

STUDY ON SUSTAINABLE BUSINESS MODELS IN TOURISM DESTINATIONS: MONTAÑA ALAVESA



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INTRODUCTION

This report is part of the actions of the *Wildlife Economy* project (*WLE, Interreg Europe Programme*), in which the Provincial Council of Alava is participating, and which is based on the premise that nature is an economic asset. The aim of the WLE project is to help European regions generate sustainable growth by enabling them to improve policies for regional economic development rooted in their natural assets.

The preliminary Technical Report of the Regional Action Plan of the Provincial Council of Alava (DFA) under the scope of the Wildlife Economy (2020) project identifies 4 challenges for the Provincial Council of Alava in the framework of the WLE project: the definition of the economic model of Natura 2000, the evaluation of the socio-economic effects, the elaboration of good practices and the **development of a model that promotes the sustainable economic use of environmental assets**.

As part of the exchange of best practices in innovative, viable and attractive economic strategies, this study aims to be a tool to promote smart, sustainable and inclusive growth in Montaña Alavesa, with the Natura 2000 framework as an instrument of opportunity, and through a model that promotes the sustainable economic use of the territory's cultural and environmental assets. In particular, it addresses two of the pilot projects pre-selected by the working group formed by the DFA and local key actors or “Stakeholders”:

- ✓ **Greenway of the Old Basque-Navarre Railway (hereinafter, Basque-Navarre Greenway)**; the recovery and rehabilitation of the old motor vehicle pavilion.
- ✓ The environmental restoration of the mining landscapes of the former natural asphalt mines of Montaña Alavesa and **the development of ecotourism activities related to the Lucía Mine**.

The work is therefore structured in 3 parts:

- ✓ Theoretical approach to sustainable tourism, biodiversity economics and sustainable business models.
- ✓ Methodology of study of the different parts and analysis of the fundamentals of the model applied to the reality of Montaña Alavesa
- ✓ Proposal for initiatives to promote the sustainable economic use of two specific assets:
 - Sustainable Business Model for the Mina Lucia project
 - Proposal of actions for the Revitalisation of the Basque-Navarre Greenway

This work includes in the reflection the relationship between economic development and sustainability, the specific reality of the region and its characteristics as a rural environment with a protected element such as the Izki Natural Park. In addition, it should be noted that the study seeks to identify tools to move forward as a destination towards a clear objective: **coordinate all the territorial agents that interact in the rural environment, in order to boost the competitiveness of the territory's tourism based on its natural resources, sustainability, smart management and innovation.**

SECTION I - CONCEPTUAL APPROACH

Gone are the days when nature and economic activity were considered at odds with each other, resulting in a vision of the two spheres becoming stronger. That is why, below, we explain some of the concepts related to the economy-nature binomial and how the "business model methodology" is applied to natural environments and, specifically, to the sustainable tourism sector.

1. Sustainable tourism

Virtually all documents relating to sustainable tourism point to the Brundtland Report (1987) as a reference point: "Sustainable development is a development that meets the needs of the present without compromising the ability of future generations to meet their own."

The World Tourism Organization (UNWTO, 2005) identifies the three dimensions of sustainability to ensure tourism in the long term:

- Making optimal use of environmental resources, which are a fundamental element of tourism development, maintaining essential ecological processes and helping to conserve natural resources and biological diversity.
- Respecting the socio-cultural authenticity of host communities, preserving their cultural and architectural assets and traditional values, and contributing to intercultural understanding and tolerance.
- Ensuring viable long-term economic activities that bring well-distributed socio-economic benefits to all actors, including stable employment opportunities and income and social services for host communities, and that contribute to poverty reduction.

The UNWTO (2005) also points out that, in order to achieve sustainable development in a destination, the informed participation of all relevant actors and broad collaboration and consensus is crucial to set in motion a continuous process with constant monitoring of its impacts, in order for preventive or corrective measures can be introduced as necessary.

In addition, sustainable tourism should also provide tourists with a high degree of satisfaction and a meaningful experience, in turn making them more aware of sustainability issues and encouraging sustainable tourism practices.

1.1. Alternative tourism

In this context, and although in some ways they have always existed, in recent decades alternative forms of tourism to mass tourism have been emerging that seek ways of doing tourism in a more sustainable way. Molina, Rodríguez and Cuamea (1986) define alternative tourism based on the motivations of tourists: "*People are on the lookout for new quirks or specialities to experience new experiences by visiting unknown places, doing outdoor activities and activities in natural spaces.. In this context, new forms or ways of doing tourism, known as alternative tourism, emerge, considered as a more participative model that takes into account the cultural evolution of the individual and social man*" (p.39).

Within this 'alternative' umbrella there will appear different forms of tourism related to non-overcrowded destinations, preferably rural and natural, which would include, among others: ecotourism, nature tourism, green tourism, rural tourism, birdwatching tourism, slow tourism, etc. They will all have a common denominator: respect for the environment and the diversity of the local flora and fauna, respect for the lifestyle of the inhabitants and the preservation of local products, interest in the natural and cultural heritage, use of alternative means of transport, etc.

Ecotourism

One of the 'types of tourism' most closely aligned with the elements cited as characteristic of sustainable tourism is ecotourism. As companies in the tourism sector depend on biodiversity, its conservation should be an essential factor for them and they should therefore invest their resources with the aim of its conservation, and developing the sustainability of their businesses in doing so (Habibullah, Din, Chong & Radam, 2016). Ultimately, they have a responsibility to conserve biological diversity: using this diversity as a resource, but not driving it into decline.

Ecotourism aims to minimise negative impacts by having the local population as the main axis in the destination, trying to reduce pollution and the alteration of flora and fauna, studying the carrying capacity, etc. (Orgaz-Agüera, 2014). In addition to seeking economic benefits including income generation or job creation, ecotourism should help improve the quality of life of local communities, improve the education of residents and tourists, and promote the conservation of the destination's natural resources by directing economic benefits to the enhancement of the natural area and its environment, or to the training and education of employees and residents.

Nature tourism

As in the previous case, nature tourism is based on the premise that, as tourism is a human activity that has a profound relationship with the environment and the geographical surroundings, it seeks to foster a connection with nature. It refers not only to the geographical space where it takes place but also to the visitor's relationship with the natural environment. This is why nature tourism is *"that which is mainly spurred on by recreational, leisure, interpretation, knowledge or sporting activities in the natural environment"* (RDL, 1274/2011, of 6 June).

Spain has a Nature Tourism and Biodiversity Sectoral Plan 2014-2020 to promote the integration of biodiversity into sectoral policies. Specifically, the Tourism Sectoral Plan *"aims to boost and promote nature tourism in Spain, as an economic activity that generates income and employment, which enhances biodiversity, ensuring the proper conservation of the natural values of the territory and contributing to its sustainable use"* (RDL, 1274/2011, 6 June).

There is also wildlife tourism, which focuses on observing and interacting with local plant and animal life in their natural habitats. While it may include eco- and animal-friendly tourism (passive, observing or photographing), hunting, safaris and other high-impact activities (active) are also included under this umbrella. In the case of observation tourism, a study carried out in Spain shows that it is a growing sector, mainly in municipalities close to observation areas. This type of tourism, in addition to mere observation, includes additional activities such as talks, guided activities in the field, activities in local villages and photography (SGAPC, 2016).

Geotourism

Geotourism refers to a type of tourism that focuses on highlighting the geological heritage, geodiversity and biodiversity of a given territory. In addition to the fact that the location often helps to discover little explored places, it also involves learning about the history of the Earth through fossils and geological formations. One of the most widely accepted definitions is "*Tourism which sustains and enhances the identity of a territory, taking into consideration its geology, environment, culture, aesthetics, heritage, and the well-being of its residents*" (Arouca Declaration, 2011).

Its tourist potential comes above all from the fact that it allows for a multitude of educational and leisure activities, which makes it an excellent place to visit for scientific or educational purposes, as well as for leisure and entertainment, such as mountain biking, orienteering or geocaching. As a consequence, more than a decade ago, a new tourism alternative called geotourism, or geological tourism, began to stand out, which promotes the protection of the geological resources of the territory and, at the same time, provides social, economic and environmental services. Even National Geographic now has a section on geotourism on its website (National Geographic, 2018).

2. Environmental economics

On the other hand, and before explaining sustainable business models, it is important to approach different concepts related to natural heritage and its valuation from an economic point of view.

Environmental economics

Environmental economics (biodiversity business) is an orthodox branch of economics and, consequently, extends economic reasoning and analysis to these peculiar situations. To this end, as in any traditional economic problem, the starting point is that the elements of analysis are properly valued, since only if everything is expressed in monetary units can an optimisation be sought through the analysis and comparison of costs and benefits.

Environmental factors have long been outside conventional economic analysis and have traditionally been classified as non-economic elements, with it being claimed that they have no monetary value and cannot be appropriated (Fernandez, 2004). However, this situation has changed as human production and consumption activities have highlighted the scarcity of non-renewable resources and the degradation of renewable ones. Only then has it been recognised that an economy without the environment is not feasible, as it fulfils three or more important functions from an economic perspective: it produces a large part of economic goods; it is part of the utility function of individuals; and it serves as a recipient of waste from human production and consumption activities.

Efficient performance of all three functions requires controlling the interaction between human activity and the environment, and therefore regulatory economic instruments that price natural services will be necessary to deter companies from removing, damaging or deteriorating natural resources. The most efficient way for companies to develop without damaging nature is probably

to impose a price on natural resources and ecosystem services. In this regard, the most commonly used solutions include:

- The misnamed **eco-taxes**, where governments can impose taxes or surcharges where appropriate and use the money collected to preserve ecosystems. The problem tends to be that these tax revenues do not always flow back into ecosystems and are often used for basic public services, and public expenditure on ecosystem conservation is lower (Bishop, Kapila, Hicks, Mitchell & Vorhies, 2009).
- An alternative solution is to let **private landowners, able to enjoy the benefits, to (financially) take over the habitats they exploit** (Bayon & Jenkins, 2010). In fact, private and cooperative payment and exchange mechanisms are more effective than government taxation, as those who pay are those who benefit from it. Not only that, but in this case it is more likely that the resources are used effectively. Private programmes, however, are not usually large-scale.
- Finally, and probably the best known example of private industry relying directly on sustainable ecosystems we have **nature-based tourism** (Bishop et al., 2009). Although traditional tourism has been aggressive towards the environment in which it was developed, generating an image of a harmful activity, and still being considered by some as an activity incompatible with the environment, tourism has become a defender of the environment, due to a growing concern for demand and the undeniable fact that it is indispensable for tourist production. In fact, a tourist destination with a degraded environment is less competitive, and therefore has no future. It is thus clear that tourism can damage a place socially and environmentally, but it can also contribute positively, and this will depend on how it is managed and acted upon by tourism professionals (Leme, 2009).

Valuation of natural elements

Unlike price, which –when it exists– is self-evident and objective, value is much more open-ended and the environmental economics literature basically speaks of existence values, option value and current use value (Pearce & Turner, 1995, 173-186). It has been developing a series of methods and tools that try to **capture the value of these types of natural assets** that lack markets, i.e. *“it is the part of economics dedicated to the study of the environment insofar as it generates problems among economic agents, better known as **externalities**”*. Already in the 1970s, Nath (1976:54) defined an externality as *“some kind of favourable or unfavourable effect, produced by one economic agent (individual or firm) on the production, income, leisure, wealth or welfare of another economic agent - being such that current technology, custom or law does not permit the payment or receipt of a price for the benefit or harm caused by that effect”*. The purpose of environmental economics is to internalise them in order to reach the true economic optimum, because just as in today's financial system, where products are more valuable than services, "man-made" goods also prevail over natural ones.

One of the first steps in approaching these valuations is to define what is being pursued: a value that is much more delimited and concrete than the general value. For example, in the study 'Valuation of the Peñas de Aia Natural Park', this is done in via recreational functions (hiking, trekking, mountaineering) and cultural offer. In other words, it is a question of giving value to the current use that the citizens of Gipuzkoa make of the Park for such functions (Abad et al., 2003).

In terms of valuation methods or techniques, two are identified as the most commonly used in this area:

- **The travel cost method (TCM)** is indirect, as it studies the behaviour of economic agents with environmental goods through their behaviour in other markets. It is based on the fact that the demand for a private good may depend, among other things, on the quantity consumed of a public good, which is known as weak complementarity. In addition, the private goods taken as a reference are those associated with the cost of travel¹.
- **The contingent valuation method (CVM)**²: is direct and consists of asking a sample of the population for the value of the environmental good or service under study. This involves simulating or constructing a hypothetical market through a survey or questionnaire that captures the respondent's willingness to pay, when trying to assess the benefits of environmental improvements, or the willingness to accept compensation, when trying to avoid the harm of environmental damage.

Another method known as the **Capitalisation of nature**, and also focused on geosites, measures the attractiveness of the tourism potential of geosites on the basis of different elements. These include: accessibility (location, transport infrastructure), terrain conditions (hypsometric passes, rivers, lakes, natural monuments, reserves and parks), climatic conditions (meteorological parameters, seasonal characteristics, air purity, frequency of sunny days, depth and duration of snow cover), microclimate and topoclimate, the beauty of the natural landscape and historical/cultural heritage. In fact, Ielenicz considers geosites and anthropogenic sites as elements of tourism potential and assigns a value from 0 to 2 to each criterion used for the analysis; all values are then added together for each type of geosite and finally for the whole geosite. To highlight the value of each type of geosite, the individual values should be expressed as percentages of the total value of the geosite. (Ielenicz & Săftoiu, 2011; Ielenicz, 2011 cited in Flutar & Cocerhan, 2012).

Observation tourism also has a direct impact (number of tourists and level of expenditure), which can be estimated given the diffuse nature of the activity on the territory. As in other models seen, it is referred to as estimation because it takes place in open access areas, there is no entrance/ticket and most of them do not hire specialised companies (SGAPC, 2016). However, in this context, studies of the indirect impact of the activity have been carried out using the Input-Output model developed by Leontief, which is based on a mathematical structure of multipliers describing the distribution of the impact of tourism across other economic sectors. From these calculations, it is possible to estimate an aggregate indirect economic impact (for observation tourism for X species) per year, per species or even per sector involved (SGAPC, 2016).

Measuring the Carbon Footprint

Finally, with the aim of measuring in order to compensate, a whole series of models have been developed to measure the Carbon Footprint (CO₂ compensation), which in reality is not only carbon dioxide, but all those known as greenhouse gases (GHG), and which consequently produce global warming.

¹ Note that contingent valuation is more subjective. The respondent does not state their behaviour but, directly, a monetary valuation through their willingness to pay or accept compensation in a hypothetical situation. In short, they are questioned about a "hypothetical market" to which they are not at all accustomed, since in our environment it is not usual to charge for admission to this type of space.
² Other methods such as hedonic pricing or damage functions are applied in completely different situations, usually to assess pollution damage.

Globally, there are other offsetting measures depending on the type of market (Spanish Climate Change Office, 2016):

- Market regulated by the Kyoto Protocol in order to be able to meet the commitments acquired to reduce GHG emissions and which includes measures between countries: Emissions Trading (ET), Joint Implementation (JI) and Clean Development Mechanism (CDM):
- A voluntary market that enables entities and individuals outside the regulated sectors to make a commitment to climate protection by offsetting their emissions in clean projects in developing countries (similar to the CDM). To make it more credible, voluntary standards have been created such as: Gold Standard (GS), The Verified Carbon Standard (VCS), American Carbon Registry Standard (ACRS) and Plan Vivo, among others.
- In addition, there are numerous initiatives at national and international level to reduce the carbon footprint, where, by knowing the amount of carbon equivalent you want to offset, you can invest in different projects. Some of these non-profit initiatives include: CeroCO2 (www.ceroco2.org), Carbonfund (www.carbonfund.org), myclimate (www.myclimate.org) and Action Carbone (www.actioncarbone.org).

According to the 'Absorption Projects' list from the Ministry for Ecological Transition, there are currently 63 registered projects in Spain, of which only one in the Basque Country: the KATASKA project 'Recovery of native forest in the Urkiola Natural Park (Durango, Bizkaia) led by the Lurgaia Fundazioa (Ministry for Ecological Transition, 2019).

3. Sustainable business models

3.1. Why a business model?

The term business model was coined by Peter Drucker in 1954, and is actually a tool for the a priori strategic planning of a company. Although the term was coined in the mid-20th century, it has been gaining prominence again in the face of phenomena such as digitalisation, the collaborative economy and sustainable management. Indeed, it has subsequently been pointed out that Drucker introduced the concept in a 1994 HBR article and that at no point does he mention the term 'business model' but that it was a set of assumptions about what a company would and would not do, i.e. strategy (Ovans, 2015).

In general terms, and not only in terms of tourism, the progressive environmental deterioration and the increasing destruction of natural resources on a global scale are clear evidence of what a model based exclusively on economic growth and the obtaining of immediate benefits, goods and services by different people and organisations is capable of generating (Segrelles, 2008): 1). This means that, although the capitalist paradigm prevails –a model of tourism growth that is still developmental in nature– progress has also been made in favour of economic systems with more environmentally responsible models (Abad & Alzua, 2020).

