



Regione Toscana



BRANDTour Project

ACTION PLAN FOR THE TUSCANY REGION AND TOSCANA PROMOZIONE TURISTICA

Exchanging best practices for more sustainable tourism



European Union
European Regional
Development Fund



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PART I - Introduction

The present document constitutes the Action Plan for Tuscany Region and Toscana Promozione Turistica (TPT), in the framework of the Interreg Europe's BRANDTour project.

TPT is the regional controlled operative body that works to implement the Tuscany Region strategy in tourism sector.

As reported in the application form, Tuscany Region and TPT have in common the same policy instrument, which is the **Operational Programme ERDF 2014-2020**. This multi-annual policy instrument fixed on 2014 for the all planning period 2014 - 2020 is annually remitted to Toscana Promozione Turistica, by the Annual Tourist **Promotion Plan** for the annual regional tourist strategy.

TPT is in charge to execute some sectorial objectives with reference to Axis 3- Support for SMEs in tourism sector: *"Consolidation, modernization, and diversification of territorial tourist production activities and all related products"*.

In particular, TPT is in charge of the line (measure) 3.3.2: "Support for the development of products and services complementary to the enhancement of identified cultural and natural attractors of the territory, through the integration of cultural, tourist, sports, creative companies and territorial product chains".

The current Action Plan is included in Toscana Promozione Turistica **"2020 Promotion Plan"**, following the rules of EU Reg. 1301/2013 and 1303/2013.

The BrandTour Good practices shared during the project exchange phase impact and therefore modified the TPT Operational Plan for 2020, in comparison with the TPT operational plan for 2019 written before the end of the Brandtour exchange phase. The action plan is based in its main content on the new project called "Mare Ghiotto":

Mare Ghiotto has been setting based on:

- "Plan of beer" from East Flanders method. Indeed, East Flanders used bottom-up approach with local stakeholders. TPT is following the same method through the platform <http://www.toscanapromozione.it/territori>. In this platform stakeholder from tourism destinations and stakeholder promoting local tourist products work together for : Proposals – Discussion – Approving tourism activities .
- "StapAF" from East Flanders enhances and enforces the Tuscany entrepreneurs' cooperation platform called "Make" hosted in the official website visittuscany.com, that is built up to involve private companies to increase their product offered;
- "Better in winter" from Balearic Islands brings to TPT **2020 Promotion Plan** a great innovation in the 2020 plan edition. This best practice inspired activities to extend destination tourism season and peaks, giving also suggestions for monitoring and audit tourism fluxes analysis in each destination and for the managing of the TPT **2020 Promotion Plan**.

Mare Ghiotto project is part of the innovation of specifically for the deseasonalisation and for the method, it has been set up, following the selected best practices reading the stakeholders' engagement for building a thematic community.

Therefore, the project Mare Ghiotto directly impacts the annual policy paper called TPT **2020 Promotion Plan** and indirectly impacts the multi annual regional policy paper **Operational Programme ERDF 2014-2020**.

This Action Plan supports activities for the creation of a network of tourism services/products focused on seafood as a key attractor for "food&wine" thematic tourism fluxes, during the whole year, in seaside destinations in Tuscany Region.



It will increase the local SMEs' added value and will contribute to expand the demand, especially domestic target, in low seasons.

Tuscany Region and Toscana Promozione Turistica will implement and monitor the Brandtour Action Plan during the period 2020-2021.

In the context of sustainable development, this Action plan is also a significant feature of Tuscany's coastline and islands policies, in view of the region's reorganisation and promotion of tourism activities.

The main concept of this Action Plan has been approved by the Tuscany Region tourism board, and involves public and private tourism stakeholders, as agreed during the last Stakeholder's meeting in Castiglione della Pescaia (Grosseto) on the 25th of October, 2019.

The Action Plan works to implement the "Mare Ghiotto" project, a set-up framework to create and integrate a new destination-event or new "**tourism product**" based on seafood cuisine, which is one of Tuscany's points of excellence.

The new "Mare Ghiotto" container-project, born in the light of the experiences (good practices) collected and exchanged during the BrandTour project, has been used as a reference for the newest development of the "Costa Toscana/Isole Toscane" costal policy.

