprises contribute specific components of the visitor experience while operating within a coordinated framework.

A second recurring feature is the involvement of destination management organizations and public institutions. These actors contribute institutional legitimacy, promotional capacity and integration with wider territorial development strategies. Their role is particularly important in supporting visibility, market positioning and long-term sustainability.

The governance arrangements emerging from the pilot areas can be synthesized as follows.

Governance Function	Typical Actors	Main Responsibilities
<i>Strategic Coordination</i>	<i>Lead organization, project lead, coordinating entity</i>	<i>Strategic direction, stakeholder coordination and oversight</i>
<i>Product Management</i>	<i>DMC, tourism operator or management organization</i>	<i>Product development, booking management and operational supervision</i>
<i>Service Delivery</i>	<i>Tourism operators and local providers</i>	<i>Delivery of tourism services and visitor experiences</i>
<i>Promotion and Marketing</i>	<i>DMO, tourism boards and communication partners</i>	<i>Marketing, visibility and destination promotion</i>
<i>Monitoring and Quality Control</i>	<i>Coordinating entity and territorial partners</i>	<i>Performance monitoring, quality assurance and product improvement</i>



Italy – Croatia



<i>Governance Function</i>	<i>Typical Actors</i>	<i>Main Responsibilities</i>
<i>Institutional Support</i>	<i>Public authorities and regional organizations</i>	<i>Policy alignment, legitimacy and territorial integration</i>

This governance structure reflects a balance between central coordination and distributed implementation. Such a balance appears particularly suitable for tourism products involving multiple destinations, diverse stakeholders and complex territorial systems.

4.4 Implementation Conditions and Long-Term Viability

The pilot experiences highlight a number of recurring conditions influencing the successful implementation and long-term viability of tourism products.

First, effective coordination mechanisms are essential. Multi-stakeholder tourism products require clearly defined roles, responsibilities and communication procedures. The absence of a recognized coordinating entity may undermine operational consistency and reduce the capacity to maintain collaboration over time.

Second, infrastructure and service availability remain critical enabling factors. Accessibility, transport connections, signage systems, visitor services and digital tools directly influence the feasibility and quality of the tourism experience. Several pilot areas identified infrastructure limitations as a potential constraint requiring future attention.

Third, stakeholder commitment emerged as a key condition for sustainability. The development process demonstrated that long-term implementation depends on the continued engagement of public institutions, tourism operators, cultural organizations and local communities beyond the project lifecycle.

Finally, adaptability represents an important factor for future resilience. Flexible product architectures, modular service configurations and continuous monitoring systems increase the ability of tourism products to respond to changing visitor expectations, market trends and territorial needs.

Overall, the comparative analysis suggests that the most robust tourism products are those capable of integrating collaborative governance, sustainable business models and strong territorial partnerships within a coherent implementation framework. The TOFOLA experience demonstrates that long-term viability is not determined by the attractiveness of individual attractions alone, but by the capacity to coordinate stakeholders, generate shared value and maintain adaptive management mechanisms over time.



Italy – Croatia



5. Case Studies: Pilot Area Experiences

Each pilot area contributed specific methodological insights to the overall TOFOLA framework: the Delta del Po pilot (“From lowland woods to the lagoon areas of the Po Delta”) demonstrated the integration of innovation and heritage interpretation; the Livenza pilot (“From lowland woods to the lagoon areas of Caorle”) highlighted accessibility as a design principle; the Carnia–Marano (“From the Woods of Carnia to the Marano Lagoon”) pilot explored large-scale territorial integration and network governance; and the Istrian pilot (“From lowland woods to the lagoon areas of the Po Delta”) emphasized operational validation and implementation readiness.

Together, these experiences illustrate the flexibility of the TOFOLA methodology and its capacity to generate context-specific solutions while maintaining a common strategic and operational logic.

5.1 Delta del Po Route: Integrating Heritage and Innovation

The main contribution of the Delta del Po pilot lies in its ability to combine environmental heritage, traditional maritime culture and technological innovation within a coherent development process.

The pilot demonstrated the importance of building tourism products around a clearly defined thematic identity capable of linking different resources and stakeholders. The stakeholder engagement process brought together environmental authorities, tourism operators, technical experts and local businesses, showing how interdisciplinary collaboration can strengthen both product design and implementation feasibility.

From a methodological perspective, the experience highlighted the value of combining heritage interpretation with contemporary sustainability practices. The integration of traditional knowledge and innovative solutions provided a useful example of how tourism development can simultaneously support cultural preservation and future-oriented innovation.

The pilot confirms that strong thematic positioning and early involvement of specialised stakeholders can significantly enhance the distinctiveness and market readiness of tourism products.