As Ovans (2015) cites, there is no agreed definition, and how the term 'business model' is defined will really depend on how it is used. **What does seem clear though is that a business model is shaped around four basic decisions: the market to be won; the value proposition to be offered; the design of operations; and the delivery or distribution system employed.** In other words, a business model describes the basis on which a company creates, delivers and captures value

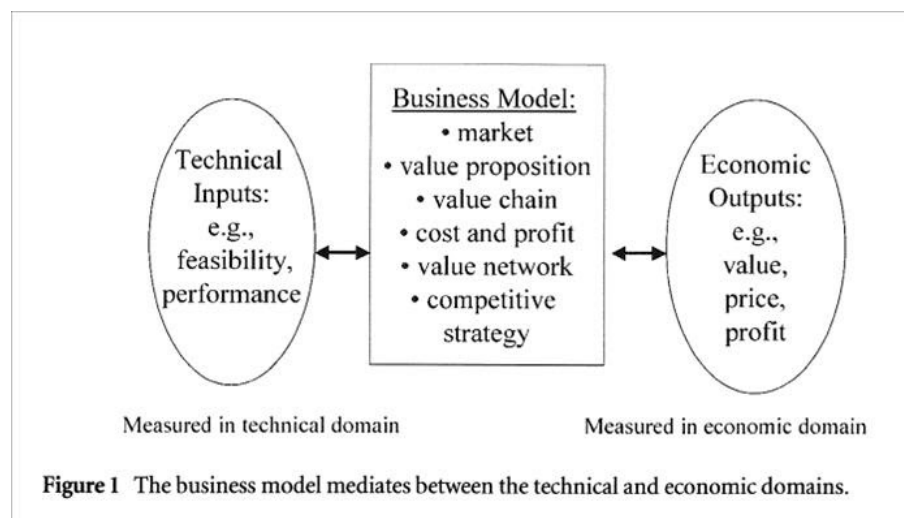
through a complex set of interdependent routines that are discovered, adjusted and nuanced through action.

The Chesbrough model

The Chesbrough business model is one of the best known, applied and with the most versions. According to this author, a business model should cover the following functions (Chesbrough, 2010):

- Set out the value proposition.
- Identify the market segment.
- Structure the value chain required to create and distribute the supply and complementary assets necessary to support its position in the value chain.
- Detail the revenue mechanisms by which the firm will obtain payment for the product or service.
- Estimate structural costs and profit potential.
- Describe the organisation's position within the value-generating network with customers and suppliers.
- Formulate the competitive advantage by which the innovating organisation will achieve and maintain its competitive advantage over its rivals.

FIGURE 1. CHESBROUGH BUSINESS MODEL

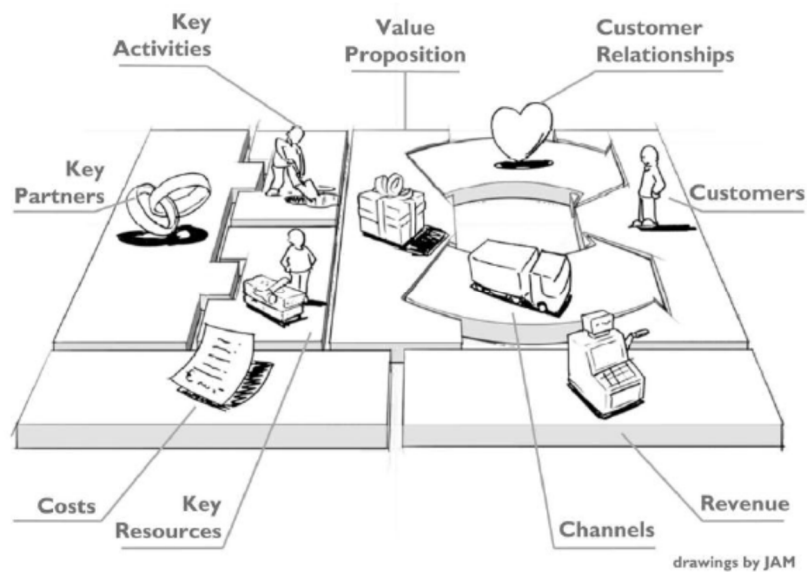


Source: Chesbrough & Rosenbloom (2002: 536)

The Osterwalder canvas and the CANVAS model

Another of the best-known models that has subsequently formed the basis of the CANVAS model is the so-called 'Osterwalder canvas' (Osterwalder and Pigneur, 2010). The 'canvas' is a tool for describing, analysing and designing business models. Based on the idea that the business model is a kind of blueprint for a strategy to be applied in the structures, processes and systems of a company, it proposes dividing it into nine basic modules that reflect the logic that a company follows to achieve revenue and that cover through a template the four main areas of a business: customers, supply, infrastructure and economic viability.

FIGURE 2. OSTERWALDER CANVAS



Source: Osterwalder and Pigneur (2010:18-19)

The elements of the canvas are divided into:

1. Market segments: A company serves one or more market segments.
2. Value proposition: Its aim is to solve customers' problems and meet their needs through value propositions.
3. Channels: Value propositions reach customers through communication, distribution and sales channels.
4. Customer relations: Customer relations are established and maintained independently in the different market segments.
5. Sources of income: Income streams are generated when customers purchase the value propositions offered.
6. Key resources: Key resources are the assets necessary to deliver and provide the elements described above...
7. Key activities: ... through a series of key activities.
8. Key partnerships: Some activities are outsourced and certain resources are purchased from outside the company.
9. Cost structure: The different elements of the business model make up the cost structure.

In addition to these two models, which are among the main references, there are multiple applied models such as the Business Models in the Digital Economy (Stahler, 2001) and the Destination Canvas (Pons, 2019), which visually works the bases of how a destination should create, deliver and receive value, acting as the guide to model the relationship between the different elements that help to innovate in a destination.

FIGURE 3. DESTINATION CANVAS



Source: Pons (2019).

3.2. Sustainable business models

As with business models in general, there are also different definitions for sustainable business models. Stubbs and Cocklin (2008) define it as *"a model in which sustainability concepts are the driving force of the organisation, shape the company's mission and determine its business decisions"*. According to Prado Pomar (2013:8) *"a business model can be defined as sustainable when the entrepreneur introduces sustainable aspects into their business model and therefore captures economic value but also social and environmental value for all their stakeholders"*. Matching sustainability with business models requires not only a rethinking of production and consumption patterns, but also a strong political and social will to act (Suneetha, 2010). Therefore, **rather than sustainable models in themselves, what exist are business models to which the value of sustainability is added in the model**, aiming to do so in a cross-cutting way, either by adding it to one of the areas or as a complementary area. Following this premise, different models are identified:

Depending on the "integration mode":

- Models that include sustainability in some of their parts. In this case, the more parts of the model include the sustainability perspective and the more relevant the changes are, the more sustainable and innovative the projected business model will be.
- Those that include sustainability as a part of their models and try to be cross-cutting.

In both cases, these will be of most interest when they radically change the established business model in the sector and have high positive economic as well as social and environmental impacts, which brings us to the second classification (Sahebalzamani & Bertella, 2018):

Depending on the "sustainability type":

- Strong: which is associated with radical change and focuses on the integration of sustainability into core business processes.

- Weak: providing for incremental changes and adaptation of some activities, leading to a partial transformation towards a sustainable business model.

Depending on the "dynamics of change" (operationalisation)

Starting from the strategic role of business models for sustainable management and distinguishing ways of operationalising these concepts (Sahebalzamani & Bertella, 2018), a distinction is made between:

- Business model creation (conceptualising a new business model)
- Business model extension (extending the business while maintaining key processes)
- Business model revision (replacing the model)
- Business model termination (stating the business model)

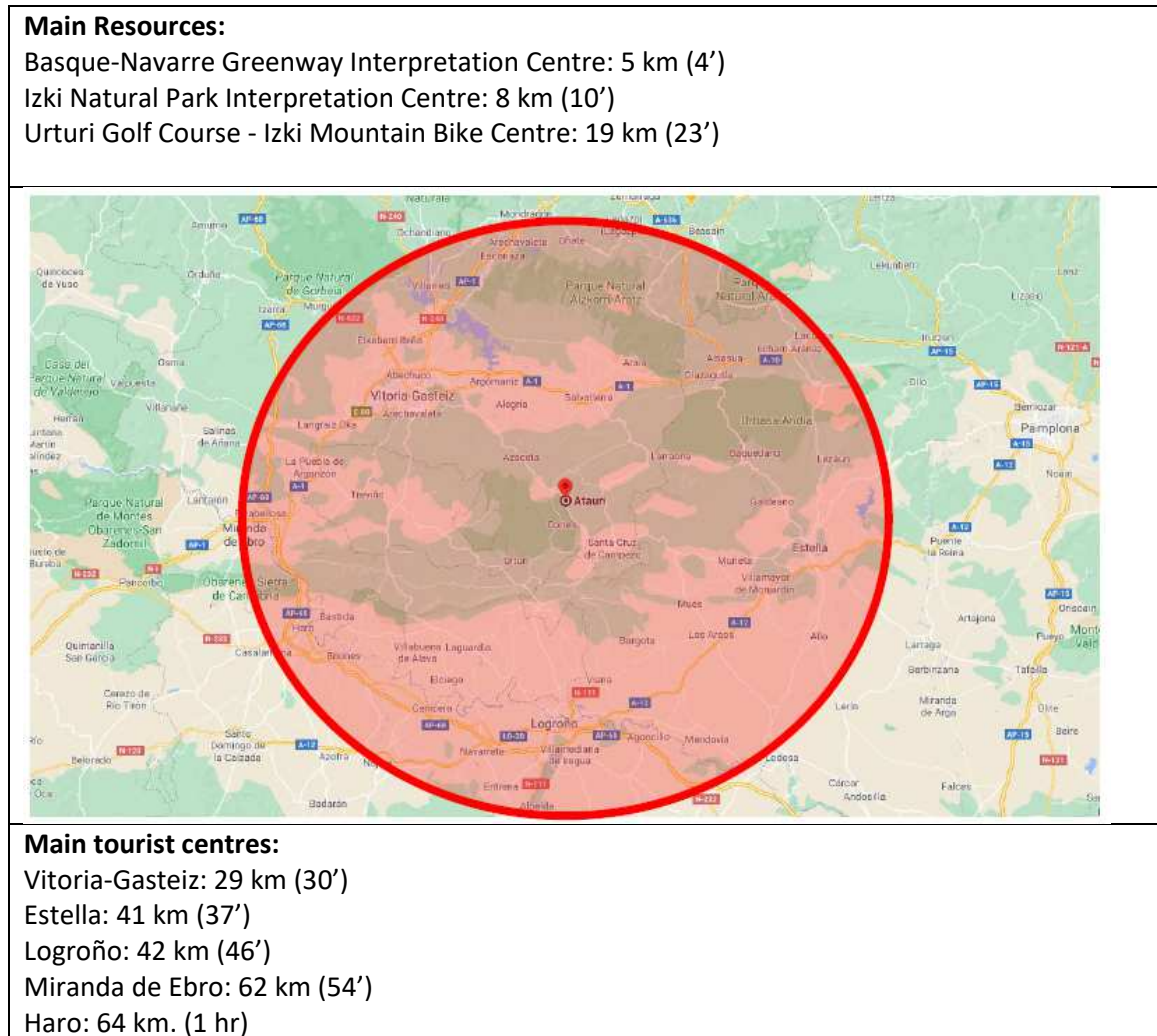
Among the best known models are the Social Business Model, which includes as a key element *"the formula of social and environmental benefits"* (Yunus et al., 2010), the Sustainable Business Model Thinking - B Canvas based on the Destination Canvas, the Ecocanvas by Nicola Cerantola (Ecologing, 2012) focused on circular business design and the Sustainable Business Model (SBM) by Stubbs and Cocklin (2008). It is also worth mentioning the Sustainable Business Model (SBM) of Prado Pomar (2013) as it includes a matrix of 'materiality tools' that will complete the model.

SECTION II - METHODOLOGY OF ANALYSIS

1. Demand analysis

In order to analyse demand, we worked with different sources of data, and depending on the current demand (visitors to the Izki Natural Park), the study has focused on a local visitor who gravitates around the main resources and tourist centres with a moderate tourist interest.

FIGURE 4. POTENTIAL AREA OF INFLUENCE OF THE LUCÍA MINE



Source: Prepared internally

Data from the following sources have been used:

Source/Organisation	Reference documents/studies
Itourbask (Tourist Office Network)	Data 2019: Araba, Vitoria-Gasteiz and inland area
EUSTAT	Hotel Establishment Survey 2019: Araba, Vitoria-Gasteiz and Rioja Alavesa
Basquetour (Basque Government-Eusko Jauriaritza)	Ibiltur Leisure 2019 Ibiltur MICE 2019
Enfokatur - Observatory	
SGAPC - Ministry of Agriculture and Fisheries, Agriculture and the Environment	Profile of the nature tourist (Meta-analysis study of nature tourism in Spain)
Greenways & Ministry of Agriculture, Fisheries and Food	Study on the level of use and socio-economic impact of Spanish Nature Trails and Greenways included in the National Rural Development Programme (2019)
Basque-Navarre Greenway Tourist Office	Antoñanako Txostena (2019)
Izki Golf	User Data 2019
Basque-Navarre Greenway counter (Fresnedo)	Data for 2019
CRS Engineering	Lucía Mine Museum Project 2020
IZKI Natural Park Monitoring Plan	Number of visitors to the ENP and % visitors to the Parketxea No. of environmental education and participation activities No. of schools and students No. of volunteer/citizen science actions

Overall figures

The following general data can be summarised:

Source/Organisation	Data / Information
Itourbask (2019)	Araba: 213,694 nationals and 31,837 foreigners Vitoria-Gasteiz: 121,121 nationals and 14,566 foreigners
EUSTAT (2019)	12-13% of visitors from the Basque Country spend the night in Araba Up to 25% on rural accommodation
Ibiltur Leisure 2019	Of the more than 3 million visitors to the Basque Country: - Vitoria-Gasteiz: 159,301 (5,2%) - Rioja Alavesa (2.4%)
Sectoral Plan for Nature Tourism in Spain (2016)	Estimate: 35 million overnight stays per year associated with nature tourism.
Basque-Navarre Greenway Tourist Office	5,219 people
Cuadrilla Montaña Alavesa (2019)	1,538 groups
Basque-Navarre Greenway Counter (Fresnedo) 2019	55,467 steps (General: cyclists and pedestrians)
Greenways (Spanish Railways Foundation) (Bicycle data)	2018 (until October): 7,686 bicycles 2017: 5281 bicycles
Izki Golf	18,099 (10,973 members and 7,126 visitors) Of the 7,126 visitors: 6,200 nationals and 926 foreigners
Number of visitors to the Protected Natural Area (% Parketxea)	44,056 visitors (28.5% to Parketxea) 13 activities, 500 participants
No. of environmental ed. and participation activities	25 schools, 1,347 participants
No. of schools and students	13 activities, 500 participants
No. of volunteer/citizen science actions	

IBILTUR Leisure Report 2019

Of the 7 different classes or groups identified by the latest Ibiltur Leisure report (2019), there are 3 groups of potential visitors to Montaña Alavesa.

Type 1 (21%). Weekend hotel tourism: 40% of tourists of this type stay in Donostia/San Sebastián. **However, this type of tourist can also be found in Vitoria-Gasteiz** and, to a lesser extent, in the rest of the destinations, except in Rioja Alavesa.

Type 4 (13%). Senior tourism for relaxation in nature: Tourists of **this type stay in Vitoria-Gasteiz, the inland area of the Basque Country** and the Basque Coast. Activities related to relaxation in nature and gastronomy are distinctive of this type. 68% stay in hotel establishments, but also in rural accommodation and, to a lesser extent, in tourist flats. Among this group of tourists, stays of 4 to 7 nights predominate, and half of those belonging to this group come to the Basque Country in the summer. Most of them came looking for these destinations, as 70% would not have moved to another destination if they could not have found accommodation. As for their intention to return to the Basque Country in the next 12 months, the tourists in this group are quite undecided. For almost 60% of them, this was their first visit to the Basque Country. This is a national audience, especially from the other Autonomous Regions. Most travel as a couple and about 40% are aged 60 or over.

Type 6 (12%). Repeat weekend tourism in Rioja Alavesa. Tourists of this type stay in **Rioja Alavesa and practically only engage in gastronomic activities and relaxation in nature**. This is a weekend visit model with short stays of 2 days and visitors coming at any time of the year. They travel by car and come mostly as a couple. Almost 100% say they will return in the next 12 months and 80% are repeat visitors (they have been to the destination before). However, most of them say they would have moved to another destination if they had not found accommodation. These tourists are mainly national tourists, with a significant proportion of domestic tourists (28%). The majority of tourists of this type are in the age range of 50 years and older.

