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# SHARE benchmarking report

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**This benchmarking report forms part of the deliverables for the SHARE project in preparation for the formulation of Action Plans for each of the geographical locations targeted by this project.**

**Unlike previous evidence gathered (e.g. case studies, focus groups with local stakeholders), the evidence for this benchmarking analysis will come from local/regional policies and other similar documents (e.g. strategic plans) mentioned by project partners in the SHARE project's bid.**

# Methodology

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**This analysis has followed three steps, namely:**

- ◉ **Select relevant document (e.g. local/regional policy and/or strategic plan)**
- ◉ **Record its full bibliographical details**
- ◉ **Count keywords (in the language of the document) relevant to questionnaire (based on SHARE framework)**
- ◉ **Add the keyword totals for each framework theme and plot them in a graph**



**SHARE**  
Interreg Europe



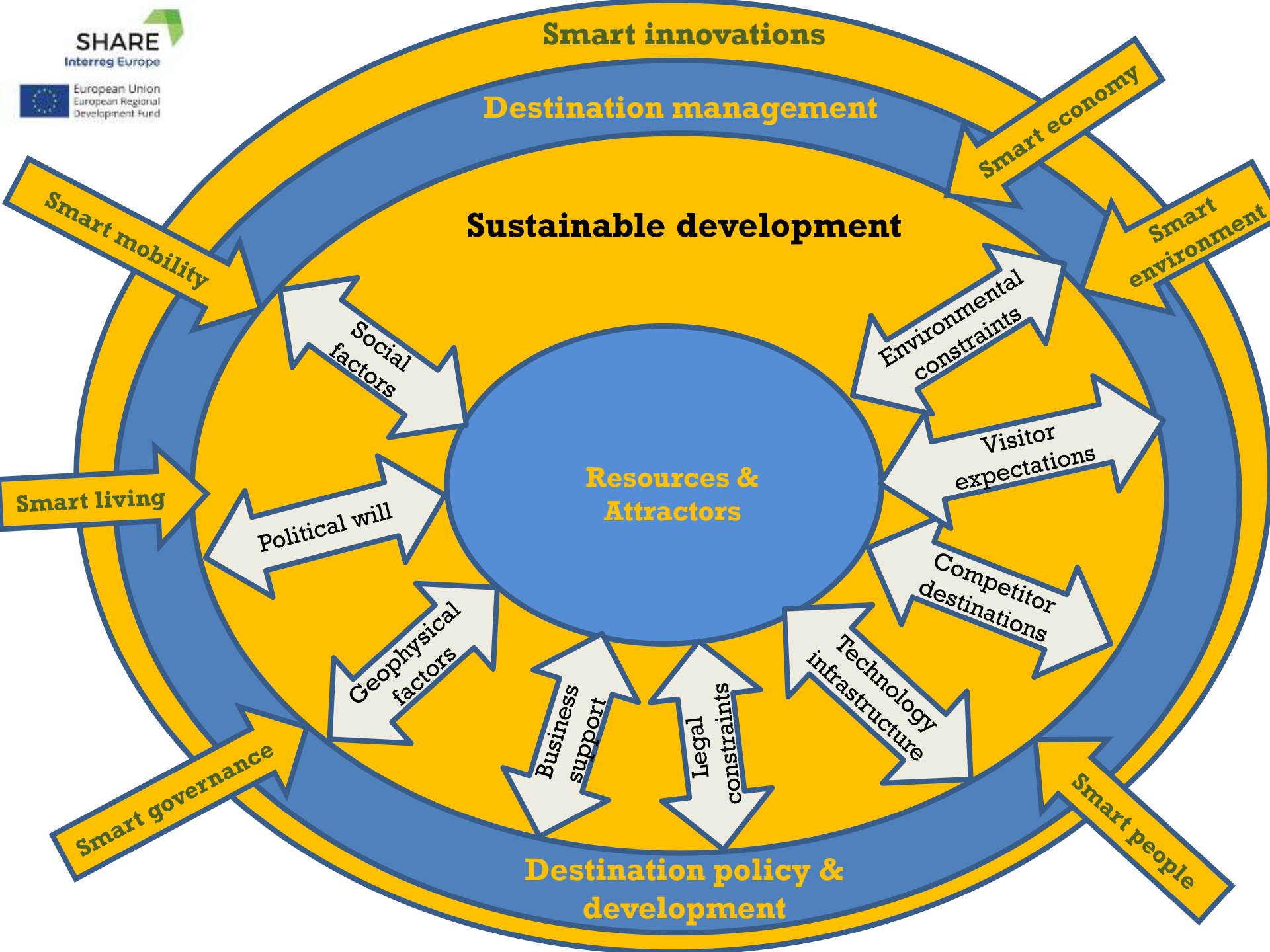
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# **SHARE**

# **framework**

# SHARE framework

**Developed on the basis of a combination of existing frameworks in tourism, sustainable development and smart cities/destinations.**