In particular, "Mare Ghiotto" is based on **systematising** a series of food and wine events **integrating** them with others in a territory already known for its food and wine, and **creating a community** of enthusiastic visitors belonging to the "tribes" of walkers and cycle tourists.

A) Tuscany's Coastal and Islands ("Costa Toscana/Isole Toscane" project) Context

The Tuscany regional policies for coastal and islands tourism field were clearly exposed by Stefano Ciuoffo – Tourism Regional Councillor – and Francesco Palumbo – director of Toscana Promozione Turistica – during an official coastal and beach destination meeting in September 2019:

Mr Ciuoffo pointed out "that during 2019 Tuscany Region has given birth to two major initiatives, 'Clean Archipelago' and 'Plastic Free Beaches', in collaboration with public and private entities. The two initiatives have been very successful. In more details, the first initiative was a collaboration with Coop Legambiente and local fishermen, that aims to collect plastics found in the seas, bring them ashore and dispose them; the second is a communication campaign, organized with Coastal Municipalities and trade associations, to ban disposable plastic from beaches, alongside a communication campaign to raise citizenship's awareness..." "The coast and the Tuscan islands choose to position themselves as a destination capable of meet the needs of today's tourists and host communities, foreseeing and increasing the opportunities for the future. This placement is convenient, contemporary, advantageous in terms of tourism development and profitability for businesses and communities".

The BrandTour action plan with its Mare Ghiotto project will be set up in the above described scenario.

Therefore, the main concept of "Mare Ghiotto" is to:

- stretch out the season,
- better spread out the consumption of fish products to species mistakenly considered minor, the so-called poor fish,
- enhance the local resources and local businesses, that are indirectly related to tourism, such as fishing, fish farming, food production, the trade system and public service providers,
- encourage and inspire new ways of enjoying the local area.

All the described activities will use various forms of social media marketing.

This approach is leading to the creation of a **cluster of companies** working across different sectors, which share the same goal of a greater and better satisfaction of customers, whether they be residents or hikers and tourists.

More clearly, the project aims to achieve a lower level of seasonal concentration, to focus more and more on enhancing and protecting all environmental resources and to spread the benefits of tourism



and related activities to a greater extent in the surrounding areas and through the food production sectors.

Following the above mentioned interconnected activities, Mare Ghiotto will be capitalising other projects, namely: FLAG projects (Fisheries Local Action Group), Vetrina Toscana restaurants and retails companies, labelled fish products and aquaculture (i.e. certifications concerning fish of Orbetello lagoon), as well as other undirected local activities, such as the beverage and wine chain.

B) How “Mare Ghiotto” works:

Given the fact that the regional tourism districts breakdown involves 28 local tourist areas, “Mare Ghiotto” is based on building up the range of products/services offered by the local destinations, and the involvement of local stakeholders. Mare Ghiotto aims to implement both promotional-marketing campaigns and co-marketing initiatives with tour operators from the main tourist markets of interest. The tourist packages that will be set up and market may involve other Italian regions and include a broader range of products and services.

The role of Toscana Promozione Turistica will be to act as a **facilitator** among local stakeholders, Tuscan destination managers (DMCs) and international tour operators. As a conseguenza segunet

The main Institutions and Associations involved in the action are as follows:

- 8 Coastal areas (where fishing and aquaculture are carried out): Apuan Riviera, Versilia, Terre di Pisa, Livorno, Etruscan coast, northern Maremma, southern Maremma and the island of Elba;
- Tourist information points;
- Organisers of food and wine events (Municipalities, Local Associations, etc.)

C) How much “Mare Ghiotto” takes from BRANDTour’s exchange experience

Here is the list of ideas and contents that have come from the project’s partners exchange of good practices:

- “*Better in Winter*” is a promotional and marketing strategy for the European market, conceived and created by the Balearic Islands Tourist Board (ATB) to promote Majorca, Minorca, Ibiza and Formentera during the winter months.

The primary objective is to give visibility to the islands throughout the year, focusing on the wide range of events and activities available, thereby making them appealing to different types of tourists, moving beyond the summer seaside attractions and consequently increase tourism incoming and tourism offer during winter.