Itourbask (Basque Tourist Office Network)

The limited data on visits to the Basque Tourist Office Network must be taken into account, as not all visitors visit the tourist offices, nor do all information points belong to this network.

The profile of tourists visiting the tourist offices in Araba in general and Vitoria-Gasteiz in particular is mainly from the Spanish state, accounting for 15% and 12% respectively of the total number of visitors to the entire Basque network. In the case of the province, enquiries are mainly focused on cultural and sporting activities, food and wine and guided tours, while in the Vitoria-Gasteiz office, enquiries are mainly about cultural activities and guided tours.

The data from the Montaña Alavesa Tourist Office (Pit Campezo), analysed in more detail below, are counted by Itourbask under 'inland' areas, together with other offices in the inland area of the autonomous community³. The main enquiries made at these offices are related to: Ignatian Way, sports activities, bookings, family tourism and nature tourism.

³ Agurain-Salvatierra, Antioko turismo bulegoa, Arantzazuko santutegia, Enkarterri turismo, Erretereria, Laudio-Llodio, Loiola, Mirandaola, Oiartzun, Oñati, Ordizia, Pit Orozko/Gorbeialdea, Pit San Marko, Salinas de Añana, Tolosaldea, Urduña, Valdegovia, Zerain, Zestoa and Zuia.

Cuadrilla de Montaña Alavesa Tourist Office - Basque-Navarre Greenway Interpretation Centre

The groups that visit the Montaña Alavesa Tourist Office come from its area of influence (87%); that is to say: CAV, Navarre (NAV) and La Rioja (LR). The CAV accounts for the majority, with almost 3 out of every 4 visits. As might be expected, the largest contribution comes from the Historical Territory of Álava, which, with 45%, accounts for almost half of all visitor groups. Regarding the type of groups, 74% are individuals (groups of friends, couples, etc.), 24% are families and only 2% are organised groups. Of the national tourists, Madrid, Castilla-León and Catalonia together account for half of the visits (50%), with visits from other countries being a very small minority.

44% of visitors came mainly spurred on by the Basque-Navarre Greenway. This is followed by the groups included under the heading "others" (29%) who come not only to visit the centre but also to obtain tourist information about the region, the Historical Territory and even the Autonomous Community. In third place were hikers, with 20%. Those who come to go mountain biking account for 4%, while those who come attracted by the cultural resources of Montaña Alavesa account for 3%.

Nature Tourist Profile (sustainable tourist)

The UNWTO (World Tourism Organization) states that one third of travellers worldwide prefer tourist destinations with more sustainable criteria and, for almost 80%, it is important to opt for accommodation with green initiatives and practices. According to Booking's annual report on sustainable tourism (2019), 77% of Spanish travellers want to choose environmentally friendly accommodation at least once. Notably, this is the fourth consecutive year that this study highlights an increase in this trend, from 62% in 2016 to 65% in 2017 and 68% in 2018.

In Spain, according to the Nature Tourism report (SGAPC, 2016), the evolution of the demand for nature tourism is analysed through visits to National Parks, protected natural areas and the evolution of rural tourism. According to the report, the number of visitors to National Parks has increased by 34% in the last 10 years, reaching 14.2 million in 2015. Similarly, the number of visitors to protected natural areas has also increased in recent decades, from 4.2 million visitors in 1973 to 21 million visitors in 2012 (SGAPC, 2016).

The main features of nature tourists are that they travel mainly for relaxation and fun, they show a high degree of loyalty to their destinations, and they combine short stays with destinations close to their place of residence. In addition, they value the good conservation of the environment and its protection figures. For foreign tourists, the most attractive activities are mountain activities, hiking and enjoying nature. As a summary of the identified profile (SGAPC, 2016:4):

- Age between 25 and 45 years for resident tourists and between 45 and 75 years for non-residents
- Secondary or higher education
- Middle or high socio-economic level
- Travel in company but in small groups
- Spurred on by relaxation and fun. Importance also of sport and learning
- They combine nature with other aspects of their trip
- Short stays at weekends, long weekends or holiday periods, even in autumn and winter. Slightly longer stays for non-resident tourists
- They visit destinations close to their place of residence
- Overnight stay in places close to the area visited
- High level of loyalty to destinations and activities
- Low degree of specialisation for resident tourists; higher for non-residents
- They go hiking and walking
- They value the quality of the environment and the protection figures when choosing a destination
- They organise their travel on their own and contract the services directly

In response to this demand, it is estimated that in 2010 Spain had around 1,806 companies and entities related to nature tourism. 70% of the companies offer activities related to active tourism, with hiking being the most popular activity. Ecotourism accounts for the remaining 30% and includes landscape or species observation activities, photography, guided tours or environmental education activities.

Birdwatching Tourist Profile

Within the so-called nature tourism there is a whole range of varieties, such as 'birdwatching tourism', for which specific demand studies are also being carried out. Internationally, much of the existing data comes from the US government's National Survey of Fishing, Hunting and Wildlife, which indicates that as many as 18 million Americans travel outside their home area, including overseas, to pursue their hobby. On a European scale, the most significant market is located in Great Britain, followed by Germany, Holland, Switzerland, Belgium, France, Italy, Luxembourg and Sweden. In Spain, the SEO (Sociedad Española de Ornitología - Spanish Birdwatching Society), as mentioned above, has around 10,000 members, while its equivalent in Portugal is close to 1,000 (Fernández-Tabales et al., 2008).

Although there are no official data or global surveys to characterise the demand in Spain, according to data made public by professional agents in the sector, the profile of users of this kind in Spain is as follows (Fernández-Tabales et al., 2008): 44-45):

- They come from developed countries, with a predominance of those coming from Great Britain (86%), followed by the USA (7.4%), and others to a lesser extent (France, the Netherlands, Canada, Japan and Spain).
- Highly specialised trips, with birdwatching as the main objective for 90% of users, and in 65% of cases as the exclusive objective, with no other nature attraction components.
- Mostly middle-aged and retired tourists. 82.1% of tourists are between 46 and 75 years old and almost 50% are between 61 and 75 years old. In other words, people with sufficient disposable

income and plenty of free time, who can therefore travel at any time of the year, without the constraints of the work and school calendar. High seasonally-adjusted potential.

- This is a segment of visitors with a medium-high cultural level, very respectful of the natural environment and local culture.
- The length of stay is usually about one week (72% of trips with 6 or 7 nights), although a small number of trips with 4 nights (7%) and 8 or 9 nights (10%) are also counted.
- Spain, despite its renown in this activity, has competing destinations at more affordable prices (Eastern European countries, for example) and which offer similar products (observable birds).
- Domestic demand is still a potential segment, but has not yet been clearly characterised.

Greenways User Profile

For this profile, the main source of data are the automatic gauges, systems for counting people and bicycles that are based on an electromagnetic and/or pyroelectric loop that differentiates between pedestrians and bicycles, as well as the direction of travel, and are installed at different points on some routes. This makes the data mainly quantitative.

The study carried out in 2019 by Greenways (Spanish Railways Foundation) aims, in addition to quantifying the level of use of Spanish Nature Trails-Greenways, to study the profile of users, the seasonality of flows and their modal distribution. In fact, the Basque-Navarre RW NT-GW, although with differences in the quality of its data, participated with different sections, among them the one that goes from the Ermita Santo Toribio to the Navarrese border (Greenways & Ministry of Agriculture, Fisheries and Food, 2019).

TABLE 1. USAGE DATA OF BASQUE-NAVARRÉ GREENWAY-NATURE TRAILS FROM USER COUNTERS

Basque-Navarre Railway Nature Trails-Greenway (Ermita Santo Toribio-Campezo section)

Measuring system: counter (since 2013), with additional data taken at the Interpretation Centre.
Bicycle data

2018*	2017	2016	2015	2014	2013
7686	5281	8514	9400	11065	11065

*Incomplete data (October 2018)

Source: Surveys to managers of Nature Trails-Greenways (2019:16)

With regards to the study of the profile of users of the Basque-Navarre (Zuñiga-Estella section, for the Santo Toribio-Campezo section there is no data), it is identified with the type of itineraries mainly taken by cyclists compared to pedestrians, and visitors compared to locals between 30 and 50%. It should be noted that these visitors come from the same community (80%) and hardly any overnight stays are generated (estimated at 10%).

TABLE 2. ESTIMATING THE SOCIOECONOMIC IMPACT OF NATURE TRAILS-GREENWAYS

Name NT-GW	Users in 2017	% visitors	Total visitors	% overnight stay	Overnight visits	Estimated expenditure (€70/day) ⁴
Montes de Hierro NT-GW	115,203	5	5,760	15	864	60,481.58
Plazaola NT-GW (Leitzaran)	240,000	40	96,000	10	9,600	672,000.00
Basque-Navarre RW NT-GW (Sto. Toribio-Kampezu)	11,689	30	3,507	10	351	24,546.90
Carrilet NT-GW (Olot-Girona)	218,870	30	65,661	15	9,849	689,440.50
Carrilet NT-GW (Girona-Sant Feliú de Guixols)	611,673	30	18,502	15	2,775	194,269.95
Ferro i Carbó NT-GW	152,100	30	54,630	15	6,845	479,115.00
Noroeste NT-GW	349,690	30	104,907	15	15,736	1,101,523.50
Sierra NT-GW	243,840	70	170,688	30	51,206	3,584,448.00
TOTAL	1,393,065	331	461,453	15.6	72,102	5,047,139.79

Source: Surveys to managers of Nature Trails-Greenways (2019:32)

Logically, there is a fairly obvious correlation between economic generation and impact and the existence of services in the reclaimed railway stations. In the case of the Santo Toribio-Campezo section (less than 100m.) in 2018 the following were identified: 2 accommodations, 3 restaurants, 1 bicycle rental company, 1 mountain bike centre, 1 tourist information office and 1 Interpretation Centre, the last four centralised in the same space. On the other hand, although it is pointed out that there are 12 people working directly in the maintenance and management of the Greenway and the associated Information and Activity Centres, and one dedicated to communication, it should be noted that the Basque-Navarre RW (Santo Toribio-Campezo section) is not promoted via the website or social networks. In fact, with regards to tourism marketing, managers highlight the lack of packages or the scarcity of products and tour operators to market them.

Finally, it is worth noting the assessment of the impact on local development made by the managers of Ways for MAPA 2018, where it can be seen that, despite having good ratings for the promotion of regional tourism and catering, it barely reaches the pass mark in those parameters related to improving the number of visitors, the creation of tourism offer and branding.

TABLE 3. ASSESSMENT OF THE IMPACT ON LOCAL DEVELOPMENT OF THE BASQUE-NAVARRRE GREENWAY-NATURE TRAILS (ERMITA SANTO TORIBIO -CAMPEZO SECTION)

Regional tourism promotion	8
Promotion of the name as a brand	5
Creation of a new tourist offer	5
Attracting new visitors	5
Improving the quality of life of the inhabitants	6
Local job creation	6
Increase in accommodation business	6
Increase in catering business	9
Increased business in food shops	6
Increased business in other premises	6
Increased transport business	7
AVERAGE	6.3

Source: Surveys to managers of Nature Trails-Greenways (2019: 117 -118)

Demand analysis summary table

In summary, 5 tourist profiles are identified in the area to to be analysed, and other potential markets to work with in the future are also identified.

FIGURE 5. SUMMARY OF ACTUAL AND POTENTIAL DEMAND IN THE ZONE



Source: Prepared internally

2. Offer analysis

The offer of the area is listed on the website: <https://www.arabakomendialdea.eus/turismo-en-montana-alavesa/>

There are three tourist service centres with tourist information, car parks, toilets, etc.

- Regional tourist office (member of the Itourbask Tourist Office Network), next to the Basque-Navarre Greenway Interpretation Centre and the bicycle rental centre.
- Izki Montaña Alavesa Mountain Bike Centre in the Urturi Golf Course
- The Izki Natural Park also has an interpretation centre or Parketxe, spaces for environmental education activities, recreational areas and car parks

The main resources have their own websites:

Izki Natural Park	https://izkiparkea.eus/es/inicio
Izki Golf	https://www.izkigolf.eus/
Basque Mountain Bike Network (Izki)	https://www.arraia-maeztu.eus/arraia-maeztu/btt/

The tables below summarise the tourist offer in Montaña Alavesa, differentiating between: tourist service companies, cultural resources (halls, museums, interpretation centres), restaurants and accommodation.

TOURISM SERVICE COMPANIES (4)

FAUNEANDO

<https://www.fauneando.com>

- Environmental education: Courses, lectures and workshops
- Forestry hideaway
- Interpretive trekking
- Forest conservation

ÁLAVA MEDIEVAL

<https://alavamedieval.com>

- Tourist Services (school groups, family tourism, etc.)
- Romanesque: specialists in the Romanesque aspects of Alava
- Cultural activities
- Research

NATOURING TURISMO, COMUNICACIÓN Y MEDIO AMBIENTE S.L.:

<https://natouring.net/>

- Organisation and implementation of tourist activities (tourist and nature guides, management of interpretation centres, representation and assembly of stands at fairs)
- Drafting and preparation of tourism and environmental projects.
- Journalism and communication work.
- We also organise a la carte activities such as courses, lectures and workshops

CAPITAL GRAND TOURS SL

<http://www.capitalbikes.es/>

- Bike hire
- Guided tours
- Transfers and bike racks

- Other services: Summer camps for children, road safety education courses for families and the general public, events for companies, courses for learning and mastering how to ride a bicycle, advertising,

HALLS, MUSEUMS, INTERPRETATION CENTRES (6)

ANTOÑANA	Antoñana exhibition hall
PEÑACERRADA	Peñacerrada ethnographic open-air museum
PEÑACERRADA	Our Lady of the Assumption Church-Museum
PIPAÓN	Usabxi ethnographic museum
LAGRAN	La Traviesa interpretation centre
ANTOÑANA	Basque-Navarre Greenway Interpretation Centre

RESTAURANTS (13)

LAGRAN	Frontón Restaurant, La Traviesa Restaurant
MAESTU	Izki Restaurant, Los Roturos Restaurant
PEÑACERRADA	San Prudencio Restaurant
SAINT VINCENT OF ARANA	Obenkun Restaurant
SANTA CRUZ DE CAMPEZO	Ibernalo Restaurant, Iturriena Restaurant, Isabe Restaurant, Arrea Restaurant
URTURI	Garimotxea Restaurant, Izki Golf Restaurant
VIRGALA MAYOR	Virgala Restaurant

According to the study by Porcal Gonzalo and Armentia Pinedo (2001), in 2000 there were 7 farmhouse hotels (with 55 beds), 2 rural houses (with 22 beds) and 1 rural hotel (with 19 beds) in Montaña Alavesa, making a total of 96 beds. This figure represented 16.4% of the total number of rural tourist establishments in Álava and around 12% of all their bedplaces.

The current accommodation offer shows that, although with different names, there are 7 more establishments in total, 19 compared to the 12 in 2000, and there has also been an increase in bedplaces to 251, which represents a growth in the offer of 161%. The current data confirm the leading role played by rural accommodation, however, only two of the accommodations are members of NEKATUR (Asociación nekazalturismoa/landaturismoa de Euskadi) and only 4 are listed in other reference booking centres such as Escapada Rural.

ACCOMMODATION			
Population	Type	Name of accommodation	Places/accommodation
ALDA (14 bedplaces)	Ag-CR	Biltegi Etxea	14
BAROJA (24 bedplaces)	ApTur	El Rincón de Baroja	22-24
BERNEDO (34 bedplaces)	Ag-CR	Gaztelubidea Amets Etxea	12 4
	ApTur	Aptos Rurales La Pikurutza	16-18
BUJANDA (14 bedplaces)	HotR-Pens	Hotel Rural Mendigreen	14
LAGRÁN (9 bedplaces)	Ag-CR	Arriagaetxea	9
MAEZTU/MAESTU (26 bedplaces)	Ag-CR	Izki	11
	HotR-Pens	Hotel Los Roturos	15
OKINA (16 bedplaces)	Ag-CR	Kañiko	16
ORBISO (8 bedplaces)	Ag-CR	Mariví	8
PEÑACERRADA (8 bedplaces)	Ag-CR	Errota	8
SABANDO (10 bedplaces)	Ag-CR	El Manzanal	10
SANTA CRUZ DE CAMPEZO (29 bedplaces)	Ag-CR	Ibernalo	19
		Aldapa Xhuara	10
URTURI (12 bedplaces)	Ag-CR	Aitonaren Etxea	12
URTURI (19 bedplaces)	HotR-Pens	Hotel Urturi Golf	19
VIRGALA MAYOR (27 bedplaces)	Ag-CR	La Casa de Nuestro Abuelo	17
	HotR-Pens	Pensión Virgala	11

*Farmhouse Hotels and Rural Houses (Ag-CR); Tourist Apartments (ApTur); Rural Hotels and Pensions (HotR-Pens).