# Smart innovations categories – based on characteristics of a smart city

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**Smart Economy**

**Smart People**

**Smart Governance**

**Smart Mobility**

**Smart Environment**

**Smart Living**

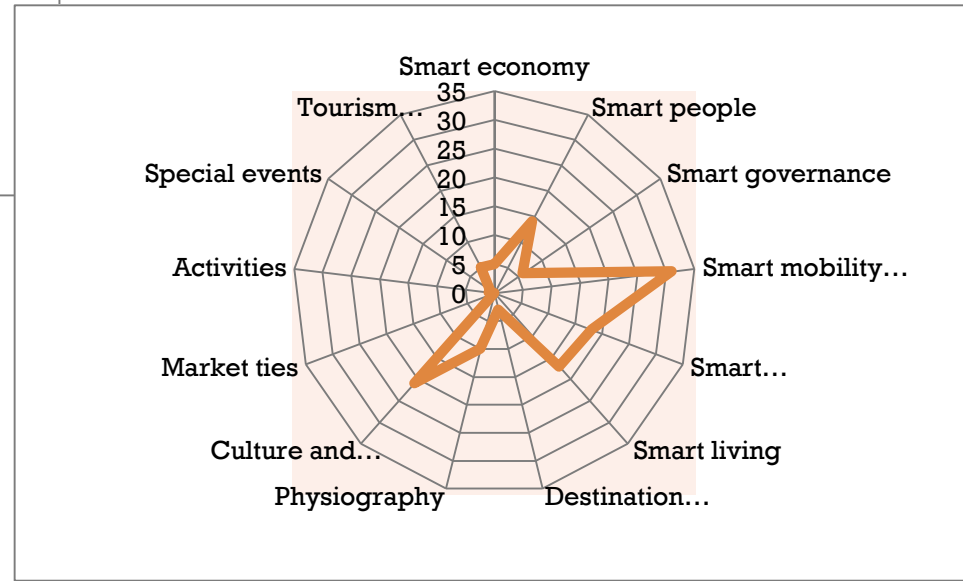
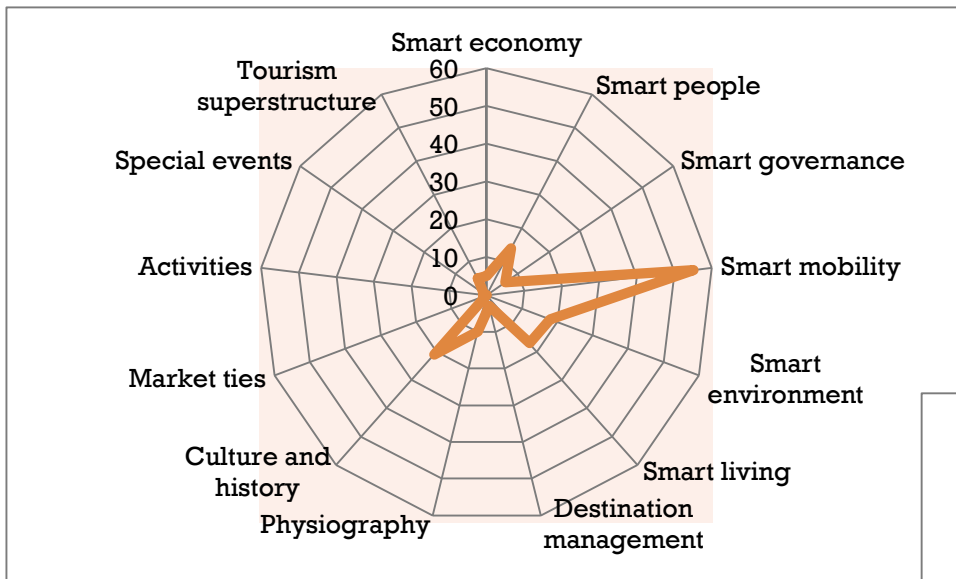
# Results



# **Urban development and land use policy documents (regional & city levels)**

# Italy – Region of Umbria

## Overall analysis

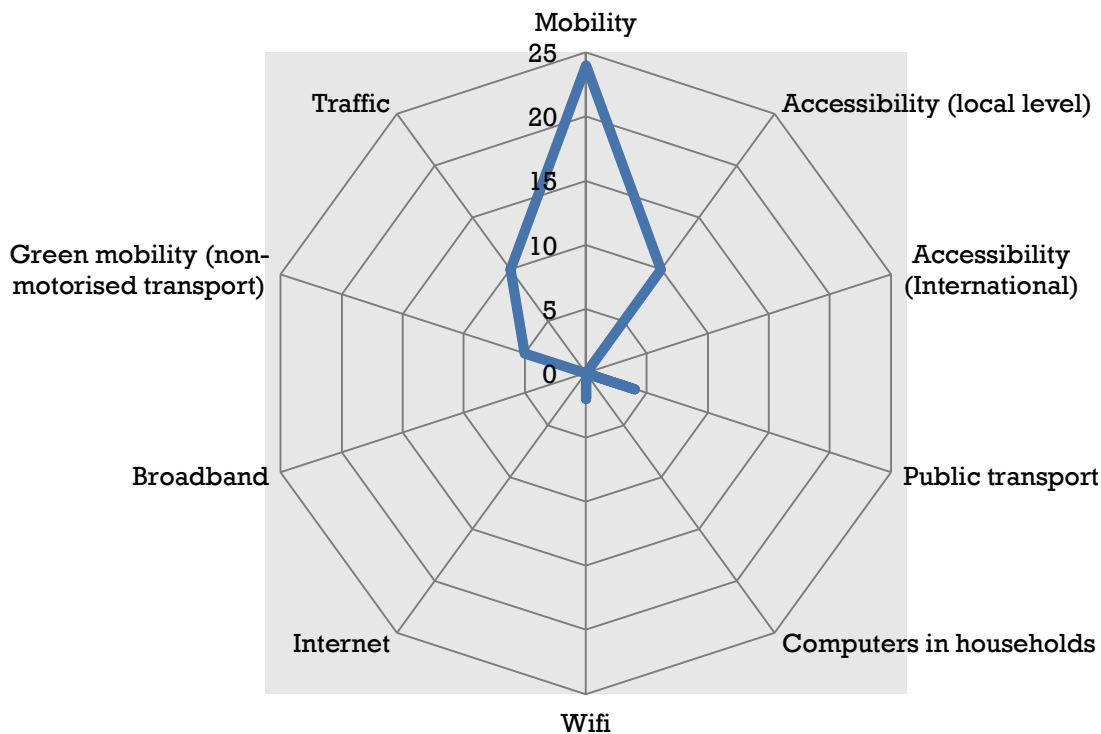


***Remove word “mobility”  
from analysis:***

**... but “smart mobility” still  
dominates over other factors**

# Italy – Region of Umbria

## Analysis specific to smart mobility issues

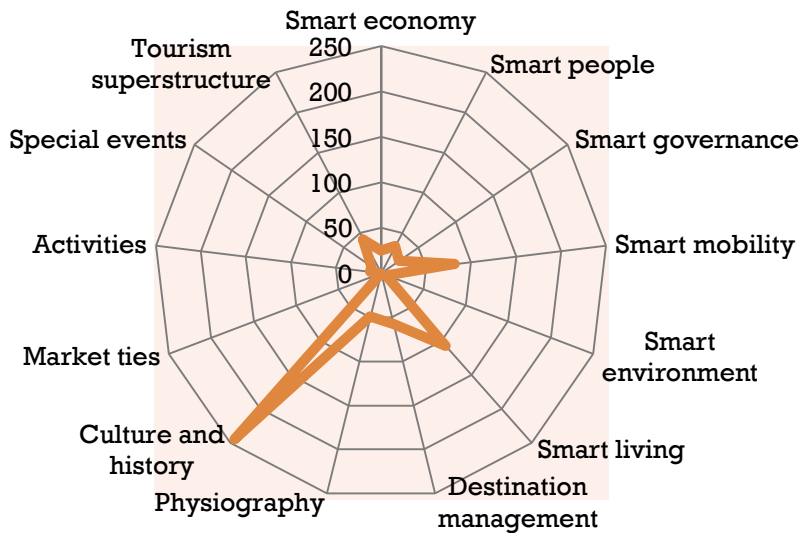


- Focus on mobility ... but apparent lack of specificity
- Lack of appetite for 'softer' technology-based approaches to dealing with mobility?