In “Mare Ghiotto” project, on the basis of the experience of the Balearic Islands, we forecast the creation of specific routes in different areas and during different months of the year, combining events and excellent local products with alternative ways of transportation. By promoting the new product Mare Ghiotto all year round (and not only in Summer), we would propose an alternative way of enjoying the Coast and therefore impact low seasonality of the Tuscan Coast & Islands destinations.

- “*Clustering the brewers: Plan Beer and tourism development*” is a project by the East Flanders Tourist Board that aims to create a new tourism product focusing on beer, its production and diffusion throughout the local area. Therefore, this project engages all local stakeholders who may be potentially involved to enlarge their activities. Both big-name brewers and small breweries take part in the project.

Based on the East Flanders experience, we forecast to engage stakeholders and local businesses through internal marketing (B2B) meetings and opportunities.



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- “*StapAf a walking and cycling community*”. This is another project by the East Flanders Tourist Board and the East Flanders Economic Council, the aim of which is to diversify the region’s range of tourist attractions. The different regions in East Flanders have many small-scale attractions to offer and widespread tourist service providers throughout the territory. The mentioned tourism project in this area aims to connect the various stakeholders by developing high-quality cycling and a walking network. By building a community of visitors who use the cycling routes and hiking or walking routes, it is possible to define and encourage people to visit or tour local companies and offer significant tourist experiences for visitors.
We based “Mare Ghiotto” on the experience of East Flanders (StapAf) using an interactive engagement mechanism (B2C).for the creation of a community of seafood enthusiasts people, who are attracted by the idea of exploring the local area and its characteristic events by bike or by foot.
“Mare Ghiotto” aims to create a community of seafood lovers; the interested customers will be reached by specific online and offline communication actions, such as newsletters, magazine, posts on social media.



Part II - General Information

Project:	BRANDTour
Partner organisation:	TUSCANY REGION - Tourism promotion, tourism legislation and commerce
Other partner organisations involved:	TOSCANA PROMOZIONE TURISTICA (Tuscany Tourist Board)
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NUTS2 region:	TUSCANY
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Part III – Policy context

The Action Plan aims to impact:

- Investment for growth and jobs programme
- European territorial cooperation programme
- Other regional development policy instrument

The Policy Instrument that we referred in the Application Form of the Project BrandTour was the “ERDF Regional Operational Programme 2014-2020 of Tuscany Region, Axis 3: Enhancing the competitiveness of SMEs through the Promotion of the tourism offer on foreign markets.

This document is outlined, in contents and financing allocations, at the release date of 2014.

Yearly the regional tourism board remits to Toscana Promozione Turistica an operational implementation plan, detailing guidelines and operational activities.

As described in BrandTour’s Application Form, LP and PP7 are involved together on defining how to improve the Policy Instrument. Indeed, we can read that they have “the full capacity to improve the policy instrument as they are in charge of designing and managing it”. Tuscany tourism board and Toscana Promozione Turistica work together, the first defines the strategies, the second applies them in the operational activities, annually for tourism sector.

The BrandTour Project first exchange phase impacts and modifies the TPT Operational Plan for 2020 (in comparison with the TPT operational plan 2019 written before the end of the exchange phase) in the main contents and in the specific project called “Mare Ghiotto”. In details:

- The method to set up the project plan has been inspired by the “plan of beer”, from East Flanders.
- The “beer routes” brings the approach used to build up the operational plan itself, indeed the so called “wine routes” in Tuscany involves local stakeholders in the official website platform : <http://www.toscanapromozione.it/territori> where “Ambiti Territoriali”(destinations) and “Prodotti Turistici Omogenei” (tourist products) worked in three phases: Proposals – Discussion – Approving of the operational plan. This method has been applied strongly in TPT Operation Plan 2020.

Action 1 is the application of plan of beer method to “Mare Ghiotto” project, included in the TPT 2020 Operational Plan.

- The “StapAf” from East Flanders brings to TPT 2020 Operational Plan a significant impact because of the inspiration to the entrepreneurs’ **cooperation platform**” built up to involve private companies and increase the product offered on VisitTuscany website. Therefore, visittuscany.com includes a dedicated area for private entrepreneurs and citizens, where the regional tourism offer as in StapAf could be improved.