In addition to the accommodation available in the area, there are two hostels, two camping areas and two car parks for motorhomes and campers: in the vicinity of Urturi in the Izki Natural Park (Korres recreational area), specifically 10 km from the Golf Course, the starting point of the MTB route, and in the Santa Cruz de Campezo area for motorhomes.

Name of accommodation	Type	No. of bedplaces
Aterpetxea Montaña Alavesa (Bernedo)	Hostel	100
Granja escuela Lurkoi (Leorza)	Hostel	75
Camping area Our Lady Okon (Bernedo)	Camping area	
San Bartolomé Hostel (Lagrán)	Camping area	
Motorhome area of Santa Cruz de Campezo	Free area with running water, sewage and electricity connections	14 caravans
Peñacerrada motorhome site	With services	2 motorhomes

3. Benchmarking

The Preliminary Technical Report of the Regional Action Plan that the Environmental Sustainability Service of the Department of Environment and Town Planning of the Provincial Council of Alava prepared within the framework of the Interreg Europe Project "Wildlife Economy" includes as a priority line of action for the County of Montaña Alavesa the "Environmental restoration of the mining landscapes of the old natural asphalt mines of Montaña Alavesa. Development of ecotourism actions related to the Mina Lucía". In this sense, it is considered important to analyse similar experiences of mining and/or geological tourism in nearby geographical areas using the Benchmarking methodology. Therefore, similar initiatives at local and international level have been analysed for benchmarking. For the former, in-depth interviews were carried out, while for the international cases, information was extracted from the website and social networks.

NATIONAL TOURISTS (interview)	INTERNATIONAL TOURISTS ⁴
Aizpea (Zerain, Gipuzkoa) Montaña de Hierro https://goierriturismo.com/cultura/zerain-la-montana-del-hierro	Site de la Presta (Travers, Switzerland) https://www.mines-asphalte.ch/
Mina Esperanza (Olmos de Atapuerca, Burgos) Hierro http://www.minaesperanza.com/	Faia Brava: https://www.centerofportugal.com/es/poi/reserva-natural-de-faia-brava/
Arditurri (Oiartzun, Aiako Harria Parke Naturala, Gipuzkoa) Hierro – Romanas http://www.arditurri.com/Castellano.asp	Mining Depot of Waterschei (Limburg): https://www.thorpark.be/
	Blegny-Mine https://www.blegnymine.be/

⁴ Recommended in the Preliminary Technical Report (February 2020) "Bases for the drafting of the Regional Action Plan of the Provincial Council of Alava in the scope of the Wildlife Economy project".

Through this analysis we have tried to systematically compare products and/or services that demonstrate good practices in the area of interest of the study with the purpose of transferring knowledge of best practices and their application, and to deepen the organisation and work processes in the case of the organisations interviewed.

TABLE 4. MAIN BENCHMARKING RESULTS

Management models	Private, public and semi-public: even private initiatives use public grants for maintenance.
Protection figures	Natura 2000 Network Natural Parks Qualified Cultural Asset Unesco World Heritage
Diversity of tickets/prices/duration according to interest groups:	Individual Groups Schoolchildren Reduced (pensioners, students, minors, etc.) Specialised (families, scientific, speleology, etc.) Ad-hoc visits
Diversity of Services	Open visit Guided tours of the mine (different) Museum Interpretation Centre Workshops Recovery of activity (start-up of machinery) Routes and walks in the surrounding area Combined entries with other resources Weekend pack: Parketxe/Hostel (overnight stay)
Other initiatives	Events: concerts, tastings, meals, training, etc. Environmental education Souvenirs and merchandising Gamification: escape room, geocaching, etc. Friends associations, etc. Safari and camps Recovery and maintenance of traditional activities Recovery of native flora and fauna Introduction of extensive herbivores (horses, cows) Forest management and monitoring Offsetting measures: carbon footprint Environmental impact assessment Certifications

Source: Prepared internally

4. Montaña Alavesa value chain

In order to analyse the choice of a competitive strategy for a company or destination, it is necessary, on the one hand, to analyse the attractiveness of the sector or industry in which it is located, determined by external forces and factors that limit its profitability; on the other hand, it is necessary to determine and understand the set of internal, and therefore controllable, factors and the way in which they influence the achievement of sustainable competitive advantages over time.

Based on this analysis, the question to be answered is, what can the destination do to position itself in this industry environment and compete at an advantage over its competitors? The answer lies in finding a competitive advantage that is sustainable over time and unattainable by competitors. The analysis tool that will allow us to know which activities/services are the source of current or future competitive advantages is the value chain and is composed of five stages (Nutz and Sievers, 2016): selecting sectors, analysing the market system, designing interventions, implementing and monitoring and measuring results.

Sector selection

To begin with the value chain of Montaña Alavesa, it is specified that **the main objective is to enhance the value of the region in terms of tourism**, based on two main resources: Lucía Mine (located inside the Izki Natural Park) and the Basque-Navarre Greenway. The decision is made on the basis of two criteria. The first is the existence of an interesting tourist resource, the mine, which is currently being restored and adapted for ecotourism use. The second criterion is the possible revaluation of the Basque-Navarre Greenway.

In the evaluation carried out, it was found that implementing projects associated with these resources would bring about certain positive aspects for the region. **The most significant would be the generation of employment and wealth** in Montaña Alavesa, but it would also bring visitors respectfully closer to the natural environment and disseminate the rich natural and cultural heritage of Montaña Alavesa.

Market system analysis

In order to determine the processes carried out in the sector, the processes involved in the project are identified: raw materials (resources), services, transport, intermediaries and final consumers. When talking about raw materials, reference is made to the Montaña Alavesa region and all the resources found there.

As for the services provided in the region, there are providers in the fields of accommodation, restaurants, tourist service companies, mountain bike routes, Izki Golf, halls, museums and interpretation centres. And in reference to transport used in tourist areas, only private transport or bicycles are mentioned.

In addition, the tourism offices in the county should also be taken into account, as well as the *Destination Marketing Organizations* (DMOs). Both offices and DMOs act as intermediaries. The

ultimate participants in the process would therefore be the tourists or visitors coming to the area (previously studied in the section on demand).

Key actors

Continuing with the value chain, it is essential to identify the key players in the market. In the case of Montaña Alavesa, these would be at least the following (identified within the framework of the Interreg Europe "Wildlife Economy" project, but obviously this list is open to new additions):

Public sector stakeholders:

- Basque Government: Basquetour.
- Provincial Council of Álava: Department of the Environment and Town Planning (Environmental Sustainability and Natural Heritage Services); Department of Territorial Balance; Department of Employment Promotion, Trade and Tourism.
- Cuadrilla Montaña Alavesa.
- Town Councils: Arraia-Maeztu, Bernedo, Campezo, Lagrán, Peñacerrada-Urizaharra and Valle de Arana.
- Administrative Boards of the County of Montaña Alavesa.

Private sector stakeholders:

- Fauneando: <https://www.fauneando.com/>
- Natouring Turismo, Comunicación y Medio Ambiente S.L.: <https://natouring.net/>
- Alava Medieval: <https://alavamedieval.com/>
- Inguru abentura: <https://www.inguruabentura.com/>
- Capital Grand Tours SL - Capital bikes: Capital Grand Tours SL - Capital bikes

Other stakeholders:

- University of Deusto and UPV/EHU University.
- Museum of Natural Sciences of Álava.
- Nekatur.
- Aclima Basque Environment Cluster
- Hazi Fundazioa Foundation
- Civil Society Organisations
- Izki Rural Development Association
- Alaveses Institute of Nature

Diagnosis

The situation of the region is analysed and its strengths, weaknesses, opportunities and threats (SWOT) are identified:

TABLE 5. SWOT OF THE MONTAÑA ALAVESA REGIONAL RURAL DEVELOPMENT PLAN

WEAKNESSES	THREATS
<p>D1.- High population dispersion, ageing and negative vegetative growth.</p> <p>D2.- High degree of masculinity in the population.</p> <p>D3.- Lack of coordination between the different administrative structures in the county.</p> <p>D4.- Lack of knowledge of the natural and cultural wealth of the region both among its inhabitants and outside the region.</p> <p>D5.- Lack of generational change in the sector.</p> <p>D6.- Insufficient promotion of local products both at a regional level and outside the region.</p> <p>D7.- Absence of a forest management plan that optimises the use of its resources for forestry, livestock and hunting.</p> <p>D8.- Lack of socio-economic service companies.</p> <p>D9.- Unstructured and underdeveloped tourist offer. Lack of structured products, accommodation and catering establishments.</p> <p>D10.- Deficient communication routes, especially secondary roads.</p> <p>D11.- Broadband coverage very deficient.</p> <p>D12.- High number of abandoned dwellings and the abandonment of some housing estates.</p>	<p>A1.- Risk of out-migration of young people from rural to urban areas.</p> <p>A2.- Lack of future strategies for the agro-livestock and forestry sector on the part of the administration.</p> <p>A3.- Lack of a land transfer policy that favours the acquisition of land by new farmers.</p> <p>A4.- Supra-regional regulations that especially affect this very rural area linked to the primary sector (limitation of grazing areas, etc.).</p> <p>A5.- Increased competition from other rural tourism destinations and greater dynamism and promotion of these destinations.</p> <p>A6.- Digital divide.</p> <p>A7.- Lack of links between Protected Natural Area Managers and the local population.</p>
STRENGTHS	OPPORTUNITIES
<p>F1.- Crops with a high sanitary quality due to the climate and altitude.</p> <p>F2.- High potential for hunting, truffles and mushrooms.</p> <p>F3.- Large forest mass for its exploitation: biomass, etc.</p> <p>F4.- Large area of communal land with significant potential for livestock use.</p> <p>F5.- Existence of a great natural and cultural heritage in the region. Numerous resources with tourist potential.</p> <p>F6.- Natural Park as a special protection area.</p> <p>F7.- Growing trend in the number of visitors to the region, as well as those passing through to La Rioja.</p> <p>F8.- Wide range of sports facilities in the municipalities.</p> <p>F9.- Increasing development of rehabilitation plans for various nuclei and housing plans in some municipalities.</p> <p>F10.- Existence in the area of organisations oriented towards the development of the region: ADR, Cuadrilla, etc.</p> <p>F11.- Great agricultural and livestock culture and knowledge of the environment in the region. Vernacular knowledge.</p> <p>F12.- Sense of belonging to the municipalities and growing sense of belonging to the region.</p>	<p>O1.- An important nucleus of young people in Vitoria-Gasteiz. Young people from urban areas who are looking for places to live closer to nature and the countryside.</p> <p>O2.- Possibility of introducing new crops and varieties that are well adapted to regional conditions.</p> <p>O3.- Growing trend of rural tourism linked to the improvement of the competitiveness of the tourism sector (quality systems).</p> <p>O4.- Existence of an Inland Tourism Plan that will promote products such as: Ecotourism (Birding, Protected Natural Spaces, etc.), active tourism, Ignatian Way, Gastronomy, with great potential in the region.</p> <p>O5.- Growing tendency of the population to appreciate and consume differentiated, quality, ecological, ... products.</p>

Source: Regional RDP 2015-2020 HAZI; ADR Izki and Basque Government (2015)

In order to identify the markets available for the project, it is necessary to analyse the tourists or visitors coming to the area. This is calculated with the demand study, analysing the current and potential market, developed in section 1 of the analysis methodology.

As a final step in this section, it should be made clear that the way in which the final market of tourists and visitors will be reached is through the agents in charge of distribution, i.e. the intermediaries.

Designing interventions

Taking into account the SWOT analysis, a selection is made of the main constraints that exist in the region and, knowing which constraints have a negative impact, each of them is linked to a support function. In other words, we look for ways to solve the constraint and identify those responsible for implementing it.

TABLE 6. MAIN CONSTRAINTS IDENTIFIED

		Agent responsible
D3.- Lack of coordination between the different administrative structures in the county.	The creation of a tourism roundtable, or working tables, so that the administrative actors in the county can coordinate with each other on a more regular basis.	Institutions: Provincial Council, Town Councils and Cuadrilla
D4.- Lack of knowledge of the natural and cultural wealth of the region both among its inhabitants and outside the region.	Faced with the lack of knowledge of the natural and cultural wealth, carry out citizen participation meetings in which the population can give and receive information.	Institutions, social partners and citizens
D6.- Insufficient promotion of local products both at a regional level and outside the region.	In order to enhance the value of local products, it is proposed that distribution agents should promote them more widely.	Basquetour Tourist offices Intermediaries
D7.- Absence of a forest management plan that optimises the use of its resources for forestry, livestock and hunting.	Create a management plan, taking into account the Izki monitoring plan and the Regional RDP, which covers the whole region	Institutions
D8.- Lack of socio-economic service companies.	Promote citizen initiative to create entrepreneurship through grants, subsidies, training, workshops, etc.	Private actors with institutional support
D9.- Unstructured and underdeveloped tourist offer. Lack of structured products, accommodation and catering establishments.	Design a Strategic Tourism Plan Structuring and development of tourism through the development of existing unexploited resources, such as Lucia Mine.	Institutions
D10.- Deficient communication routes, especially secondary roads.	Create a sustainable, electric transport service, so that visitors can move around without causing major impacts	Private actors with institutional support

Source: Prepared by the authors based on the SWOT analysis carried out by the Provincial Council of Alava (2020, 14-15)

Although this is further developed in Section III of this study, it is interesting to point out some general guidelines for the agents involved to promote and encourage regenerative tourism in the territory (Rodríguez, 2020):

- Going beyond sustainable tourism. The focus should be on the relationship with the host communities and the surrounding ecosystem and the experiences that are produced around this vision.
- Define a purpose as a destination that realistically reflects what the destination wants to offer and what local impact is sought.

- Encourage the participation of the host community, with their concerns and knowledge, in the design of the tourism activity, fostering interactions with visitors to offer a more human experience
- Respect the local community and the continuous search for positive impact through intelligent and interconnected design at different levels of the environment.
- Enhance the value of natural resources that allow for unique experiences
- Develop continuous multi-directional and multi-channel communication with transparent rules that are accessible to all.
- Maintain a "beta" version of the offer based on continuous learning and updating.
- Study current demand to identify niches of interest and explore other potential niches (golf visitors, business tourism, unique events, etc.)

Implement, monitor and measure results

All the previous work would be meaningless without measuring the degree to which the proposed objectives have been met. To this end, it is essential to identify specific, measurable indicators that are achievable with the available resources, relevant to the objectives and time-bound. This requires: establishing a theory of change, as these can only be measured if there is a baseline against which to compare it; setting out how the actions will be carried out; and establishing methods for data collection.

- Establish theory of change
- Identify indicators related to sustainability, cost-effectiveness, etc. and methods and scale of data collection
- Detail specific ways to measure each indicator
- Conduct a baseline study (reference the starting point)

5. Certifications and protection figures

The following section details the types of protection that must be taken into account for the development of the model and which, as their name indicates, allow these spaces to be preserved, with greater or lesser intensity, and according to the specificities of each one. In addition, other certifications that could be taken into account as tools to guarantee sustainable resource management are also presented.

5.1. Protection figures

Natural Park and Natura 2000 Network (SAC and SPAB)

Izki is a space that has been recognised for its high natural value as a Protected Natural Area under the revised text of the Basque Country Nature Conservation Law, under a triple classification (Legislative Decree 1/2014 of 15 April):

- Natural Park (Decree 65/1998 of 31 March 1998 declaring the Izki area a Natural Park)
- SAC, Special Area of Conservation (Natura 2000 Network, Decree 33/2016 of 1 March)

- SPAB, Special Protection Area for Birds (Natura 2000 Network, Decree 33/2016 of 1 March)

Decree 64/1998 of 31 March 1998 approved the Izki Area Natural Resources Management Plan. Furthermore, by means of Agreement 438/2017, of the Council of the Regional Government of 18 July, the regulatory part of the II Master Plan for the Use and Management of the Izki Natural Park was approved, and the full publication of the Master Plan for Use and Management and the Document of Management Guidelines and Actions for the Natural Park, SAC and SPAB was ordered.

Izki was declared a Natural Park in 1998 by Decree 64/98 of 31 March. Natural parks are areas not significantly transformed by human exploitation or occupation, identifiable by the beauty of their landscapes, the representativeness of their ecosystems or the singularity of their flora, fauna or geomorphological formations, and which require, in order to make the orderly exploitation of their natural resources and public use compatible with the conservation or recovery of their ecological, aesthetic or educational values, preferential action by the public authorities.

The Natura 2000 Network is a European ecological network of biodiversity conservation areas. It consists of Special Areas of Conservation (SACs) established under the Habitat Directive and Special Protection Areas for Birds (SPABs) designated under the Birds Directive. It aims to ensure the long-term survival of species and habitat types in Europe, helping to halt the loss of biodiversity. It is the main instrument for nature conservation in the European Union.

The SACs, integrated into the Natura 2000 Network and heirs to the former SCIs (Sites of EU Importance) and SPAs, are intended to ensure the maintenance or re-establishment of natural habitat types and habitats of wild species of fauna and flora of EU interest in a favourable state of conservation. It also aims to ensure the survival and reproduction of bird species and regularly occurring migratory species in their area of distribution, with the ultimate aim of contributing to the conservation of biodiversity on European territory.