# Croatia – Sibenik

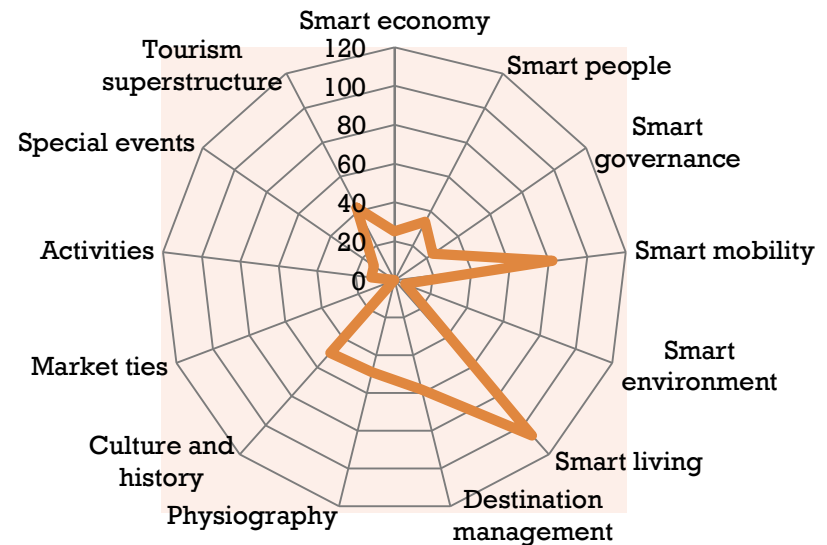
## Overall analysis of city's Urban Development Plan

... but “history” represents 79%  
of the overall count for the  
“culture and history” category



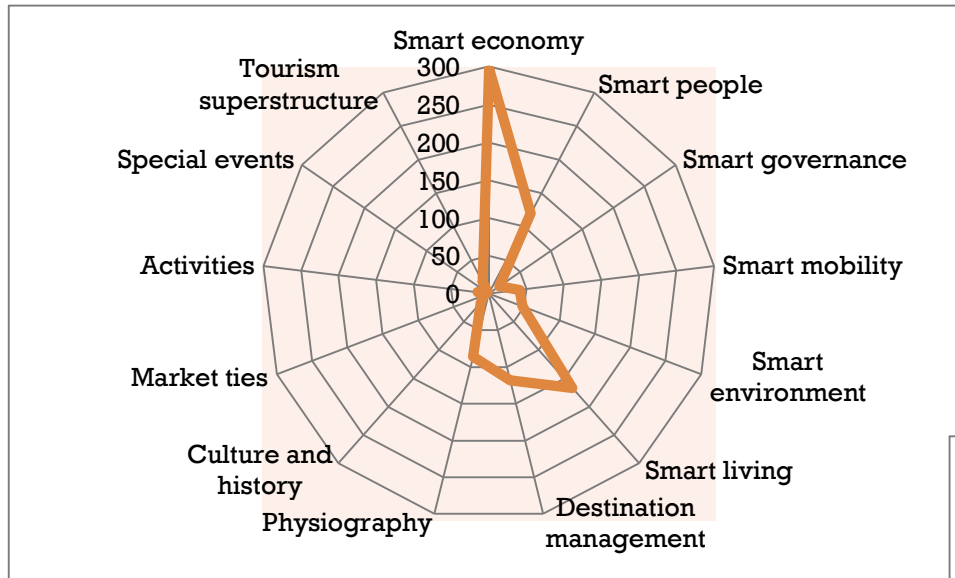
**Remove word “history”  
from analysis:**

... and now “smart living” and, to  
a lesser extent, “smart mobility”  
become the main categories.

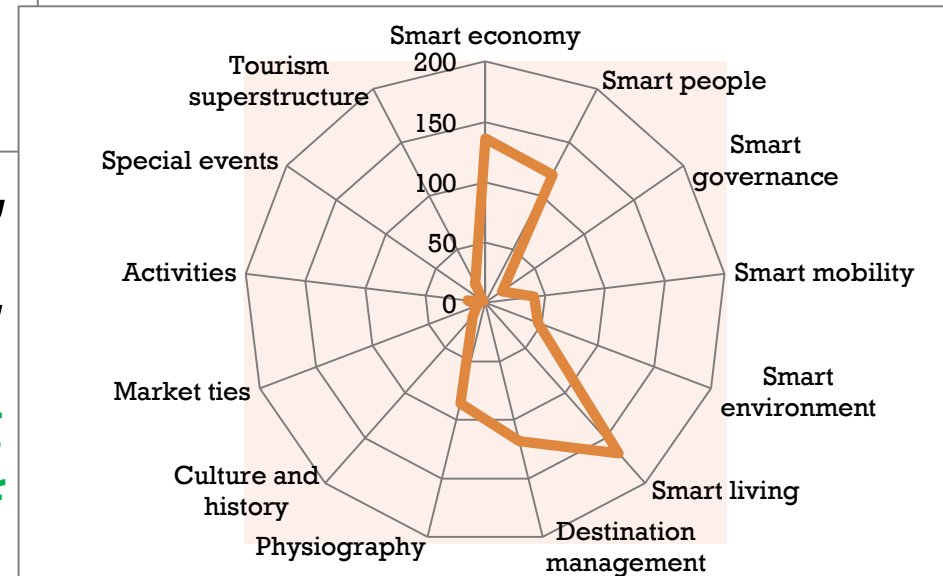


# Spain – La Serena County (Region of Extremadura)

## Overall analysis



... but “enterprise + entrepreneurship” represents 54% of the overall count for the “smart economy” category

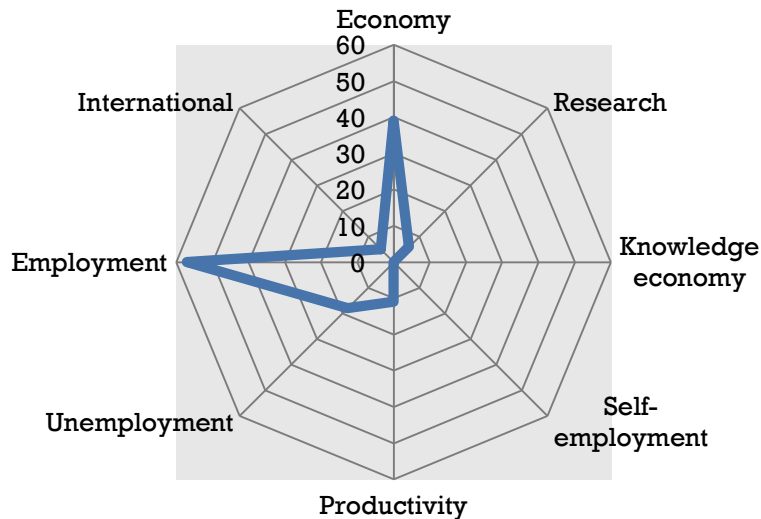


**Remove word “enterprise”  
from analysis:**

... and now “smart living” is at the same level as “smart economy”, where “tourism” + “visitors” + “tourists” account together for 52% of the overall count for this category.