Action 2 is the application of The “Better in winter” good practice from Balearic Islands. This GP brings to TPT 2020 Operational Plan a great innovation compared to TPT 2019 OP. Indeed it introduces and helps to clearly monitoring and audit the tourism fluxes in each destination and for each territorial products on seasonal peaks and help the managing authority to choose the more efficient activities such as “Mare Ghiotto” to support and lengthen the tourist season.

Mare Ghiotto project indirectly impacts the **Operational Programme ERDF 2014-2020 because it improves its operative contents as requested by the BrandTour application form**, specifically it is built up on the basis of the selected best practices for the creation of a thematic community, stakeholder’s engagement and deseasonalisation .



More in particular, it works on the ERDF Regional Operational Programme 2014-2020 of Tuscany Region Axis 3; Action for the intervention line 3.3.2: Support for the tourism promotion.

The main topics of the 2020 Promotion Plan on which “Mare Ghiotto” operates are:

- **Valorisation of Territories** (Destinations) through the promotion of Destinations and local **tourist offers** on the national and foreign markets;
- **Development of an integrated promotion** campaign: for food, wine and coast;
- **Sustainable Tourism:** Deseasonalization.

The action plan indirectly impacts the policy paper **Operational Programme ERDF 2014-2020**, since the actions envisaged are coherent with the priorities in tourism sector defined by the regional council.

The action plan directly impacts the policy paper **2020 Promotional Plan** through the implementation of activities – B2C - Business to Consumer- promotion of brand-set Tuscany on- and off-line, with this new activity called “Mare Ghiotto”.



Part IV - Details of the actions envisaged

ACTION 1 - "Structuring of the network and the range of products/services"

The background

The first Action starts with a SWOT analysis of Tuscany, aimed at highlighting the main characteristics of the areas involved and the events organized there, standing out for their seafood cuisine and oriented towards diversifying the region's range of tourist attractions, to lower seasonal concentration and enhance top-quality local resources sustainably, also through alternative ways of using them and through social involvement/engagement.

The objective is first and foremost to create a local/regional network between those who are already involved and may potentially be interested, and to create and engage a community of end clients who focus on the quality products and services that the local area has to offer and its environments. New food and wine and experience-based tourism products will appeal to these clients, which will be respectful of local culture and nature, also through slow mobility, low carbon transportation and a more friendly accessibility.

The key elements are as following:

Based on the experience of East Flanders (Plan of Beer): engaging stakeholders and local businesses through targeted internal marketing (B2B), meetings and opportunities to plan together;

"Matching tourism and beer, a road map with walking and cycling one day or several days, accommodation works but only some of them use this (customers made themselves), they offer typical beers and also contacts breweries to book as guided visits (before project only for groups, now they start opening moments and groupage).

They **create a website** in Dutch and other languages, calendar activities and events you can book directly, sometimes you can pay online but most of the time you have to pay there but book online or by email.

The main target group is 50 years old and older, beer lovers, hiking and cycling lovers. Other is **cyclists as a recreational target group**.

The average cost is low, they offer small glasses to taste but this does not increase sales.

Partners are public bodies and individual hotels and other services.

Local associations do not support financially but they support marketing and communication activities (mostly domestic customers) – social media and websites.

All **marketing campaigns**, maps, the website, social communications are in more than a language.

Brainstorming meetings with local experts of beer, **Brainstorming with local experts** in tourism and breweries.

Benchmarking activity with other parts of Flanders- It is possible to copy this project using wine, chocolate, etc.

Storytelling of the map is the most interesting point and the website can be downloaded to mobile, combined with digital data of thematic routes, one is beer!"

Based on the experience of the Balearic Islands (Better in Winter): the creation of specific routes in different areas and during different periods, combining events and excellent local products with alternative ways of reaching and using them;



“In summer Balearic sell themselves with no need for marketing campaign, therefore, they have suspended all promotional actions but work for the winter on culture, food, and wine. **A calendar of things** that tourists can see what to do in winter, a magazine of events in Spanish, English, German, Italian, French and distributed within hotels.

It is assumed to **work on return tourism for winter guests**.