Thanks to these regulations, the Izki study has been further explored, the distribution of habitats of EU interest has been represented on an appropriate scale and their conservation status has been assessed. Work has also been carried out to study the distribution and state of conservation of the species of fauna and flora characteristic of this area.

To sum up, Izki is home to one of the most representative formations of Pyrenean oak (*Quercus pyrenaica*) in Europe and a peculiar rural culture has developed within it that is worth preserving and getting to know. In addition to the forest fauna, its "star bird", the medium-sized woodpecker, is a challenge both for those who enjoy watching it and for those responsible for its conservation, who have to ensure that the tranquillity of its breeding grounds is safeguarded. It also has numerous discrete wetlands such as ponds and peat bogs that provide great biological diversity to this enclave.

As stated on the website of the Provincial Council of Alava, the main recreational and leisure activities carried out in Izki include:

- Hiking: 15 marked trails, as well as walks and excursions on foot, by bicycle or on horseback.

- It should also be noted that the following long-distance footpaths run through and/or near the area:
 - o GR 1: Historic Trail.
 - o GR 120: Pilgrimage Route of the Ignatian Way.
 - o GR 282: Shepherd's Path.
- Birding / Ornithological tourism: which follows the Code of Ethics for birdwatching and includes a free binoculars loan service. It has different themed routes of varying difficulty:
 - o Izkiko Erreka-Zuloak/Izki ravines (Korres, 5.5 Km.)
 - o Ameztko Ibilbidea/Travesía del Marojal (Korres, 14,1 Km.)
 - o Las Balsas (Urturi, 6 km.)
- Sport: MTB, Climbing, Nordic Walking and Golf
- Astronomy: possibility of visiting the Izki astronomical observatory (2017).
- Regulated collection of mushrooms, flowers and fruits (Regional Decree 89/2008)

It also has different resources (recreational area with swings, picnic area and barbecues, Parketxe, Interpretation Centre, adapted paths, etc.) and numerous landscape elements of interest such as the Izki river gorge or the nearby hermit caves of Laño, Faido and Marquínez and the crags of Arluzea and the village of Peñacerrada in the nearby geographical environment as well.

In this respect, it should be pointed out that the concurrent competences of the Basque Government and the Regional Bodies require a special effort of coordination between the different institutions involved in the implementation of the multiple management and conservation measures (procedures, declarations, guidelines, approval of regulations, etc.).

There is a Priority Action Framework (PAF) for the financing of the Natura 2000 Network for the multiannual financial framework for the period 2021-2027 (Basque Government, 2019), in which specific measures for the Izki Natural Park are reflected. These priority measures will condition, or drive, all the projects carried out within the Natural Park.

Priority actions:

- A. Horizontal measures and administrative costs in relation to Natura 2000
- B. Site-related maintenance and restoration measures, inside and outside the Natura 2000 network
- C. Additional species-specific measures not related to specific ecosystems or habitats

As noted, some of these actions may influence the development of resources within the Park such as Lucía Mine and the Basque-Navarre Greenway. The document lists up to 35 specific measures for Izki and identifies up to three types of possible sources of co-financing: Own funds, ERDF and the LIFE project (see Annex I). Some measures of a more general nature and which may have a greater impact on the current study are listed below.

TABLE 7. DESCRIPTION OF ELIGIBLE MEASURES RELATING TO IZKI

Name and brief description of the measures	Possible sources of EU co-financing.
ES2110019: Create a stable working group between the Basque Government and the Provincial Council of Alava to cooperate in the application of the conservation actions proposed in this document. This monitoring body must be set up no later than one year after the approval of the Izki Protected Natural Area documents.	Own funds
ES2110019: Drawing up of an annual report on non-natural mortality of wildlife in the Izki Protected Natural Area, including preventive measures.	ERDF
ES2110019: Drawing up of a study to detail the activities that cause loss or deterioration of biodiversity, and assessment of this effect on the Izki Protected Natural Area.	LIFE
ES2110019: Drawing up of a study to estimate the income that would be reduced in the event of eliminating activities that could cause a deterioration in the biodiversity of the Izki Protected Natural Area	LIFE
ES2110019: Drawing up of a computerised register of all the wild species that enter the Martioda Wildlife Recovery Centre from the Izki Protected Natural Area	Own funds
ES2110019: Disseminate the work carried out in the Izki Protected Natural Area through the websites of the Natural Parks Service of the Provincial Council of Alava and the Basque Government.	ERDF
ES2110019: Incorporate the Key Elements into the didactic and informative materials of the Environmental Education Programme of the Izki Protected Natural Area	ERDF
ES2110019: Install information panels on the values of the Izki Protected Natural Area, as well as the actions carried out for its conservation, at the points of greatest influx of visitors to the areas (recreational areas, etc.).	ERDF
ES2110019: Development of information campaigns to disseminate the results obtained in the LIFE+ PRO-Izki Project.	ERDF

Source: Basque Government (2019)

5.2. Sustainable certifications

In the same way that all the actions that are carried out are regulated by the Regulations of the Protected Natural Area, the different resources and services that are carried out can opt for accreditations that certify that it is a sustainable service/company.

BIOSPHERE: <https://www.biospheretourism.com/es>

Biosphere Tourism is a platform that seeks tourism sustainability, awarding certificates with the collaboration of the Responsible Tourism Institute.

It offers a certification for sites of tourist interest, which certifies the sustainability of the site with different standards. The aim is to minimise the impacts of tourism activity, while improving performance.

Environmental, socio-economic and cultural frameworks are taken into account.

It seeks to satisfy today's needs without compromising resources for the future, and benefiting the environment.

Climate change: SDG 7. Affordable and clean energy, SDG 13. Climate action.

Environment: SDG 6. Clean water and sanitation, SDG 12. Responsible production and consumption, SDG 14. Underwater life, SDG 15. Life of terrestrial ecosystems.

Social: SDG 1. End poverty, SDG 3. Health and Well-being, SDG 4. Quality education, SDG 5. Gender Equality, SDG 10. Reducing inequalities, SDG 17. Partnerships to achieve objectives.

Economy: SDG 2. Zero hunger, SDG 8. Decent work and economic growth, SDG 9. Industry, Innovation and Infrastructure.

Culture: SDG 11. Sustainable cities and communities, SDG 16. Peace, Justice and Strong Institutions.

GSTC: <https://www.gstcouncil.org/criterios-gstc/?lang=es>

The aim is to meet high social and environmental standards in the market. This certification certifies to stakeholders that the company has a strong management and cares about the future.

1. Sustainable management.
2. Socio-economic impacts.
3. Cultural impacts.
4. Environmental impacts (including resource consumption, pollution reduction and conservation of biodiversity and landscapes).

CERES Ecotour Certification: <https://www.ecotur.es/certificacion-ecologica-ceres>

The Ceres Ecotur project was created in 2008 by the Ecoagrotourism Foundation with the aim of unifying accommodation, activity companies and gastronomic initiatives under common parameters of preservation and dissemination of rural heritage and the environment. The certification system sets environmental and socio-cultural quality standards to obtain the ECOLABEL ECEAT (European Centre for Ecological and Agricultural Tourism) certificate.

- Sustainable Accommodation Certification
- Nature Activities Certification
- Self-assessment Family Farming - Visiting farms
- Online self-assessment - Ecogastronomy

GREEN DESTINATIONS: <http://greendestinations.org/green-destinations-standard/>

It is a set of standards recognised by GSTC. The aim is to measure, monitor and improve sustainability policy and destination management.

It makes it easier for destination management to be objective, concrete and demonstrable. It works in 6 specific areas.

1. Destination management.
2. Nature and landscape.
3. Environment and climate.
4. Culture and tradition.
5. Social welfare.
6. Business and hospitality.

MOUNTAIN IDEAL

It is an audit that is based on education and outreach, economic and policy development, planning, measurement and evaluation of 'GSTC-Recognised' actions.

1. Sustainable tourism management and monitoring.
2. Destination planning and asset protection.
3. Community participation, culture and social equity.
4. Environmental resources, energy and water conservation and waste reduction.

EARTH CHECK: <https://es.earthcheck.org/products-services/certificacion/certification/>

It follows the principles of Agenda 21 for Sustainable Development. It facilitates achieving the desired results in terms of sustainable development.

It also follows the Mohonk Agreement, establishing guidelines and principles for the international sustainable tourism certification programme.

1. Greenhouse Emissions.
2. Energy Efficiency, Conservation and Management.
3. Freshwater Resources Management.
4. Ecosystem Conservation and Management.
5. Social and Cultural Management.
6. Land Use Planning and Management.
7. Air Quality Protection.
8. Wastewater Management.
9. Solid Waste Management.
10. Substances Harmful to the Environment.

IMPACT B: <https://bimpactassessment.net>

Assessment B provides: Standards (credible, comprehensive, transparent and independent social and environmental performance standards that allow businesses to assess their impact), Benchmarks that allow comparison of impact between businesses, and Practical and easy-to-use tools that support businesses to improve their impact.

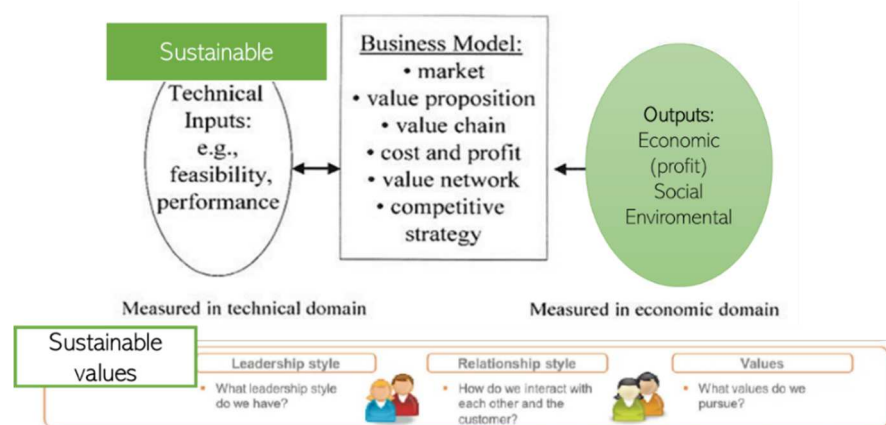
This is a three-stage process:

- Assess the company by asking questions in the most significant areas (governance, environment, community, etc.).
 - Compare the impact with other similar companies.
 - Define the proposal and implementation of improvements.
-

SECTION III - SUSTAINABLE BUSINESS MODEL PROPOSALS

Although the concept of 'Business Model' refers to the way in which the company conducts its business, i.e. how a company plans to serve its customers, it has been found that there is general agreement on the main elements that should constitute the model. Therefore, specific sustainability measures are proposed for each of the elements. By introducing sustainability measures in one or more elements of the business model, a **sustainability value proposition** is achieved.

FIGURE 6. SUSTAINABLE ADAPTATION OF THE CHESBROUGH BUSINESS MODEL



Source: Prepared internally based on Chesbrough (2010)

Based on the above analysis, the aim of this section is to identify potential actions and good practices for the development of a model that promotes the sustainable economic use of the environmental and heritage assets of Montaña Alavesa. It is therefore about having a tool to assess the possible actions and experiences that can allow the different initiatives, through knowledge of them, to understand their business in depth and, based on all this, to innovate and compete in the market.

To this end, the initiative is approached from 5 areas:

- The market to be won (demand)
- Technical inputs
- Sustainability impacts
- Costs
- The value proposition

The approach of the work through specific initiatives, with their corresponding monitoring indicators, responds to the study of the specific characteristics of the territory and the adaptation of the generic business pattern to the specific possibilities of each initiative, the natural space where it is located and parameters such as the existing resources in the territory, the composition of demand in the territory and other relevant factors. The maintenance and feedback of the system, through a monitoring system, will be essential for support and advice, revisions, innovations and new proposals.

1. Lucía Mine

The market to be won

LINE OF WORK	ACTIONS	MONITORING INDICATORS
Demand segmentation and product diversification	Segment demand for product design and adaptation: <ul style="list-style-type: none"> - Nature Tourist - Cultural Tourist - Sports Tourist - Birding Tourist. - Leisure Tourist (weekend) 	No. of tourists by type of segment
	Segment ticket prices (by type, groups, discounts, etc.)	No. of tourists by type of segment
	Establish free entry to premises	No. of visits from premises
Visitor satisfaction and loyalty monitoring	Promote discounts and incentives for people who arrive in a sustainable way: pedestrians, bicycles, electric cars, etc	No. of discounted tickets
	Conduct surveys on a regular basis	Rating above X
	Social media monitoring, tracking and analysis	Comments and recommendations (quantitative and qualitative)
	Promote the creation of a CRM (Customer Relationship Management)	Establish customer profiles
	Promote incentive measures for repeat visits (vouchers, Friends of...)	Number of repeat visits
	Study price incentive measures for visitors coming with locals (vouchers)	No. of local/nearby admissions No. of vouchers
	Study incentive measures for networks of interest: scientific groups, ecotourists, partners, etc	No. of admissions from network members

	Create the Association of Friends of the Lucia Mine/Montaña Alavesa Mining Landscape...	No. of members/friends of the Mine No. of activities of the association
	Establish protocols for receiving and evaluating assessments, proposals and criticisms	Protocol
Training (education)	Design workshops: environment, asphalt extraction, etc.	No. of workshops
	Develop training and awareness-raising resources on sustainability for staff and customers	No. of resources
	Include the Mine as part of the elements of the Izki Protected Natural Area (website, informative material, etc.)	No. of funding measures in the Natura 2000 Network
Coordination and collaboration	Study coordination measures with LABEAN - innovation in rural areas (Cuadrilla team in Montaña Alavesa)	Participation in co-creation projects
	Create an inter-institutional working group with those responsible for the resources involved (Basque-Navarre Greenway, Izki Natural Park, Cuadrilla, etc.)	Establishment of the body No. of follow-up meetings
	Explore the possibility of combined entries with other resources: Guided tours of historic city centres (companies) Astronomical observatory With sustainable transport (bus, electric vehicles, bicycle rental, etc.)	No. of combined ticket sales No. of agreements with other resources
	Promote agreements and adaptation of public transport timetables	No. of collaboration agreements
	Address policies to promote local products and services (catering, accommodation, etc.)	Discounts
	Generate NETWORKS - NECsTOUR - I am an ecotourist CLUB - Starlight Paths	No. of collaboration agreements No. of new members
Ensure universal accessibility	Designing visits for people with physical, sensory, etc. disabilities	Accessibility certification

		No. of admissions of persons with disabilities
Promotion and customer acquisition	Include the Code of Ethics for Tourism in all activities	
	Work with intermediaries / agencies specialised in sustainability:	
	- Genuinespain	No. of collaboration agreements
	- Hagoos	
	- Basque Destination	
	Give visibility to public or combined transport. Improve information.	Transport information (No.)
	Offer sustainable transport alternatives: bicycle, electric car, etc	No. of agreements
	Study the possibility of offering an after-sales service to customers	Enable channels (website, social networks, customer service, etc.)
	Promote healthy habits among staff and customers	Information on the subject (No.) Offer healthy transport alternatives: cycling Facilitation of resources, agreements, etc. related to healthy eating and physical exercise.
Broadcasting	Visualise the work and highlight the value of sustainability initiatives	Inclusion of certification or sustainable initiatives in leaflets, websites, etc.
	Boost tourism promotion: on the website of Euskadi Turismo, Montaña Alavesa, Natural Parks, etc.	Inclusion in promotional elements: leaflets, website, etc.
	Encourage promotion and dissemination in specialised channels:	
	- Ecotourism Club	Inclusion in promotional elements: leaflets, website, etc.
	- Geotourism Networks	
	- Mining Museums / Industrial Heritage	
	Promote a commitment to continuous improvement in the quality of its offer and activities	

Distribution channels

Draft a specific Marketing Plan (including commitment to responsible marketing and promotion)	Ordering and/or stock
Drafting a specific Communication Plan	Ordering and/or stock
Create a specific WEBSITE: Lucía Mine or Mining Landscape	Monitoring: web analytics
Include a Blog on the website, Newsletter of the Association of Friends of the Mine and other similar dissemination measures	No. of followers No. of subscribers
Generate users on the main social networks: Instagram, Facebook, Youtube, etc.	No. of followers No. of subscribers
Gender equality promotions	Non-discriminatory use of language in the material

Technical inputs

LINES OF WORK	ACTIONS	MONITORING INDICATORS
Training (guides, staff, suppliers, etc.)	Recruit and train profiles with extensive knowledge of the destination	There is a manual of contents: resource and destination
	Train staff and contracted suppliers	Sustainable conduct handbook/code
	Encourage the implementation of codes of conduct that support individual responsibility in dealing with local people and minimising environmental damage.	Tourist code of ethics
	Facilitate instruments and codes of conduct for workers and customers to ensure the natural, historical, patrimonial and ecological value of the destination.	Sustainable conduct handbook/code
	Train in ecotourism, nature and sustainable tourism. Involve the local population in these work segments.	No. of training and further training courses