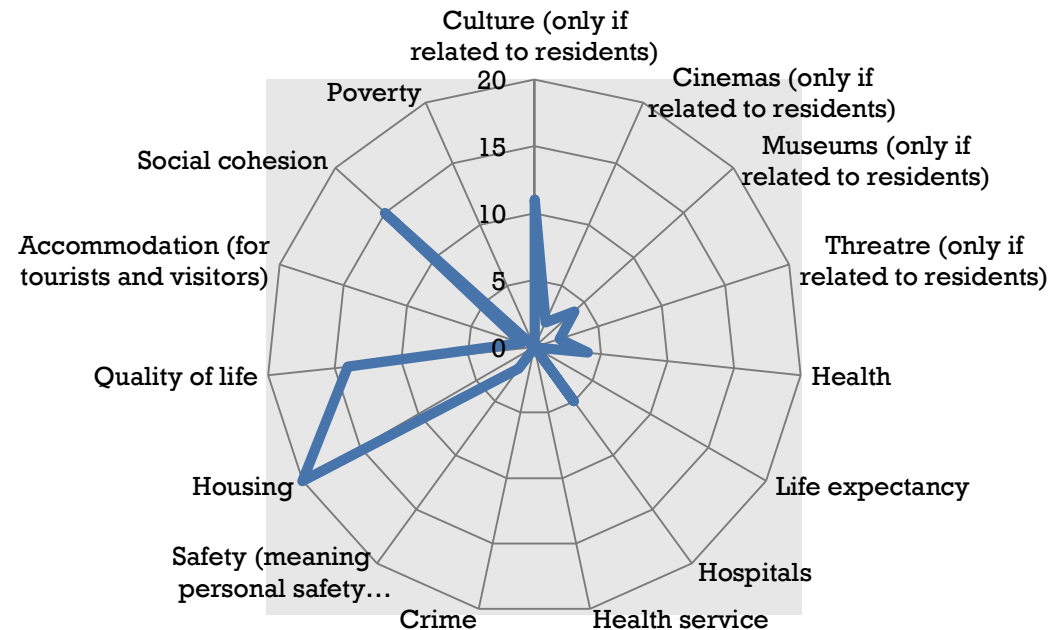
# Spain – La Serena County (Region of Extremadura)

**“Smart economy” analysis (without “enterprise/entrepreneurship”)**



**Emphasis on quality of life (below) without life expectancy or health (below) ...**

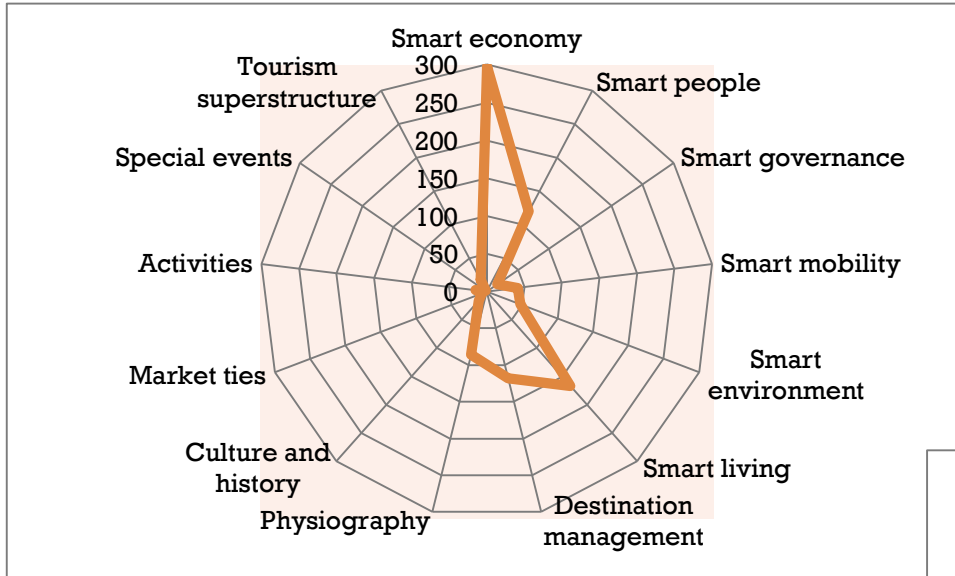
**“Smart living” analysis (without “tourism/visitors/tourists”)**



**... and focus on “enterprise” and “entrepreneurship” without any mention of self-employment (above).**

# Hungary – Pecs

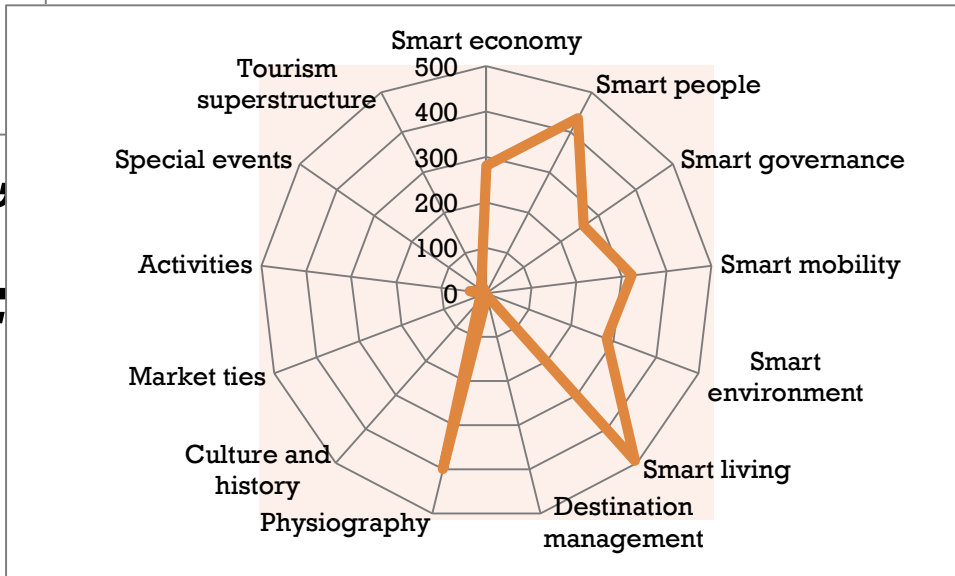
## Overall analysis of long-term urban development plan