5.2 The Livenza Route: Accessibility as a Design Principle

The Livenza pilot contributed a particularly important methodological perspective by placing accessibility and inclusiveness at the centre of the product development process.

Rather than treating accessibility as a later adjustment, the pilot incorporated it from the early design stages through stakeholder consultations, route planning and product validation activities. This approach encouraged participants to consider visitor diversity as a fundamental component of tourism product development.



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The co-design process demonstrated the value of involving stakeholders capable of identifying practical barriers and proposing realistic solutions. As a result, accessibility became both a social objective and a driver of product quality improvement.

The pilot also showed how tourism development can contribute to increasing the visibility of lesser-known territories by creating connections between inland resources, local communities and established tourism destinations.

The methodological lesson emerging from this experience is that accessibility-oriented design can strengthen both inclusiveness and overall visitor experience quality.

5.3 From Carnia to Marano Lagunare: Territorial Integration and Network Governance

The Carnia–Marano pilot provided the most significant contribution in terms of territorial integration and governance design.

Operating across mountain, river and lagoon environments required the development of a shared narrative capable of connecting diverse landscapes, stakeholders and local identities within a coherent framework. The pilot therefore moved beyond the traditional destination-based approach and explored tourism development at a broader territorial scale.

The experience highlighted the importance of governance arrangements capable of coordinating multiple actors distributed across a large geographical area. The proposed multi-HUB structure emerged as a practical response to the challenges of managing complex territorial networks while maintaining local ownership and operational flexibility.

From a methodological perspective, the pilot demonstrated how storytelling can function not only as a marketing tool but also as a governance instrument, helping stakeholders recognize their role within a larger territorial system.

The experience confirms that integrated territorial narratives can support cooperation, coordination and long-term sustainability across multiple destinations.

5.4 Motovun to the Sea – Batana Route: Validation and Operational Readiness

The Croatian pilot contributed a particularly valuable perspective regarding implementation planning and operational validation.

Throughout the development process, significant attention was dedicated to testing procedures, quality assurance mechanisms and practical verification of operational assumptions. This resulted in a structured approach aimed at reducing implementation risks before market launch.

Stakeholder engagement activities were strongly oriented towards validating concepts, identifying operational requirements and assessing feasibility. This created a close connection between product



Italy – Croatia



development and implementation planning, ensuring that strategic ideas were continuously assessed against operational realities.

The pilot also demonstrated the importance of structured testing activities in refining product design, strengthening stakeholder confidence and improving coordination among service providers.

Its principal methodological contribution lies in showing how validation mechanisms can become an integral component of tourism product development rather than a final verification stage.



Italy – Croatia



6. Cross-Cutting Lessons Learned

Although implemented in different geographical and organizational contexts, the Tofola pilot experiences reveal a consistent set of lessons that can support future tourism development initiatives in similar territories.

6.1 Common Findings

One of the most significant findings concerns the importance of adopting a structured and evidence-based development process. Across all pilot areas, tourism products emerged not from isolated ideas but from a systematic combination of resource mapping, stakeholder engagement, co-design activities, business model development and implementation planning.

The analysis also demonstrates that successful tourism products require a strong territorial narrative capable of connecting diverse resources, places and actors within a coherent visitor experience. In all pilot areas, the creation of a unifying story helped transform individual attractions into integrated tourism products and strengthened cooperation among stakeholders.

A second recurring finding concerns the strategic value of modularity. Flexible product architectures proved particularly effective in responding to different visitor profiles, seasonal conditions and operational constraints. Rather than relying on rigid tourism packages, the pilot areas developed adaptable structures capable of evolving over time.

Finally, the pilot experiences confirmed that tourism product development is most effective when governance design, business planning and product design are addressed simultaneously rather than as separate activities.

6.2 Critical Issues

Several recurring challenges emerged across the pilot areas.

The most common difficulties were related to coordination complexity. Tourism products involving multiple destinations and diverse stakeholders require continuous communication, clearly defined responsibilities and effective coordination mechanisms. Without these conditions, implementation risks becoming fragmented and difficult to sustain.

Infrastructure limitations also represented a recurring challenge. Accessibility, transport connections, visitor services and signage systems were frequently identified as factors influencing both visitor experience quality and operational feasibility.

Another common issue concerns visibility and market positioning. Many pilot areas operated in territories that are less known than established tourism destinations and therefore require targeted communication strategies and strong destination branding efforts.



Italy – Croatia



The analysis further highlights the need to manage the balance between product authenticity and operational complexity. While authentic experiences increase attractiveness, they often require more sophisticated coordination and management arrangements.

6.3 Enabling Factors

The pilot experiences reveal several conditions that significantly facilitated tourism product development and future implementation.