“Welcome to Menorca” special edition only for the island of Menorca.

International magazines, two in German language and one in English, tourists and German residents living in Mallorca and with them they made a special edition in the German periodical, distributed at Palma airport during summer, when they return back at the end of their stay.

Do promotional actions at **tourism fairs (FITUR, ITB, WTM)**.

Tourism companies are helped by co-marketing campaigns that they establish year by year, in every action, they have to put “better in winter” (if it is produced for the winter) with the tour operators “mayoristas”.

There is a commission to promote flights to the islands so they talk to the airlines to increase connections in winter and new countries.”

Based on the experience of East Flanders (StapAf): the creation of a community of seafood enthusiasts who are attracted by the idea of exploring the local area and its characteristic events by bike and on foot, using an interactive engagement mechanism (B2C);

- Shared goals:
 - Create a brand that combines walking and cycling tours;
 - Connect businesses and tourist attractions;
 - Switching from a product orientation to an experience orientation;
 - Use of the potential of bicycle and walking communities.

- Borrowed actions:
 - A magazine dedicated to the project;
 - Produce a collection of photographs with bicycle enthusiasts and walkers;
 - StapAf box with 10 walking or cycling routes chosen directly by the customers;
 - Creation of social pages and hashtag ad hoc to promote experiences;
 - Insert on the site promotions, content uploaded by experts and even those who live the experiences directly.

Activities

Local meetings: we are planning to organize several meetings (at least two for each area) on the Tuscan coast. More in detail, they will take place in Livorno, Maremma Southern Area, Maremma Northern Area, Etruscan Coast, Versilia. Apuan Coast Elba Isle.

These meetings will be held in public places with stakeholders. Their purpose will be to define all the useful elements for mapping subjects and workers involved in the coast fish cooking sector and touristic activities connected to fish sector. In details, the players involved will be:

- Restaurants and retail distribution companies already working in the regional network called “Vetrina Toscana” ;
- Trade associations, hoteliers, restaurateurs and public service providers;
- Protected Areas Managing Authorities and Environmental Associations;
- Slow Food and street food companies;
- Organisers of food and wine events (ProLocos, Municipalities, Associations, etc.);
- Themed clusters of service providers;
- Local and specialised Tour Operators;



These local meetings will be conducted by an expert who will be able to give a substantial support for the creation of the operators' network and collect all useful information to carry out a mapping of:

- Fish restaurants
- Operators proposing touristic activities connected to fish culture
- Fish and fishing Activities and Routes for Tourists
- Storytelling of fish culture in the areas

Timeframe

April to September 2020

Costs

This phase also expected to mainly use the resources of Toscana Promozione Turistica, with the collaboration of Fondazione Sistema Toscana [1] for online and social media activities.

In addition, Toscana Promozione Turistica will opt for a professional 6-month contract, estimated to involve an all-inclusive, gross cost of € 20,000.00.

Budget: From Toscana Promozione Turistica.

Financed by Regione Toscana, partially with resources coming from **Operational Programme ERDF 2014-2020** and partially within Regional resources, from resources annually allocated to promotion activities and assigned to Toscana Promozione.

ACTION 2 – "Advertising"

The background

In 2020 Promotional plan, TPT has the fundamental assignment to coordinate advertising campaign, regarding territories and tourist local products, which are proposed by each regional destinations. In this scenario, the advertising activities for Mare Giotto project will be designed taking inspiration from East Flanders activities done for SMEs. Postcards of individual companies depicting fish and particularly local oily fish that are typical from the protected marine areas in question and aquaculture sustainable methods, will be print .

Maps of the places, along the lines of those used in Latvian' partner, help to locate events and fishing spots, where the fish is processed and prepared, and local seafood restaurants.

Route maps - also available as an APP (digital application), which are essential, if alternative mobility routes are being proposed, as was the case in East Flanders.

The advertising campaign will take also inspiration from ongoing regional activities.

Chefs who act as influencers and their social media profiles may be used to promote the project (earned media). Chefs' recipes are also a feature and represent a "viral" fashion, which may lead to the creation of a specific recipe book..