... but the keyword “economy” represents 65% of the overall count for the “smart economy” category

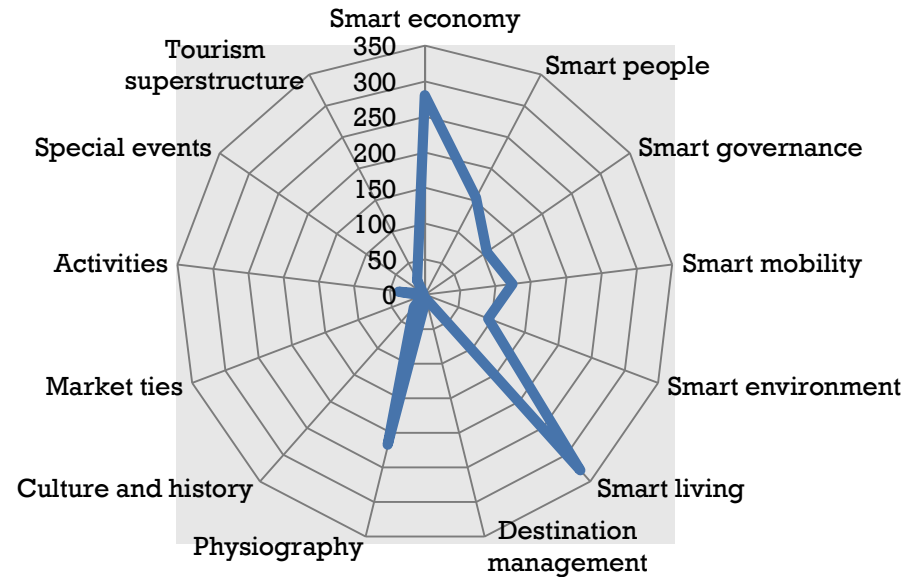
**Remove word “economy” from analysis:**

... and now “smart living” becomes the focus followed by “physiography”, “smart people” and “smart mobility”.



# Hungary – Pecs

Now, if dominant keywords such as “economy” (in “smart economy”), “community” (in “smart people”), “governance” (in “smart governance”), “traffic” (in “smart mobility”), “green spaces” (in “smart environment”), “culture” (in “smart living”) or “nature” (in “physiography”) are taken out of the analysis ...

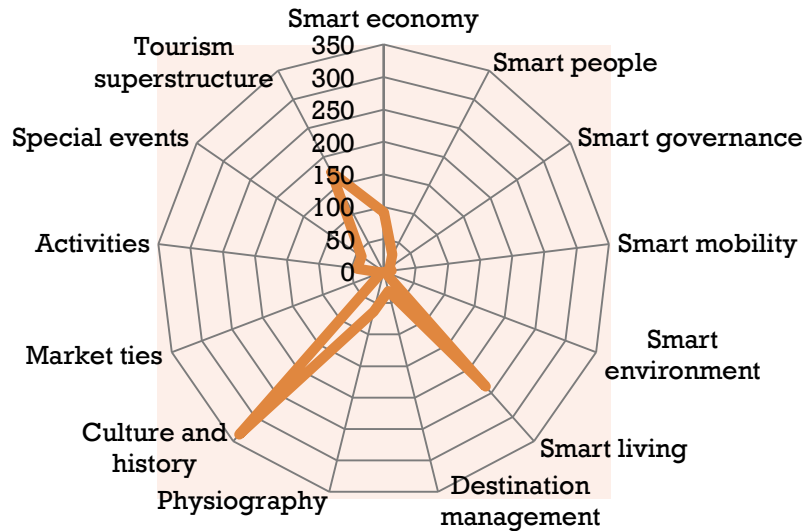


... then “smart economy” and “smart living” become the focus of the strategy devoid of dominant keywords.



# Hungary – Pecs

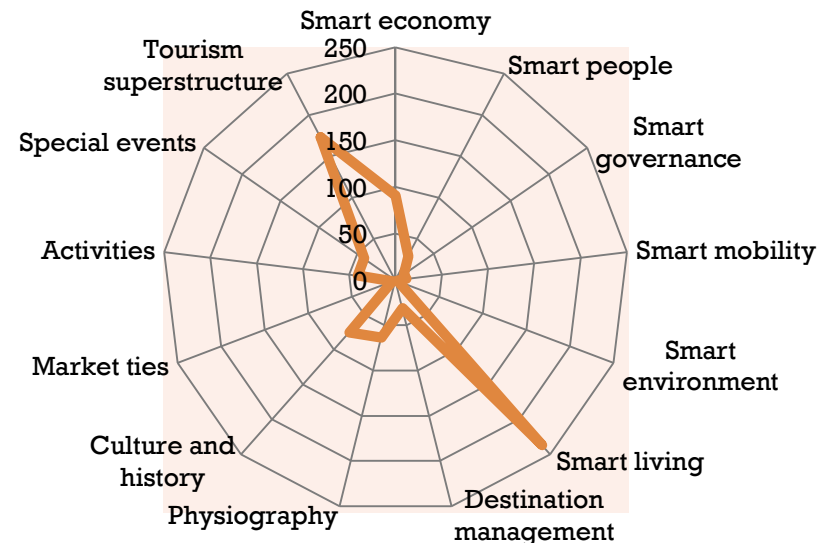
## Overall analysis of World Heritage Site (Early Christian Necropolis) management plan



... but the “heritage” represents 77% of the overall count for the “culture and history” category

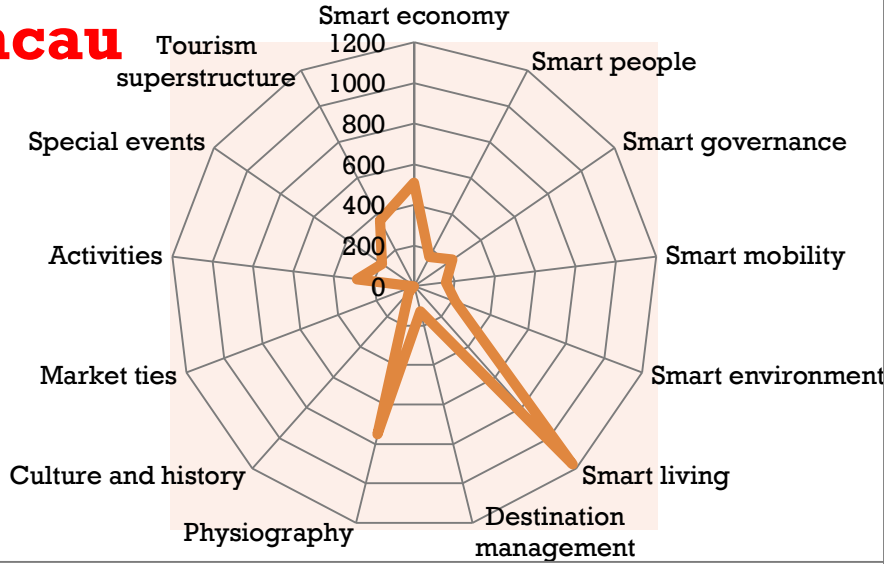
**Remove word “heritage” from analysis:**

... and now “smart living” becomes the dominant category followed by “tourism superstructure”.