Funding

Encourage the commitment to establish a link with the environment: heritage interpretation, environmental education, conservation, respect, etc.	Sustainable conduct handbook/code
Promote the Sustainable Development Goals, especially the specific rights of the most vulnerable population groups.	Sustainable conduct handbook/code
Agree on the commitment to strictly comply with the sectoral legislation in force (scope, obligations, requirements, etc.)	Sustainable conduct handbook/code
Include the Code of Ethics for Tourism in all activities	
Identify grants and subsidies for tourism projects: <ul style="list-style-type: none">- Smart Destination (Segittur)- Grants for tourism marketing and promotion (GV)- EMET Grants for entrepreneurship and for improving the competitiveness of tourism companies	No. participants in projects Budget for the development of the project (euros)
Identify grants and subsidies for territorial promotion and development projects <ul style="list-style-type: none">- Leader 2021 Programme - Investment grant for infrastructure, basic services and village renewal- Grants for agricultural and forestry producer groups and their unions or federations 2020, Basque Country Rural Development Programme 2015-2020	No. participants in projects Budget for the development of the project (euros)
Identify grants and subsidies for entrepreneurship and employment promotion: <ul style="list-style-type: none">- Leader 2021 Programme - Grants to support entrepreneurship- Subsidies for innovation and entrepreneurship projects (Basque Government)- Grants and subsidies for SMEs and the self-employed in the Basque Country- Grant to promote recruitment (Provincial Council of Álava)	No. participants in projects Budget for the development of the project (euros)
Identify cross-cutting grants and subsidies: <ul style="list-style-type: none">- Horizon Europe (EC)	No. participants in projects Budget for the development of the project (euros)

	<ul style="list-style-type: none"> - Interreg projects, ERDF funds, etc. - Grants and subsidies from Cultural Heritage (Ministry) - Hazitek (Basque Government) - ... 	
	Participate in the priority actions of the Natura 2000 Network	% budget
Equity Capitalisation	Study the possibility of establishing an eco-tax on tourism	Implementation study Implementation
	Study the Valuation of the Mine: Contingent Valuation Method (Lucía Mine)	Study
	Study the Valuation of the IZKI Natural Park Travel Cost Method (Montaña Alavesa Park)	Study
Supplier programme: Green products and/or services	Establish local purchase or contract for all possible products and services	Control of suppliers Local % of total purchases and expenditure
	Promote the purchase of materials and products (paper, products, accessories, etc.) according to environmental criteria	Control of suppliers
	Promote a general policy of Km 0	Sustainable conduct handbook/code
	Working with ECO merchandising (Fair Trade)	Control of suppliers
	Encourage visitors to buy and consume local products (restaurants, accommodation, services, gastronomic products, etc.)	Tangible promotional material Integration into the local product discourse
	Promote the use of services (accommodation, catering, etc.) with green certificates	Promotional material
Mobility: Promoting sustainable transport	Provide up-to-date information on environmentally friendly transport methods to staff and customers	Information and marketing
	Include a space/parking for bicycles at the access to the mine	Parking
	Establishing agreements and adapting public transport timetables	No. of agreements (adaptations)

Implement an incentive programme for staff and customers who use sustainable transport (discounts, promotions, etc.)	Use of public transport (No.) Use of carpooling (No.) Use of electric vehicles (No.) Use of bicycles (No.)
Work on the commitment to transporting materials, suppliers with the least possible impact	

SELF-SUFFICIENCY (REAS)

Energy (electricity, heating)	Use renewable energy	% Watts of solar renewables (No.) Solar panels (No.)
	Promote responsible energy use	Intelligent sensors: lighting, heating, air conditioning
	Boost energy savings	Number of LED lights
Water consumption	Establish guidelines for water consumption management	Measure water consumption Water-saving taps Dual flush toilets Water reuse system (tap / cistern).
Waste	Institute a comprehensive recycling system	Recycling programme/strategy Special waste collection points (No.)
	Promote waste management protocols	Measurement of generated waste with realistic targets for improvement
Maintenance of the installations	Schedule checks of installations to prevent leaks (No.)	Recording and periodicity of reviews

Sustainability impacts

LINES OF WORK	ACTIONS	MONITORING INDICATORS
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PROMOTE SUSTAINABLE MANAGEMENT

Develop a Sustainable Management Plan for the Lucia Mine

Plan

ECONOMIC IMPACT**Employment promotion**

Prioritise the recruitment of local staff (direct employment) on the basis of equal skills

No. of local jobs at the Mine

Prioritise the hiring of local suppliers (indirect jobs) on a competitive basis.

No. of local jobs
Participation in employment promotion programmes

Guarantee the fundamental rights of workers, ensuring sufficient social protection, avoiding the precariousness of their employment.

Monitoring of working conditions (contracts)

Guarantee decent working conditions: a living wage and non-discrimination between men and women,

Monitoring of working conditions (contracts)
Possibility of reconciling work and family life

Encourage diversity

Consider diversity when hiring staff
No. of contracts for people with functional diversities

Promote training actions necessary for their employability.

No. of training courses for workers

Support the local economy

Prioritise support for local entrepreneurship

No. of publications of grants for entrepreneurship
No. of new companies

Establish an internal policy to promote the local economy: guided tours, cleaning and maintenance services, sale of products (handicrafts), food, accommodation, etc.

SOCIAL IMPACT**Training and education**

Develop sustainability training and awareness-raising resources for staff and customers

No. of resources

	Guarantee Universal Access, including people with physical, sensory, etc. diversities.	Accessibility certification
	Promote employment promotion programmes linked to sustainable/responsible tourism	Participation in programmes
Design of the visit	Disseminate and promote the cultural and natural values of the destination	Material
	Ensure the quality of the visit: heritage interpretation to enhance the value of the visited resources and other resources of the destination	Material
	Establish a protocol for managing pre-bookings (advance sales): information on the destination, references, readings, codes of conduct, etc.	Visitor management protocol
Resident and provider/service participation and satisfaction	Work collaboratively with residents on product design	No. of meetings with premises
	Create a working group: institutions, supply and residents	Creation of working groups Number of meetings
	Create the figure of a tourist revitaliser for the Cuadrilla/Zone	Creation of the profile/job position
	Encourage the participation of residents (former employees) in dissemination and promotional material	Testimonies in the initial video of the museum project Mine working material recovery project
	Encourage participation in local networks that support local development: local associations, volunteer brigades, maintenance of local infrastructure, etc.	No. of participation activities
	Establish a profit reinvestment system	% participation in the budget for activities in Atauri and the area.
	Develop a sustainable tourism training plan for companies/suppliers in the area	No. of training courses
	Establish a protocol for emergency situations	Employee training (No.) Equipment in good condition: fire extinguishers, etc. Adequate, up-to-date signage in the right places
	Promote healthy habits among the local population	Information on the subject (No.)

Heritage protection	Support historical/cultural heritage conservation and/or restoration programmes, or conservation and recovery organisations/projects.	Offer healthy transport alternatives: cycling Facilitation of resources, agreements, etc. related to healthy eating and physical exercise.
	Obtain some form of heritage protection: Asset of Cultural Interest or similar	etc.
	Promote actions to safeguard Intangible Cultural Heritage	Safeguard Intangible Cultural Heritage Projects

ENVIRONMENTAL IMPACT

MA sustainability criteria/strategy	Draw up own environmental plan and make it available to everyone (customers and employees)	Own environmental plan Activities in coordination with the Natura 2000 Network
	Promote activities in coordination with the Natura 2000 Network	No. of activities % of activities subsidised by the Network
	Work on sustainability certifications	
	Develop a sustainable management manager (trained, informed and oriented)	Environmental audits
	Inform customers about sustainable practices	Sustainable conduct handbook/code
Respect for/integration with the environment: protected area	Ensure up-to-date permits and authorisations for the different activities/services	Permits No. of authorisations for activities in protected areas
	Agree on a commitment not to engage in activities where there is a direct risk to the environment.	Sustainable conduct handbook/code
Encourage a respectful attitude towards the destination	Support nature conservation programmes or local organisations.	Budgetary %
	Establish sustainable behavioural guidelines for workers	Sustainable conduct handbook/code

	Inform and raise awareness among customers about biodiversity and natural heritage.	Training materials.
	Generate responsible behaviour of employees and customers.	
Carbon footprint measurement	Establish a proposal for measurable targets to reduce GHG emissions	Emissions calculator
	Implement an environmental impact calculator	No. calculations
	Implement a compensation system	Compensation elements
Measure carrying capacity	Establish the size of groups/visits depends on environmental factors and safety and quality measures	Carrying capacity study
	Work with the Izki Natural Park and the Natura 2000 Network	No. of coordination/monitoring meetings Coordination table
	Avoid the negative impact of groups	Monitoring Maximum no. of daily visits
	Minimise soil erosion	Carrying capacity study

The value proposition

The main value proposition of the Lucía Mine:

It is **sustainable**. Lucía Mine, through the integration of different measures, seeks to be a benchmark in sustainable management that is reflected in the design of activities, with criteria of sustainability and preservation, minimising negative impacts on the environment and maximising the benefits for the community generated by the activity.

It is **novel**. It is a new tourist product, which satisfies needs that a priori were non-existent since there was no similar offer, but which, at the same time, complements the existing offer and promotes the development of tourism in the area. Furthermore, it has the capacity to intervene in its creation phase, and allows for building in terms of respect and environmental and cultural awareness (technical inputs).

It is **unique**. Its geological, natural and heritage value makes it a **holistic project** (geological, cultural, identity, historical and social value), linked to the DNA of the territory and which is also unique, not only at regional level, but also at national level.

High **attractiveness**. All of the above, together with the potential demand of the territory, gives the Lucía Mine a high capacity of attraction due to the diversification of its potential demand and its versatility for the generation of a segmented offer.

Below are some of the actions presented:

1. Specific activities (examples of service segmentation)

The segmentation and design of different services aims to produce "transformative tourism experiences" that engage with visitors' emotions. To this end, the visit has to be tailored, authentic and linked to the destination, i.e. with a real contact with the history and identity of the visiting places.

To create this experience, linked to each defined profile, as many "experiential" elements as possible must be integrated with a common base: a core component that responds to the unique experience (natural asphalt extraction mine), a common theme that unifies and gives a global meaning to the product (the mining landscape linked to the identity of the Montaña Alavesa), involving the five senses as far as possible, designing complementary elements that allow the experience to be remembered (helmet, photographs, merchandising, etc.). On the basis of the above, the following is proposed:

- Asphalt extraction workshops: Workshops for families and school groups at the Montaña Alavesa Interpretation Centre (spaces provided) and a visit to the Mine. Transfer to the mine by foot, bicycle or electric vehicle.
- Visits with the participation of locals.
- Premium Visit: A very specialised visit with experts on the subject, going in depth into the history, visiting other related spaces and elements, in-depth talks, etc.

- It can be used as a space for special events: dinners, wine tastings, book presentations, etc.
- Discounts and incentives for visitors belonging to networks of Ecotourists, Mines Clubs, Geotourism Associations, etc.
- Visit to the mine as a social programme of the Congresses, Conferences, Seminars (MICE sector) held in Vitoria-Gasteiz.
- Gamification: use of game resources to attract new profiles to the Mine and the environment:
 - *Escape room*: design an escape room in the mine or in the surrounding area set in the mining context (<https://www.escapistas.club/escape-room/la-mina-1>)
 - Work with Geocaching (Gymkhana GPS) which consists of a treasure hunt in a real world with a GPS device. <http://www.geocachingspain.es/>

2. Carbon footprint offsetting project with the Izki Natural Park

Following the model of the KATASKA project 'Recovery of native forest in the Urkiola Natural Park (Durango, Bizkaia), the Lucía Mine Project could be registered in the list of 'Absorption Projects' of the Ministry for Ecological Transition, and after establishing a carbon footprint calculator for visits, reinvest part of the profit in a carbon dioxide compensation and absorption project linked to the Izki Natural Park.

In the case of the Lucía Mine, given its accessibility problems (lack of public transport), it is proposed to use a calculator to estimate the environmental impact of the means of transport used to and from the destination, as well as during the development of the activity, and to seek to offset CO₂ emissions.

3. Creation of the Friends Association of Lucía Mine: Following the model of many museums and tourist resources:

- Generate a community that shares an interest in the industrial heritage as well as in the mining identity and culture of the area and that supports and contributes to the development of the project.
- It facilitates the work of locals in the development of mine-related products and activities.
- Incentive for entry or events held at the Mine, favouring proximity, taking advantage of the benefits of being a Friend.
- Loyalty of local visitors
- Complementary activities
 - Neighbourhood talks
 - Talks/seminars by experts on different subjects
 - The piece of the month: choose a working tool and learn more about its use and evolution

4. Training for Sustainable Entrepreneurship and/or Responsible Tourism Code Design

Aware of the fundamental role they play in the economic, social and environmental development of the territory, aligning themselves with the Basque Tourism Code of Ethics and the obligations of tourism development agents. Based on the general guidelines and the different existing certifications or self-assessment tools, a set of parameters are established as a code/guideline for the actors and companies involved to work with (e.g. for service companies based on CERES certification):

- Comply with the existing rules and regulations for the tourist sector (regulation of the activity of tourist companies and establishments, regulation of the rights and obligations of tourist users, etc.), especially in protected areas such as the Izki Natural Park, which requires compliance with the legislation on natural areas: permits, authorisations, risk activities, etc.
- To protect the environment and the natural resources of the destination, all tourism activities and related infrastructures must be designed under the premises of natural heritage protection, resource preservation and pollution control.
- Establish a manual/code of sustainable and responsible behaviour to ensure that the natural and ecological value of the destination is not altered.
- Disseminate the content of this code and its instruments among employees and customers in a way that facilitates the development of these values and commitments, in turn generating codes of conduct for its employees and customers
- Convey to staff the importance of knowing and preserving the local cultural and natural heritage and learning to know and respect the culture of our visitors.
- Prioritise contracting, on a level playing field, to local staff and suppliers.
- Guarantee the fundamental rights of workers, ensuring sufficient social protection, avoiding the precariousness of their employment, and ensuring at all times a living wage that does not discriminate between men and women, as well as the necessary training for their employability.
- Train customer service staff (guides, information officers, monitors, etc.) with proven experience and extensive knowledge of the destination and its natural and cultural values, as well as with training in ecotourism and sustainable tourism.
- Know and promote the SDGs as a commitment to promote tolerance, gender equality and respectful inclusion of all people, improving the accessibility of its facilities and services and enhancing the identity and culture of the territory.
- Educate visitors in the knowledge and respect for the natural and cultural values of the destination, establishing in all its activities values linked to environmental education or the interpretation of the cultural, social and ethnographic heritage of the destination.
- Provide visitors with objective and truthful information on destinations and travel conditions.

- Encourage an internal policy to promote the local economy in all its activities such as food, accommodation, transport and guided tours:
 - Purchasing: the option chosen is the best available from an environmental point of view.
 - Accommodation: the use of certified green accommodation is encouraged wherever possible.
 - Catering: the company undertakes to offer organically certified food and foodstuffs as far as possible.
- Collaborate and cooperate in local networks or contribute in any way to the development of local work.
- Establish an Environmental Plan, describing the impacts of its operations on the environment/nature, identifying a responsible party for compliance.
- Put in place protocols for waste disposal, separating waste at source and recycling where possible, and for promoting reuse, avoiding throwaway items.
- Implement a calculator of the environmental impact of the means of transport used to and from the destination, as well as during the development of the activity, trying to compensate for CO₂ emissions. Indicate what actions are taken for such compensation in observations.
- Promote cleaner transport such as bus, cycling or active walking wherever possible, including adapting the timetables of routes to the arrival and departure times of public and more environmentally friendly means of transport. Limit motorised transport.
- Support nature conservation programmes, culture or nature conservation organisations/projects, preferably local. In addition, to act as an intermediary with those visitors who wish to provide financial and/or practical support to the destination's nature conservation initiatives, indicating the most appropriate channels to support the different conservation projects.

In this line, and taking as a reference the FiturNext Report (2020) "How can tourism contribute to local economic development?", since it is based on the premise that we must focus on replicability as the most effective way to multiply the positive effects of good practices that address these challenges and also because, to a different extent, it already participates in two of the award-winning projects, as shown in the following table.