Food and wine pairings can shine a spotlight on regional products, even the less famous ones: from Candia wine to Aleatico from Elba, from Pitigliano White to the Ansonica, without forgetting certain red wines whose pairings with fish dishes are becoming increasingly popular (for example, Montecucco in South Maremma - Sagra del Capitone festival in Sasso d'Ombrone.



ACTIVITIES

Publishing a guide

Following the creation of community and the mapping of information, we will be developing a "Delicious Sea" Guide

The Guide will consist in two parts:

- A paperback printed guide (about 40 pages) of storytelling on fish / fishing culture and activities in the 8 areas of Tuscany.
- A digital insert (about 40 pages) to allow the annual updating containing restaurants, activities and events.

Marketing activities

Online:

- Creating social media pages, also on VisitTuscany, the official tourism Tuscany website, run by regional authorities, and creating ad hoc hashtags to promote the experiences available;
- Integrating VisitTuscany website with promotions and content by experts (such as chefs and sommeliers) and also by those who have had direct experiences (user-generated content).

Offline:

- Public relation actions in the main tourist markets in Europe through press releases, presentations, interviews, press trips and newsletters on winter activities and events;
- Attending the main tourism trade fairs (FITUR Madrid, WTM London, ITB Berlin, FREE Munich, ILTM Cannes,) and exhibitions with a strong focus on environmental issues (such as FaLaCosaGiusta);
- Distribution of "Delicious Sea" guide, translated in various languages. This guide will be distributed during all Toscana Promozione Turistica events and in particular food events organized by Regione Toscana,

Players involved

- 8 coastal cluster destinations (where fishing and aquaculture are carried out);
- The industry's regional players (Local council department, Toscana Promozione Turistica, Fondazione Sistema Toscana);
- Companies involved with the "Vetrina Toscana" project;
- Managing bodies of Protected Areas and Environmental Associations;
- Trade associations (hoteliers, restaurateurs and public service providers, Tour Operators);
- Tourist information points;
- Organisers of food and wine events (ProLocos, Municipalities, Associations, etc.).

Timeframe – for external communication activities

- 2020-2021 project development;



- 2020-2021 monitoring feedback and evaluations.

Costs

These activities (external B2B and B2C advertising) including online and social media official public communication are expected to use resources from Toscana Promozione Turistica and Fondazione Sistema Toscana budget.

For external suppliers, total costs are expected to be as follows

- Guide - content including maps Euro 25,000
- Guide - graphic layout Euro 10,000
- Guide - printing Euro 6,000 (euro 3 per copy)
- Guide - distribution Euro 5,000

Budget: Toscana Promozione Turistica

Financed by Regione Toscana, partially with resources coming from **Operational Programme ERDF 2014-2020** budget and partially with Regional resources, from resources annually allocated to promotion activities and assigned to Toscana Promozione.



Part V – Follow up and monitoring of the Actions' progress

To ensure an effective delivery and implementation of the actions contained in this Action Plan, follow up and monitoring activities will be designed, as well as the development of relevant indicators.

Project goals focused on the impact on SMEs business development:

- The project is expected to involve 100 local operators and 10 tour operators (connected with Action I);
- The project is expected to involve at least 500,000 potential customers online and 50,000 customers physically using the materials produced (connected with Action II).

Project goals focused on the impact on tourists' target (then increasing of income for SMEs):


- 500,000 digital contacts through VisitTuscany (official regional tourist website) and social media (virtual reach) which can be verified using regional diagnostic instruments;
- at least 6,000 potential customers (reached physically through "first contact" materials). The diffusion will be verified together with the analysis of the accesses to the Tourist Information Points;
- at least 15,000 "lukewarm", interested customers (reached physically and engaged through information material). A brief personal data sheet will be requested to be collected during the distribution of the most expensive communication tools;
- 3,000 purchase conversions ("hot" customers). The clients will be verified by the event organizers by providing a brief information check form.
- 2,000 guide copies printed and distributed and Euro 6,000

Finally, an annual survey will be conducted in 2020 and 2021, through stakeholders and companies actively involved in the project, to assess and monitor their degree of satisfaction and their interest on continuing the planned activities or to integrated and modify part of them.

Date: _____

Date: 26 March 2020

Signature: _____

Signature:  _____

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