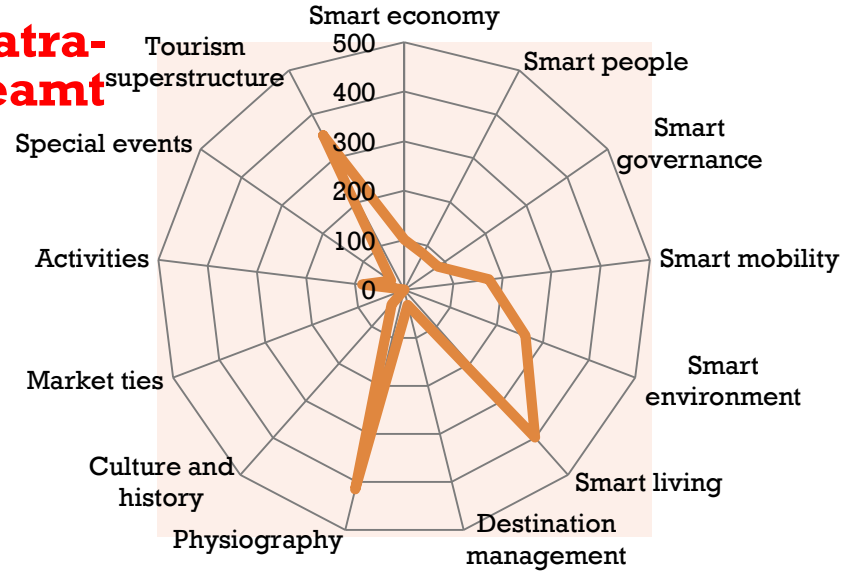


# Romania – North East Region

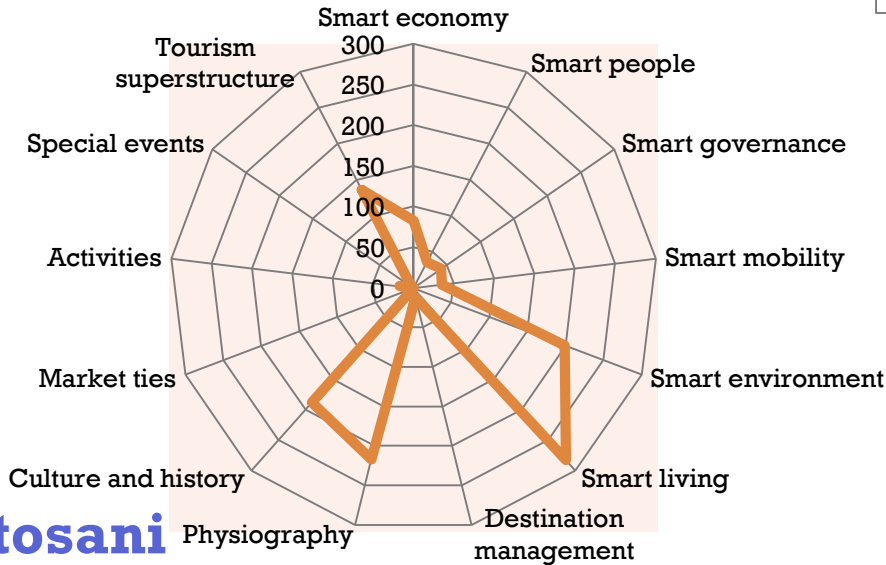
## Bacau



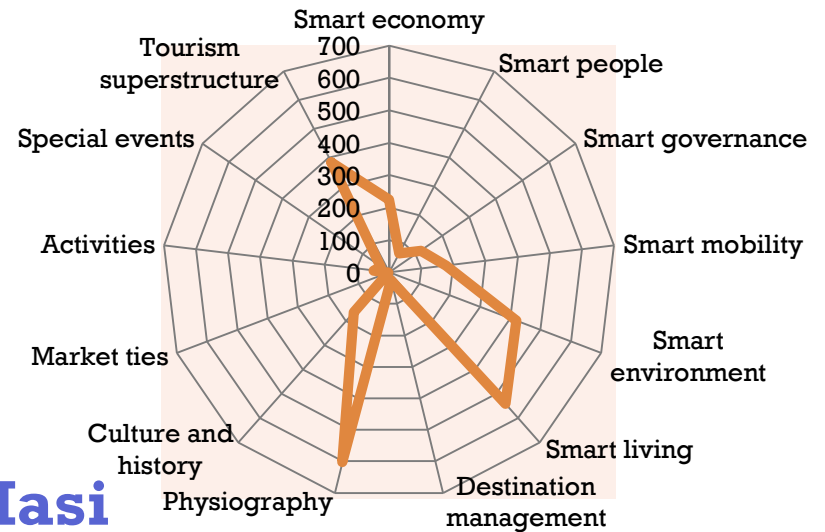
## Piatra-Neamt

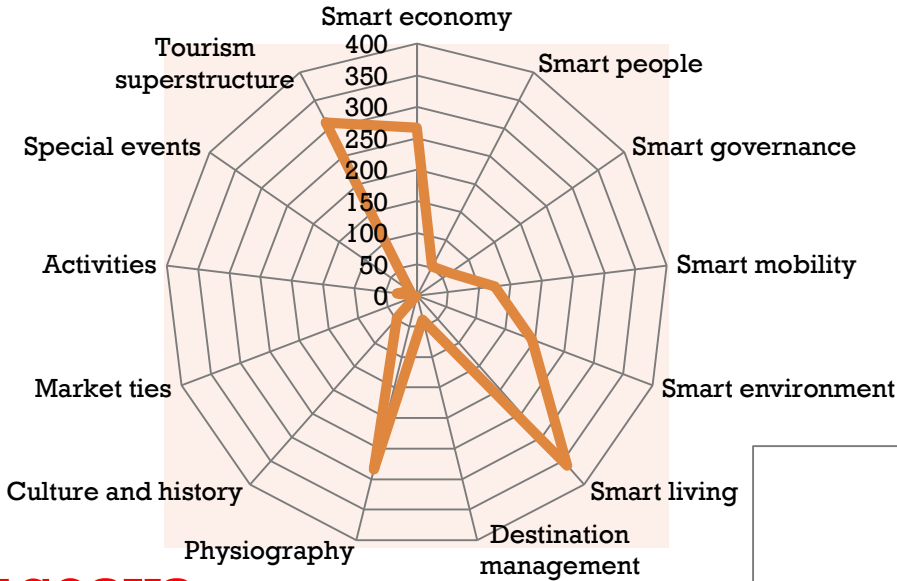


## Botosani

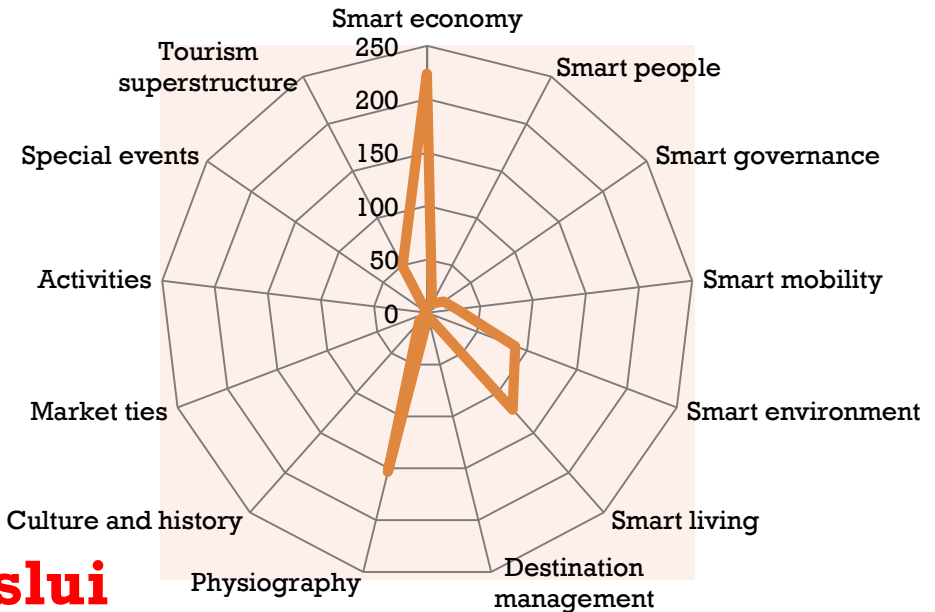