TABLE 8. FINALIST PRACTICES OF THE FITURNEXT 2020 CHALLENGE

Name of the project	Value proposition	Main results
Sponsor an Olive Tree	Enhance the value of natural heritage as a tourist resource to revitalise and halt the depopulation of a rural area	4,000 sponsors (3,000 of them have visited their olive trees in Oliete), 8,300 olive trees recovered.
Starlight Foundation	Encourage the development of new astro-tourism destinations, in a way that creates opportunities for organisations in the sector, generates a sustainable tourism offer and develops a niche market	100 Starlight-certified destinations, accommodations and reservations. 100-300% increase in tourism activity at certified sites
Greenways	Promote sustainable rural development in the country through tourism and the use of existing infrastructure.	125 greenways (2,708 kms) and more than 110 rehabilitated railway buildings.
Yetapá Foundation	Develop new ecotourism destinations in protected areas by working together with local communities.	More than 250 people benefited in 4 towns
Taste of Fethiye	Train and integrate farmers in Fethiye, Turkey, into the supply chain of the tourism sector.	24% increase in income for farmers. 20 hotels in the area have started to buy their products.
NotOnMap	Generate alternative livelihoods and income for rural communities in India through tourism, as well as minimising unskilled migration from rural areas.	More than 11,000 towns benefited in 9 destinations
Total	Work with local cooperatives to design tailor-made trips.	210 families benefited
Wallata Plan	Protect Peru's cultural and natural heritage through sustainable tourism (collaboration of private companies grouped under the Turismo Cuida programme).	73 families have benefited and obtained direct income.
Favela Tour	Show a different image of Rio de Janeiro through tourism.	192,000 people have visited the favelas

Source: *FiturNetx (2020, 33-39)*

Profit and loss account and information on total costs associated with the Lucía Mine

The income statement is also known as the profit and loss account, and shows not only the profit (how much you earn), but also how you earn it. Although the calculations and main estimates are given in Annex II, it should be noted that this is a forecast, it is based on the following estimates:

Revenues (earnings)

(1a) - Estimated number of visits (no. of admissions) based on the maximum estimate of the Lucía Mine Musealisation Project 2020 (CRS, 2020) and taking into account figures for visits to other resources (demand analysis), seasonality (seasons).

(1b) - Price estimation based on Benchmarking (similar resources)

(2) - Merchandising revenue: estimated from the sale of screen-printed helmets (10% of total visits)

(3) Subsidies or other income. It should be noted that, depending on the project promoter, there are different revenue or financing models to make an idea sustainable and profitable in addition

to the one proposed here, which would be 'own viability', i.e. its profitability is sustained by the increase in tourists/customers (FiturNext Observatory, 2020):

- Visibility to third parties: advertising, sponsorship.
- Public support: subsidies.
- Community: donations, crowdfunding, membership fees.
- Licences for use: depending on the recipient or use of the project, free or paid.
- Retaining part of the value: producing and selling products and services (training, consultancy, support, analysis of activity data, etc.).

Expenditure (losses)

(1) - Wages and salaries: estimate on the basis of the Guide salary (BOE, 2018)

(2) - Equipment suppliers: estimate of the helmet with light required for the visit.

(5) - Estimated basic/traditional promotional material

The remaining items (2-7) are the regular expenditures for which estimates have also been made.

On the basis of the above estimates, the following is calculated:

- Net Turnover (NT): Basic sales (tickets), not including other revenues such as merchandising sales, which are included in the P&L.
- Total costs: Fixed costs + Variable costs (including corporate tax).

In addition, it should be noted that the profit and loss account and the cost calculation have been estimated on the basis of two scenarios:

- Scenario 1: free school visits, following the model of Natural Parks, Provincial Parks and other publicly managed resources.
- Scenario 2: assigning a price to school visits (3 euros): this model contemplates as income, which can be by direct payment (school entrance fees) or by the existence of agreements with institutions: with the Lucía Mine project or through agreements with schools for curricular and extracurricular activities.

TABLE 9. COSTS (SCENARIO 1)

Total VC	Unit VC	Total FCs*	Unit FC	UNIT COST	TOTAL COST (VC+FC)
340.00 €	0.02 €	36,479.98 €	3.28 €	3.30 €	36,719.98 €
		<i>Total expenditure+Cor. Tax</i>	<i>Fact sheet</i>		<i>VC - Variable cost FC - Fixed cost</i>
Number of visits planned		NT (Sales)			
11,120 units		41,484.00 €			
Unit margin					
Adults	6.98 €				
Children	3.98 €				
Schoolchildren	-0.02 €				
Total profit					
	15,494.42 €				
	24,234.44 €	Adults			
	2,122.61 €	Children			
	-10,862.63 €	Schoolchildren			
Unit profit					
	1.39 €				
	4.62 €	adults			
	1.62 €	children			
	-2.38 €	schoolchildren			

Source: Prepared internally

Therefore, in scenario 1 and according to the estimated number of visits, the NT will amount to 41,984 euros and the total costs (variable and fixed) to 36,719.98 euros. Therefore, it can be stated that the NT on the basis of the basic sales covers the costs. The projected P&L result is 15,494.4 euros.

In this context, and on the basis of the total fixed costs, the forecast fixed unit cost amounts to 3.28 euros per visit, both for adult and child tickets (5-12 years). Therefore, the unit profit is 1.62 euros for child tickets and 4.62 euros for adult tickets. In the case of schoolchildren, which has been estimated to be free of charge, the result is logically negative, -2.38 euros.

TABLE 10. PROFIT AND LOSS ACCOUNT (SCENARIO 1)

Profit and loss account (forecast)				
TOTAL REVENUE				52,214 €
	no.	price	total	TOTAL
1*Net turnover (Sales)				41,984 €
ADULTS	5,248	7.00 €	36,736	
CHILDREN	1,312	4.00 €	5,248	
SCHOOLCHILDREN	4,560	- €	-	
2* Merchandising revenues				10,230.40 €
3* Subsidies				-
(TOTAL EXPENSE)				31,827.00 €
1* WAGES AND SALARIES: Guides				14,991.00 €
2* SUPPLIERS: Approved safety helmet				240.00 €
3* CREDITORS				2,400.00 €
3.1. Safety light, ambulation and showcases				
3.2. Signage and display lighting				
3.3. Water expenditure: toilets and cleaning				
3.4. Internet, telephone, etc.				
.....				
4. MAINTENANCE EXPENDITURE				2,000.00 €
5. PROMOTIONAL MATERIAL				10,596.00 €
5.1. merchandising				8,896.00 €
5.2. advertising				1,200.00 €
5.3. information leaflets, etc.				500.00 €
5.4. Website and Social Networks				1,500.00 €
6. Office supplies				600.00 €
7. Insurance contracted				1,000.00 €
PROFIT BEFORE INTEREST AND TAX				20,387.40 €
(Financial expenditure)				0
Financial revenue				0
PROFIT BEFORE TAX				20,387.40 €
Corporate tax				4,892.98 €
FORECASTED PROFIT AND LOSS RESULT				15,494.40 €

Source: Prepared internally

For scenario 2, a price has been established for schoolchildren's admission, estimating a discount at the child rate, due to their group status. Therefore, taking into account that the child ticket (5-12 years old) was estimated at 4 euros, the schoolchildren's ticket was calculated at 3 euros. That said, the estimate of the number of visits foreseen, the NT will amount to 55,624 euros and the total costs (variable and fixed) to 40,033.18 euros. Therefore, it can be seen that as in scenario 1, the NT on the basis of basic sales covers the costs, logically with a higher margin. In fact, the projected P&L result of scenario two increases to 25,891.2 euros.

TABLE 11 COSTS (SCENARIO 2)

Total VC	Unit VC	Total FCs*	Unit FC	UNIT COST	TOTAL COST (VC+FC)
240.00 €	0.02 €	39,763.18 €	3.58 €	3.60 €	40,003.18 €
		<i>Total expenditure+Cor. Tax</i>	<i>Fact sheet</i>		<i>*VC - Variable cost</i>
					<i>**FC - Fixed cost</i>
Number of visits planned		NT (Sales)			
11,120 units		41,484.00 €			
Unit margin					
Adults	6.98 €				
Children	3.98 €				
Schoolchildren	2.98 €				
Total profit	25,891.22 €				
	22,684.96 € Adults				
	1,735.24 € Children				
	1,471.02 € Schoolchildren				
Unit profit	2.33 €				
	4.32 € adults				
	1.32 € children				
	0.32€ schoolchildren				

Source: Prepared internally

In this scenario, charging admission also for schoolchildren, the forecast fixed unit cost amounts to 3.60 euros for all types of tickets. Therefore, the unit profit is 0.32 euros for school children, 1.32 euros for child tickets and 4.32 euros for adult tickets.

TABLE 12. PROFIT AND LOSS ACCOUNT (SCENARIO 2)

Profit and loss account (forecast)				
TOTAL INGRESOS				65,894 €
	no.	price	total	TOTAL
1*Net turnover (Sales)				55,664 €
ADULTS	5,248	7.00 €	36,736	
CHILDREN	1,312	4.00 €	5,248	
SCHOOLCHILDREN	4,560	3.00 €	13,680	
2* Merchandising revenues				10,230.40 €
3* Subsidies				-
(TOTAL EXPENSE)				31,827.00 €
1* WAGES AND SALARIES: Guides				14,991.00 €
2* SUPPLIERS: Approved safety helmet				240.00 €
3* CREDITORS				2,400.00 €
3.1. Safety light, ambulation and showcases				
3.2. Signage and display lighting				
3.3. Water expenditure: toilets and cleaning				
3.4. Internet, telephone, etc.				
.....				
4. MAINTENANCE EXPENDITURE				2,000.00 €
5. PROMOTIONAL MATERIAL				10,596.00 €
5.1. merchandising				8,896.00 €
5.2. advertising				1,200.00 €
5.3. information leaflets, etc.				500.00 €
5.4. Website and Social Networks				1,500.00 €
6. Office supplies				600.00 €
7. Insurance contracted				1,000.00 €
PROFIT BEFORE INTEREST AND TAX				34,067.40 €
(Financial expenditure)				0
Financial revenue				0
PROFIT BEFORE TAX				34,067.40 €
Corporate tax				8,176.18 €
FORECASTED PROFIT AND LOSS RESULT				25,891.20 €

Source: Prepared internally

2. Basque-Navarre Greenway (revitalisation)

In the case of the Basque-Navarre Greenway, the value proposition is along the lines of PERFORMANCE IMPROVEMENT, where increasing the performance of a product or service is usually a common way of creating value. The aim is therefore to make the Basque-Navarre Greenway more attractive and increase the number of visitors. In this sense, and based on the studies carried out, a diagnosis has been made, detecting a series of needs, some of a more global nature for Greenways in general and others of a specific nature, on the basis of which proposals are sought to be outlined.

The main sources used to diagnose the Use of the Navarre-Basque Greenway include:

- Ibiltur Leisure (Basquetour, 2019)
- Study on the level of use and socio-economic impact of Spanish Nature Trails and Greenways included in the National Rural Development Programme (Greenways & Ministry of Agriculture, Fisheries and Food, 2019)
- Annual Report of the Tourist Office and Interpretation Centre of the Basque-Navarre Greenway, 2019.
- News about the Basque-Navarre Greenway on the pages of Basquetour and Greenways.

TABLE 13. SWOT OF THE BASQUE-NAVARRÉ GREENWAY

WEAKNESSES	THREATS
<p>D1.- Lack of coordination between the different administrative structures and inter-institutional collaboration with local administrations and between the different departments involved (environment, tourism, transport, etc.)</p> <p>D2. - Lack of public-private partnership for most Greenways</p> <p>D3. - Lack of more institutional support from the Autonomous Regions and State administrations for regional or supra-regional Greenways networks</p> <p>D4 - Residual use (<3%) of bicycles among leisure visitors to the Basque Country (Ibiltur, 2019)</p> <p>D5. - Lack of associated tourist offer in the area surrounding the Greenways (accommodation, restaurants, complementary cultural offer, etc.)</p> <p>D6. - Lack of knowledge of the cycle tourism sector by tourism promotion bodies and tourist offices (information point with the end user/customer).</p> <p>D7.- Insufficient promotion of local products both at a regional level and outside the region.</p> <p>D8.- Accessibility problems in some parts of the route due to the orography of the terrain (more than 5% slope), specifically at Puerto de Guereñu.</p> <p>D9.- Lack of a specific tourism management plan to optimise the use of the Basque-Navarre Greenway and its resources for tourism.</p> <p>D10. - Lack of knowledge of demand: mainly quantitative data.</p> <p>D11. - Lack of cycling and cycle tourism policies and coordination between the two.</p>	<p>A1.- Gradual decrease in demand on the Basque-Navarre Greenway (Gr, 2019)</p> <p>A2. Local/regional user profile: difficulties in generating overnight stays and longer stays (Tourist Office, 2019).</p> <p>A3.- Lack of future strategies and specific and common promotion and marketing plans for the routes that would enable joint management actions (brochure).</p> <p>A4.- Common regulations and grants for the Nature Trails and Greenways project, in the face of very heterogeneous realities.</p> <p>A5.- Increased competition from other similar products with greater drive and promotion of these products.</p> <p>A6.- Lack of link between Greenway managers, local population and service providers.</p> <p>A7. - The bodies that manage resources for maintenance are sometimes not the same as those that invest in tourism promotion.</p>

STRENGTHS	OPPORTUNITIES
<p>F1.- Existence of a working group on the Basque-Navarre Greenway (Basque G., Navarre G., Provincial councils, counties and municipalities) in operation (documented meetings).</p> <p>F12.- Joint actions of the Basque Navarre Greenway to work jointly and in a coordinated way on the management and promotion of long routes around the Greenways (joint brochure).</p> <p>F3.- Existence of a great natural and cultural heritage in the region. Numerous resources with tourist potential.</p> <p>F4.- Existence of external grants and subsidies from the Ministry of Agriculture, Fisheries and Food, Ministry of Development (transfer of railway land through ADIF), MINCOTUR (promotion).</p> <p>F5.- Growing trend in the number of visitors to the region for cultural, sporting and nature-related reasons.</p> <p>F6.- Promotion and communication actions carried out within the framework of the Nature Trails Programme of the Ministry and the Greenways area (Spanish Railways Foundation), for the joint promotion of the 125 itineraries currently in place throughout Spain.</p> <p>F7.- Greenways is a protected, consolidated and increasingly well-known brand among citizens (locals and visitors).</p> <p>F8.- Existence in the area of organisations oriented towards the development of the region: ADR, Cuadrilla, etc.</p> <p>F9.- Ideal infrastructure to promote family and senior cycling tourism.</p> <p>F10.- Existence of specific promotional websites, Nature Trails and Greenways app with augmented reality</p> <p>F11.- WEBSITE www.araba.eus - Alava Green Itineraries Network.</p> <p>F12.- Leaflets from the Provincial Council of Alava on the Alava Green Itineraries Network, general and specific by Green Itineraries.</p> <p>F13.- Collaboration framework between the Provincial Council of Alava and the Tierra Estella Tourist Office.</p> <p>F14.- Execution of Railway Heritage Recovery Projects in progress:</p> <ul style="list-style-type: none"> - Muelle de Antoñana Building (Tourist Office and small restaurant area) - Provincial Council of Alava. - Old Atauri Station - Arraia-Maeztu Town Council. 	<p>01.- Existence of complementary resources/offer in the region to reinforce the Greenway.</p> <p>02.- Belonging to different "brands": Greenways and Nature Trails' (Spain), Euskadi by bicycle and Industrial Heritage Routes (Euskadi) and Green Itineraries (Álava).</p> <p>03.- One of the longest Cycle Routes in Spain and intercommunity (Greenways, 2019)</p> <p>04.- Average/positive assessment of the managers of Nature Trails - Greenways on the assessment of the local impact of the Basque-Navarre Greenways (>5) (Greenways, 2019)</p> <p>06.- Growing trend of tourists looking for less crowded spaces, differentiated, quality, ecological, sustainable products, etc.</p> <p>07.- Growing trend of rural tourism linked to improved competitiveness of the tourism sector</p> <p>08.- Seasonal tourism product</p> <p>09.- Investment for the enhancement of the Lucía Mine Resource on the Greenway route.</p> <p>010.- Complementary offer in cycle tourism: Natural Park with mountain bike service and complementary bike routes.</p> <p>011.- Existence of an Inland Tourism Plan that will promote products such as: Ecotourism (Birding, Protected Natural Spaces, etc.), active tourism, Ignatian Way, Gastronomy, with great potential in the region.</p> <p>012.- Possibility of generating mixed training and employment programmes aimed at the adaptation, management and maintenance of the Greenway.</p> <p>013.- Adaptation potential for people with visual impairment (route guidance, app, Braille signage), hearing impairment, etc.</p> <p>014.- Infrastructure (stations, mines, etc.) with potential for rehabilitation for complementary services.</p> <p>015.- Potential for technological adaptation: QR codes with complementary historical information, tracking systems, etc.</p> <p>016.- Suitable spaces for the gamification of experiences: Geocaching or similar products to encourage interest in the Greenway</p> <p>017.- Possibility to enter the Nature Trails app with Augmented Reality</p>

Source: Prepared internally

Based on the diagnosis defined, a series of strategic objectives are established within the framework of the general objective of revitalising and promoting the Basque-Navarre Greenway:

- Increase usage flows (number of visitors).
- Raise the quality of the recreational offer in natural areas, linked to the Basque-Navarre Greenway and the Mining Landscapes project (Montaña Alavesa).
- Open the market to national and international demand (increase the stay)
- Identify and promote activities/initiatives linked to the Basque-Navarre Greenway

In this sense, the following is pursued:

1. Improving governance and management: developing management plans to protect the natural and cultural assets of the territory.