Strong stakeholder engagement emerged as one of the most important enabling factors. In all pilot areas, active participation contributed to strengthening local commitment.

The presence of recognized coordinating organizations, destination management actors and institutional partners also played a crucial role. These actors provided legitimacy, organizational capacity and strategic support throughout the development process.

Another enabling factor was the availability of local resources capable of supporting distinctive tourism experiences. Rather than creating artificial attractions, the pilot areas built upon existing environmental, cultural and economic assets, increasing both authenticity and feasibility.

Finally, the existence of shared sustainability objectives facilitated cooperation among stakeholders and helped align tourism development with broader territorial priorities.

6.4 Transferable Lessons

The TOFOLA experience demonstrates that sustainable tourism products can be effectively developed through a methodology that integrates territorial analysis, stakeholder participation, governance design and business planning within a single framework.

Among the most transferable elements emerging from the project are the use of structured resource mapping tools, participatory co-design processes, modular product architectures and collaborative governance arrangements. These approaches proved adaptable to different territorial contexts while maintaining their effectiveness.

The project also highlights the importance of viewing tourism products as territorial ecosystems rather than isolated services. Long-term sustainability depends not only on the attractiveness of individual experiences but also on the quality of relationships among stakeholders, the effectiveness of governance structures and the capacity to generate shared value across the territory.

Overall, the pilot experiences confirm that successful tourism development requires a combination of strong local identity, collaborative governance, stakeholder ownership and continuous adaptation. These elements constitute the main legacy of the TOFOLA project and provide a foundation for future replication in other destinations.



Italy – Croatia



7. Vademecum Framework for Method Reuse

7.1 The TOFOLA Replication Framework

The experiences developed within the TOFOLA pilot areas demonstrate that sustainable tourism products can be generated through a structured process that combines territorial analysis, stakeholder participation, business model development and governance design.

The resulting framework is not intended as a rigid methodology but as a flexible approach that can be adapted to different territorial contexts while maintaining a common development logic.

The comparative analysis of the pilot areas suggests that successful tourism product development requires the integration of six key phases.

Phase	Objective	Main Output
<i>1. Resource Mapping</i>	<i>Identify territorial assets and opportunities</i>	<i>Resource inventory and thematic opportunities</i>
<i>2. Stakeholder Mapping</i>	<i>Identify key actors and potential contributors</i>	<i>Stakeholder ecosystem</i>
<i>3. Co-design Process</i>	<i>Develop shared product concepts and priorities</i>	<i>Product concept and stakeholder commitment</i>
<i>4. Product and Business Model Design</i>	<i>Define value proposition, partnerships and delivery mechanisms</i>	<i>Business model framework</i>
<i>5. Validation and Testing</i>	<i>Verify feasibility and improve operational readiness</i>	<i>Refined and tested product</i>
<i>6. Implementation Preparation</i>	<i>Define governance, promotion and management arrangements</i>	<i>Market-ready tourism product</i>



Italy – Croatia



7.2 Conditions for Replication

The transferability of the TOFOLA approach depends on several enabling conditions.

Condition	Relevance for Replication
<i>Presence of distinctive territorial resources</i>	<i>Provides the foundation for product development</i>
<i>Availability of local stakeholders willing to cooperate</i>	<i>Enables co-design and implementation</i>
<i>Existence of a coordinating organisation</i>	<i>Supports governance and long-term management</i>
<i>Basic tourism service infrastructure</i>	<i>Ensures operational feasibility</i>
<i>Shared territorial narrative</i>	<i>Creates coherence among destinations and experiences</i>
<i>Commitment to sustainability principles</i>	<i>Supports long-term competitiveness and legitimacy</i>

The absence of one or more of these conditions does not prevent replication but may require additional preparation activities before implementation.

7.3 Operational Recommendations

Based on the pilot experiences, a number of recommendations can support future applications of the methodology.

- Start with a comprehensive resource mapping process before defining tourism products.
- Involve stakeholders as co-design partners rather than consultation participants.
- Establish governance arrangements early in the development process.
- Develop products around clear and distinctive territorial narratives.
- Adopt modular product structures to increase flexibility and adaptability.



Italy – Croatia



- Integrate sustainability objectives into product design, governance and business planning.
- Use pilot testing and validation activities before market launch.
- Define monitoring mechanisms and quality standards from the outset.
- Strengthen collaboration between tourism operators, public authorities and destination management organizations.
- Treat tourism products as territorial ecosystems requiring continuous adaptation and cooperation.

The TOFOLA experience demonstrates that tourism product development is most effective when territorial identity, stakeholder participation, governance arrangements and business planning are addressed as interconnected components of a single development process. This integrated *approach* represents the main transferable outcome of the project and provides a practical framework for future tourism initiatives in other regions.