## Iasi





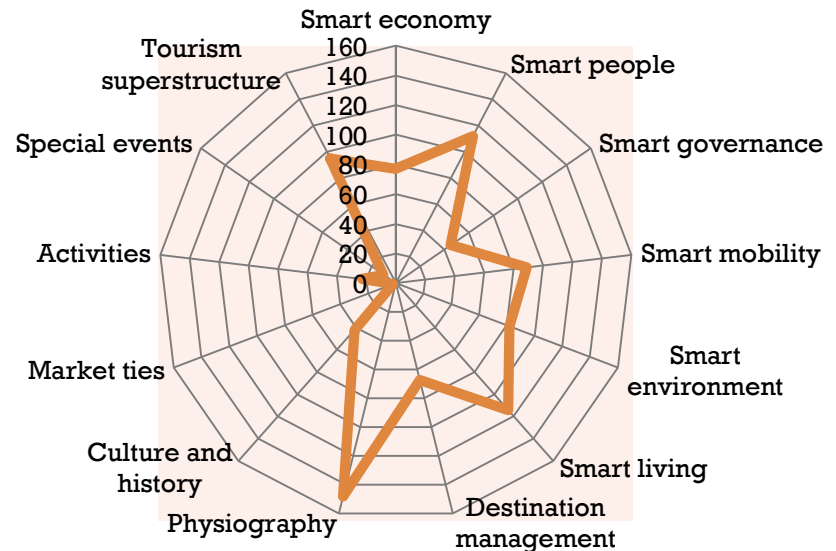
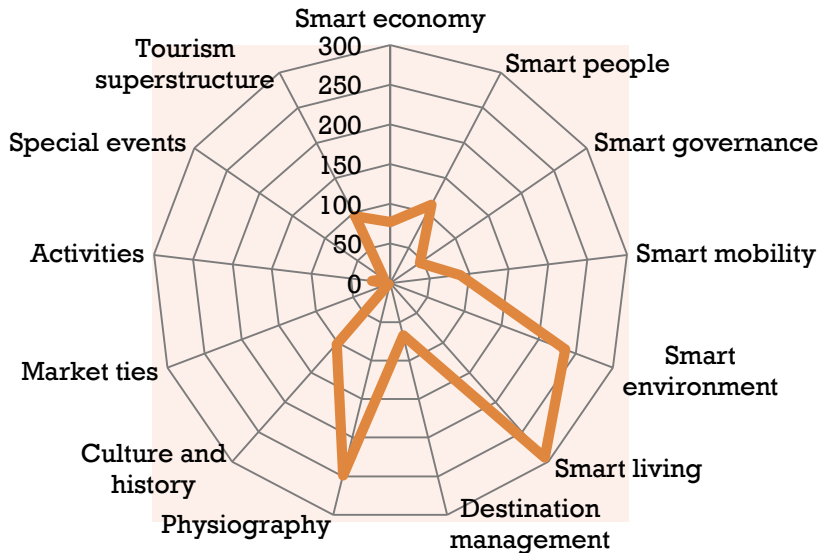
**Suceava**



**Vaslui**

## Overall analysis

*Remove dominant keywords (“culture” in “smart living”; “protection” in “smart environment”; “landscape” in “physiography” and “history” in “Culture and history”):*