- Revitalisation of the Basque-Navarre Greenway Working Group (Basque Government, Government of Navarre, Directorate of Tourism and Trade of the Government of Navarre, Basque Tourism Agency-Basquetour, Provincial Councils of Alava and Gipuzkoa, tourism agents of the counties and town councils involved).
- Make progress in the signing of Collaboration Agreements between the different entities.
- Make progress in the signing of agreements with other resources or networks of interest
- Commission the comprehensive Greenway Diagnosis, annual action plans and monitoring tools.
- Incentivise public or private investment in the infrastructures or technologies that need to be undertaken around the spaces.
- Create a Technical Working Board, with regular meetings and more executive functions:
 - Search for funding: projects, subsidies, grants
 - Organisation of new days and events to disseminate the Greenways
 - Revitalisation of actions with other networks: other Green Itineraries, other cycling tourism areas, resources in the region, etc.

2. Creation of a Basque-Navarre Observatory that will be responsible for:

- Eco-counter management
- Study of the use of the sections: strategic entry and exit points, intermodality with public transport, stops, modes of use (cyclable, pedestrian, etc.)
- Periodic monitoring, exploitation and data analysis reports, etc.
- Qualitative studies: profile, motivations, satisfaction, evaluation of the experience
- Studies on the calculation of investment returns
- Comparative studies with other similar pathways and initiatives
- Monitoring of good practices

3. Develop a specific Tourism Revitalisation Plan for the Basque-Navarre Greenway or Sectoral Plan or Programme for Cycle Tourism that includes:

- Updated digital promotion and communication plan: social media campaign, gamification tools (Geocaching, gymkhanas, etc.), dissemination in niche networks, etc.
- Adaptation and specific services for people with disabilities: motor, visual, hearing, etc
- Technological adaptation plan

- Improving information on the interconnection between modes of transport, especially train + bicycle, one of the favourite intermodal systems of cycle tourists.

4. Design joint activities to encourage **longer and more diversified stays and overnight stays** in the area (Network Activation):

- Following the model of pilgrimages (Way of St James Credential), create user passports resulting in an accreditation or incentive in Greenways, Green Itineraries of Álava, Friends of Industrial Heritage, etc.
- Following the model of other industrial routes in the Basque Country (Montes de Hierro - Burdinmendi, El Latido de las Ferrerías de Legazpi, La Cultura Industrial por Guipuzkoa, Ruta por el Abra, Vía Verde de Arditurri), create the Montaña Alavesa - Basque-Navarre Mining Landscape Route that brings together all the industrial heritage of the area.
- Encourage transport between cycle tourism activities in the area (e.g. transport between the Ullibarri-Gamboa Reservoir Green Route and the Basque-Navarre Greenway).
- Promote the use of the Basque-Navarre Greenway and its services for incentive activities (with companies and associations):
 - Company team building
 - Social activities ("Proyecto Hombre", women's groups, cycling march, etc.)
 - Environmental awareness campaigns
- Establish actions and collaboration agreements with tour operators and suppliers specialised in cycle tourism:
 - Cycle touring clubs and associations
 - Ecotourists and Responsible tourism agencies
 - Specialised tour operators: Bike Spain Tours, Ibero Cycle, Bicicletos, La Rioja Bike, etc.
- Generate activities such as walks, marathons, forums, conferences, commemorative activities, etc.
- Enable services: Provide storage space for bicycles, changing rooms, shower facilities, etc.
- Offers/incentives for cyclotourists: cyclotourist menu, discounts on tickets and guided tours, etc.
- Work on the development of combined services:
 - Visit to Lucía Mine, accessed by bicycle.
 - The development of the Greenway as a starlight resource in order to revitalise the Greenway with astro-tourism activities and the observatory of the Izki Natural Park.
 - Adaptation of the tourist services on offer (guided tours, museums, historic centres) to the needs of cycle tourists in order to make it easier for them to stop in the villages.
 - Cultural cycling routes in the villages on the route

5. Route improvements (accessibility)

- Improve signage, interpretative signs, QR codes, etc.
- Rehabilitate new spaces such as the Atauri station
- Work on alternatives in view of the difficulty of Puerto de Guereñu, which connects the route between the Llanada Alavesa (Vitoria-Gasteiz) and the Montaña Alavesa:
 - Condition the Laminoria Tunnel
 - Promote the electric bicycle rental service
 - Provide support services for inaccessible sections: "electric trains", shuttles that also transport bicycles (Irisarri Land), vans, etc.

As the Greenways website itself points out, in general terms, there is enormous potential for cycle tourism in Spain in general and the Greenways in particular, as it is a "virgin" tourism sub-sector that has yet to be developed. The commitment to the development of a sectoral Plan or Programme for Cycle Tourism would contribute to generating more employment, territorial structuring, and a sustainable rural economy of scale. Tourism on the Greenways thus helps to deseasonalise the tourist offer and to revitalise new areas for tourism.

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ANNEX I. Specific priority measures for the Izki Natural Park extracted from the PAF for the financing of the Natura 2000 Network, multiannual framework 2021-27 (Basque Government, 2019)

Name and brief description of the measures	Possible sources of EU co-financing.
ES2110019: Create a stable working group between the Basque Government and the Provincial Council of Alava to cooperate in the application of the conservation actions proposed in this document. This monitoring body must be set up no later than one year after the approval of the Izki Protected Natural Area documents.	Own funds
ES2110019: Drawing up of an annual report on non-natural mortality of wildlife in the Izki Protected Natural Area, including preventive measures.	ERDF
ES2110019: Drawing up of a study to detail the activities that cause loss or deterioration of biodiversity, and assessment of this effect on the Izki Protected Natural Area.	LIFE
ES2110019: Drawing up of a study to estimate the income that would be reduced in the event of eliminating activities that could cause a deterioration in the biodiversity of the Izki Protected Natural Area	LIFE
ES2110019: Drawing up of a computerised register of all the wild species that enter the Martioda Wildlife Recovery Centre from the Izki Protected Natural Area	Own funds
ES2110019: Disseminate the work carried out in the Izki Protected Natural Area through the websites of the Natural Parks Service of the Provincial Council of Alava and the Basque Government.	ERDF
ES2110019: Incorporate the Key Elements into the didactic and informative materials of the Environmental Education Programme of the Izki Protected Natural Area	ERDF
ES2110019: Install information panels on the values of the Izki Protected Natural Area, as well as the actions carried out for its conservation, at the points of greatest influx of visitors to the areas (recreational areas, etc.).	ERDF
ES2110019: Development of information campaigns to disseminate the results obtained in the LIFE+ PRO-Izki Project.	ERDF
ES2110019: Design and development of a programme to control the populations of native fauna in the smaller ponds of the Izki Protected Natural Area, with a confirmed presence of these species.	Own funds
ES2110019: Census of amphibian Key Elements Grouping taxa in the Izki network of ponds and streams every 6 years.	Own funds
ES2110019: Design a programme for the expansion of the <i>D. jeanneae</i> species in the Izki network of ponds and streams by means of translocations. This will take into account the distribution of the species, as well as the potential of the habitats in terms of the distribution of crayfish and common frog, and the absence of other impacts.	Own funds
ES2110019: Revise the mapping of Habitat 6210 (Orchid-rich grasslands) within the Izki Protected Natural Area in order to differentiate the priority subtype from the non-priority subtype	ERDF
ES2110019: Carrying out of population censuses: biannual in all the known territories of raptors in open environments, and in the possible areas of settlement in the Izki Protected Natural Area.	ERDF
ES2110019: Drawing up of an Integrated Forest Management Plan that incorporates the criteria, actions and guidelines of the conservation and management instruments of the Izki Protected Natural Area.	Own funds
ES2110019: Evaluation of the evolution of the marojal mass included in the Izki Nature Park Integral Reserve.	ERDF
ES2110019: Drawing up of a map of Areas of Interest for saproxylic beetle species in the Izki Protected Natural Area.	Own funds

ES2110019: Carrying out of biannual censuses of all the known territories of forest birds of prey, as well as their possible areas of settlement in the Izki Protected Natural Area	ERDF
ES2110019: Establish a plan to control and monitor the nests of forest birds of prey during the summer and the main refuges of forest bats in the Izki Protected Natural Area 1 project.	Own funds
ES2110019: Carrying out of six-yearly population censuses of the most interesting areas for conservation and possible areas for settlement in Izki	ERDF
ES2110019: Carrying out of a specific census of the population of black woodpeckers and lesser spotted woodpeckers in the Izki Protected Natural Area.	ERDF
ES2110019: Selection of pilot colonies of the main species of forest bats in the Izki Protected Natural Area and their annual monitoring.	ERDF
ES2110019: A register of natural refuges for forest bats in the Izki Protected Natural Area will be created.	Own funds
ES2110019: Carrying out of a study to characterise the Glis glis population and its conservation status in Izki.	Own funds
ES2110019: Establish a plan to control and monitor nests during the summer season throughout the Izki Protected Natural Area	Own funds
ES2110019: Field research aimed at improving knowledge of the distribution and surface area of the 3170* habitat and its problems in the Izki Protected Natural Area, as well as reviewing and updating knowledge of the flora of this habitat.	Own funds
ES2110019: Carrying out of distribution studies of the Izki Protected Natural Area's crayfish community every 6 years, in order to determine the evolution of native and non-native crayfish populations in a network of sampling stations located along the river areas of the Protected Natural Area, and to establish measures for action on the habitat and/or on the species.	Own funds
ES2110019: Designing of a plan to expand the native crayfish in the network of streams and pools in the Izki Protected Natural Area through translocations	Own funds
ES2110019: Census of amphibian Key Elements Grouping taxa in the Izki network of ponds and streams every 6 years.	Own funds
ES2110019: Design a programme for the expansion of the D. jeanneae species in the Izki network of ponds and streams by means of translocations. This will take into account the distribution of the species, as well as the potential of the habitats in terms of the distribution of crayfish and common frog, and the absence of other impacts.	Own funds
ES2110019: Development of population censuses every six years to ascertain the distribution and population situation of the European mink and otter in Izki.	Own funds
ES2110019: Drafting and development of an action programme aimed at studying and analysing the potential of the habitat of the European mink and otter in Izki, including a proposal for actions to improve it.	Own funds
ES2110019: Annual monitoring of pilot colonies of the main species of cave-dwelling and anthropophilic bats in the Izki Protected Natural Area.	ERDF
ES2110019: A register of natural and artificial shelters for the species of cave-dwelling and anthropophilic bats in the Izki Protected Natural Area will be created	ERDF

ANNEX II. Explanation of estimates in the Profit and Loss Account

Estimated ticket prices

Price estimates	Groups/schoolchildren		
	Regular/Adult (12 years and over)	Regular/Children (from 5 to 12)	Schoolchildren
Aizpea (Zeraín)	7	5	
Bogos (Mina Esperanza)	8	4	
Oiartzun (Ardrturri)	5.65	3.3	
Average	6.9	4.1	3
	7.00 €	4.00 €	3.00 €

Cost structure

	FIXED COSTS	VARIABLE COSTS		
1* WAGES AND SALARIES: Guides	14,991.00 €	2* SUPPLIERS: Approved safety helmet	240,00€	14,991.00€
3* CREDITORS	2,400.00 €			240.00 €
4. MAINTENANCE EXPENDITURE	2,000.00 €			2,400.00 €
5. PROMOTIONAL MATERIAL	10,596.00 €			2,000.00 €
6. Office supplies	600.00 €			10,596.00 €
7. Insurance contracted	1,000.00 €			600.00 €
Corporate tax	8,176.18 €			1,000.00 €
				4,892.98 €
				36,719.98 €
TOTAL	39,763.18 €		240.00 €	
TOTAL FIXED COSTS		TOTAL VARIABLE COSTS		
TOTAL COSTS	40,003.18 €			40,003,176

Calculation and explanations: revenue

REVENUE				
1* NT (Net Turnover). Sales= estimated number of visits*price				
Estimated average number of visits (no.)				5,248
LOW SEASON (LS)				
		PEOPLE		
1	standard group	10	people/group	15 1 school group
3	standard groups/day (weekend)	60	people per day	
6	standard weekday groups	60		8 school group/week
	TOTAL STANDARD WEEK	120	TOTAL SCHOOL WEEK	120
4	weeks/month BOTH GROUPS	960	people per month	
7	months of LS	6.72	people 7 months of LS	
	equally divided	2.688	adults (40%)	
		672	children (10%)	
		3360	schoolchildren (50%)	
HIGH SEASON (HS)				
		PEOPLE		
1	group	10	people/group	15 1 school group
3	standard groups/day (weekend)	60	people per day	
10	standard weekday groups	100		4 school group/week
	TOTAL STANDARD WEEK	160	TOTAL SCHOOL WEEK	60
4	weeks/month BOTH GROUPS	880	people per month	
5	months of HS	4.400	people the 5 months of HS	
	72.7% of adults and 27.3% of schoolchildren	2.560	adults (58.2%)	220 100%
		640	children(14.5%)	160 72.7%
		1.2	schoolchildren (27.3%)	60 27.3%
				100.0%
	TOTAL ADULTS	5,248	TOTAL CHILDREN	1,312
	TOTAL SCHOOLCHILDREN	4,56	TOTAL	11,120
2* Merchandising revenues				
It is estimated that 10% of visitors buy merchandising, which would be a screen-printed helmet.				
The screen-printed helmet costs 8 euros and is priced at 15% more than the cost price				
	number of visitors who buy		1.112	visitors
	unit retail price of the screen-printed helmet		9.2	euros
	TOTAL		10,230.40	€
3* Subsidies				
All subsidies received on a per annum basis should be entered in the annual amount here. As this is not known, it is established that there is no subsidy.				

According to CRS (2020:8):

Transferring this structure of the target public to the visit to the Lucía mine and considering its limitations, it would be necessary to establish a regulation and organisation of these visits according to the following premises:

- *Groups of 15 people maximum and 4 groups per day for a day of 8 hours of work of the guide, in the months of minimum visit from October to April.*
- *Between the months of May and September, the daily visit could be increased by one or two groups, plus on days when there is demand, doubling the number of guides. All this taking into account seasonal variability, daily, weekends, holidays, etc.*

This would allow a maximum visitor potential of around 1,440 visitors/month in the low season, totalling 10,080 visitors over the 7 months of the low season, while in the high season it could

reach 2,160 visitors/month, allowing a total of 10,800 visitors over the 5 months of the high season.

This allows for a maximum visitor potential of 20,880 visitors/year, considering 6 working days of visits per week throughout the year, with two guides and provided that the environmental conditions of the mine are not altered.

This represents a percentage in relation to the number of visitors to the Izki Natural Park of around 60%. It is therefore reasonable to envisage that half of the visitors to the mine could be recruited or transferred from regular visitors to the Natural Park while the rest of the places offered would have to be obtained through other channels.

Calculation and explanations: revenue

EXPENDITURE		
1* Wages and salaries		
Estimate of 1 guide on average per year with a base salary (BOE, 2018) of 1,249.25 (Salary+Social Security)		
2* Approved safety helmet		
Estimated 30 screen-printed helmets for visitors to enter the mine: "Lucía Mine"		
	Not screen-printed	Screen-printed
Unit	3.01	8
TOTAL (30 helmets)	90.30 €	240.00 €
3* Electricity, water, heating		
Electricity: estimated cost of 100 euros per month.		
Water: estimated at 50 euros per month.		
Internet and telephone: estimated at 50 euros per month.		
TOTAL/month	200.00 €	
TOTAL/year	2,400.00 €	
4* Maintenance expenditure		
An approximation of maintenance expenditure of 2,000 euros per year is made		
5* Promotional material		
Spread over the following item		
5.1. Merchandising		
As estimated in merchandising revenue, 10% of the visitors received will buy a screen-printed helmet.		
Number of helmets to be purchased for merchandising		1.112 units
Purchase price of each helmet		8.00 €
TOTAL		8,896.00 €
5.2. Advertising		
Estimated expenditure on advertising (miscellaneous) is 1,200 euros per year		
5.3. Information leaflets, etc.		
It is estimated that expenditure on information leaflets/posters... on paper would be quite low, at		
5.4. Website and Social Networks		
It is estimated that the various informative and promotional actions on the website and the different social media accounts carried out amounts to 1,500 euros per year		
6* Office supplies		
600 per year is estimated for office supplies.		
7* Insurance contracted		
Overall insurance expenditure is estimated to amount to 1,000 euros/year		
OTHER		
<u>Financial expenditure:</u> No external financing, therefore no financial expenditure		
<u>Financial income:</u> no financial revenue is estimated.		
<u>Corporate tax</u>		
General tax rate: 24%		
Although there are full and partial exemptions, a general corporate tax rate of 24% is considered, to be modified when this rate is confirmed.		