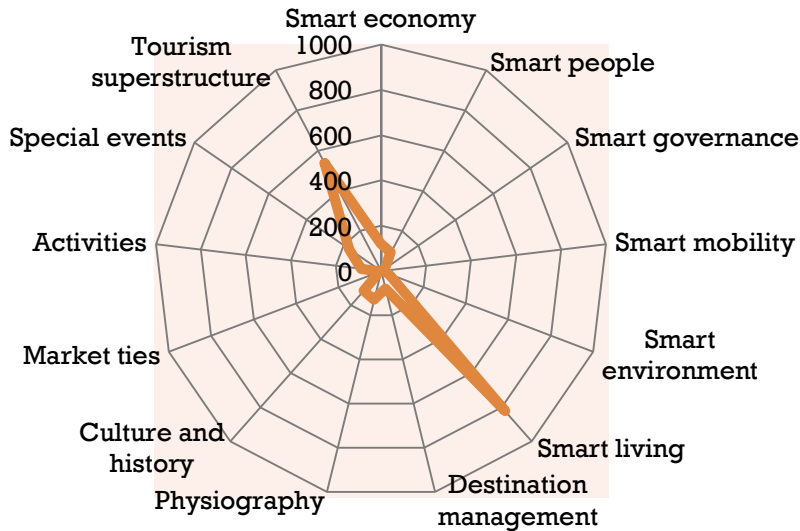


**... and suddenly the approach becomes one of the most balanced in the SHARE partnership, with only special events, activities and market ties largely ignored.**

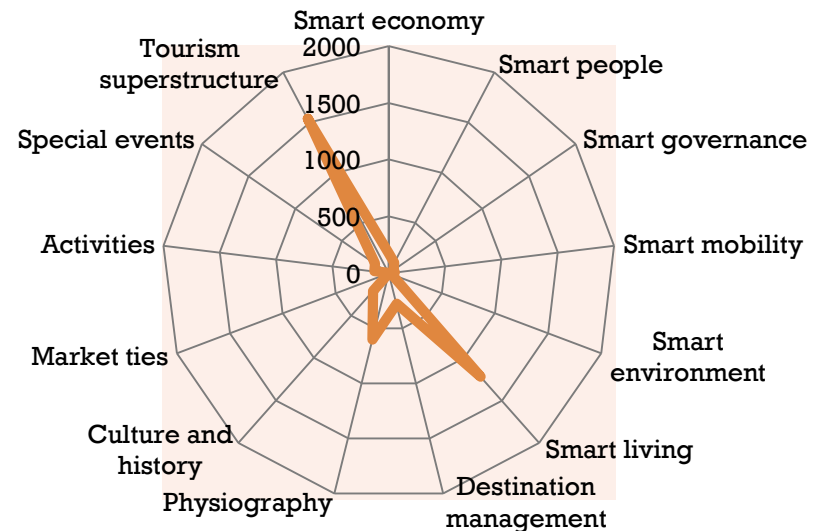
# **Tourism strategies & action plan documents (regional & city levels)**

# Romania – North East Region

## New Strategic Tourism Action Plan (2017-2023)



## Old Strategic Tourism Action Plan (2008-2013)



**Shift of policy emphasis from tourism infrastructure towards tourism services.**

# Romania – North East Region

## Analysis specific to Smart Living (2017-2023)



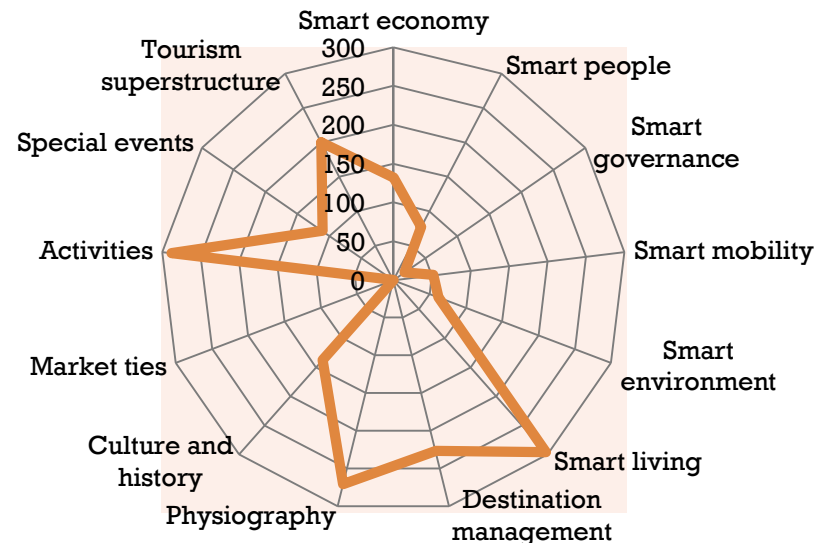
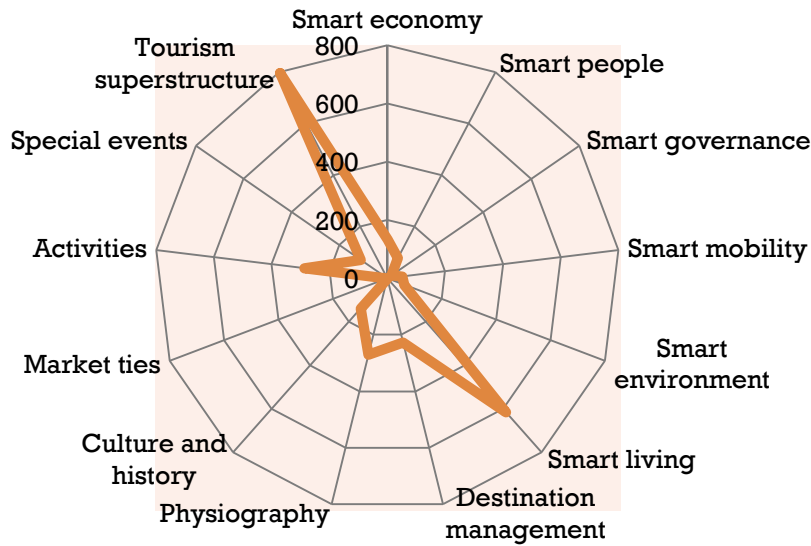
**Evidence of focus on the visitor economy, but what about residents?**

*Note: words “tourists” and “tourism” removed from analysis*

# Croatia – Sibenik

## Overall analysis of city's Tourism Strategy

... but “tourism” represents 52% of the overall count for the “smart living” category; and “castle” represents 75% of the “tourism superstructure” category



**Remove words “tourism” and “castle” from analysis:**

... and now “activism” is at the same level as “smart living” or “physiography” offering a more balanced approach.



# Conclusions and Recommendations

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- This analysis has used the SHARE framework to provide a comparative international analysis of the emphasis of local/regional policy documents and/or strategic plans pertinent to the locations targeted by the SHARE project.
- If SHARE partner Action Plans are to have a potential impact on policies, they should aim to target the elements of those policies that remain most undeveloped. Targeting the issues that policy documents, plans or strategies focus on most (i.e. the most dominant keywords or categories) may result in little change (if any at all) to existing policies.

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