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**D.1.2.1. Guidelines on Living Labs (LL) implementation geared  
towards mountain resorts**

**Work package 1. Stakeholder-driven Transition Method (STM)**

**Activity 1.2. How to implement LL and participatory approach**

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## Executive Summary

Mountain resorts and tourism destinations in the Alps are facing common challenges. The impacts of climate change resulting in the reduction of natural snow cover, changing tourism practices and population dynamics require strategies for the diversification of touristic offers and regional development. In this context, it is important to unite knowledge and experience by creating a comprehensive network of actors in Living Labs. Together, we can better address the challenges, elaborate scenarios and solutions.

In TranStat, ten Living Labs (LL) are participating to tackle those challenges. Prerequisite for the successful implementation of LL is the activation and participation of the stakeholders in the networks for sustainable development of tourism. To identify and characterize the stakeholders we applied a social network analysis (SNA) in each of the LL. Another goal of the SNA is to better understand the connection between the actors of the stakeholder networks as their ability and modes to overcome challenges. We chose this common approach in order to enable comparison of stakeholder networks.

Our results show a range of network sizes and types, with characteristics from relatively dense and centralized to relatively sparse and peripheric. The social network analysis yields a useful visualization of the network structure (topology). We identified peripheric and central actors and showed the frequency of information flow between actors. Typically, central actors are connected to three or more actors and/or share information at least once a week. Peripheric actors are typically connected to less actors and share information monthly or less often. The networks operate mostly at local to regional level, some networks operate partly at international and very rarely at international level. Some LLs operate only at local level (e.g. Italy). The actors in each network are typically affiliated with a wide range of sectors, whereas the Italian LLs are an exception and share a high percentage of small medium enterprises in their networks. However, it is critiqued for its potentially small sample sizes, challenges in communicating results to stakeholders, and its time-intensive nature.

Based on the identification of stakeholders a core group can be established that members share their (possibly divergent) visions for transitioning to sustainable tourism in their mountain resorts. This core group comprises individuals or organizations who share a common vision for the shift toward sustainable tourism within mountain resorts. Key members play a central and pivotal role in driving the development, operation, and ultimate success of the LL initiative.

To effectively engage with stakeholders, a strategic approach involves categorizing them using e.g. a power versus interest matrix. This categorization allows us to tailor our communication and engagement strategies to meet the specific needs and expectations of each stakeholder (group). This approach not only facilitates the efficient allocation of resources but also fosters positive relationships with crucial stakeholders while minimizing potential risks and conflicts.

In the pursuit of sustainable tourism within TranStat's LL, motivating stakeholders to actively participate in the LL is paramount. A strategic motivation approach underscores the benefits and values that stakeholders can derive from their involvement. Indeed, the motivation of stakeholders is a critical factor for the overall success of the LL initiative in TranStat.

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# 1. Introduction

The present report summarizes activities that guide the implementation of Living Labs (LL) in the context of the Alpine Space project TranStat. LLs are defined as open innovative environments which are driven by integrated networks of different stakeholders who are united by common mutual values [1]. The report includes easy-to-follow guidelines for the identification of stakeholder networks and their underlying properties and governance attributes, and the creation of inclusive core groups.

Chapter 2 provides you with a definition of the concept of LL as it is understood in TranStat and how a LL can be set up. Chapter 3 focuses on the process of stakeholder identification and analysis. This chapter describes the methodology and results of the social network analysis as applied in TranStat's LL. Chapter 4 explains how we understand a core group in TranStat and how to set up such a group. Furthermore, we give examples of characteristics of core group members in TranStat's LLs. Finally, in chapter 5 we summarize the lessons learnt within our chosen approach.

In the attachments you find helpful guidance for the application of the SNA (Manual for application of TranStat's SNA approach) and the applied questionnaire survey (Questionnaire survey for SNA as applied in TranStat). Furthermore, we provide a workshop script that might be helpful to set-up a core group of dedicated stakeholders in a LL (Workshop script "*How to set-up a core group*").

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## 2. What are Living Labs?

According to the European Network of LL<sup>1</sup>, an international non-profit association, real-life test and experimentation environments that foster co-creation and open innovation among the main actors from citizens, government, industry and academia are defined as LL. Living Labs (LLs) can be defined as “open innovative environments which act as an integrated network of different stakeholders, placing the user in the center of the research and, by simulation of the real life environment, contributing to the mutual creation of values, i.e. to innovations and development.” [1]

In TranStat, we adhere to Gamache et al. (2020, [2]), who argue that the transition process can be built and rely on the creative capacity of the people living in an area. This territorial approach has a focus on creating frameworks that allow people to explore new pathways outside the dominant system. Hence, transition involves a transformation of the relationship between people and their environment. This territorial approach is contrast to other definitions of the concept of Living Labs that place the user in the center.

A LL transforms users from observed subjects to active co-creators of values and explorers of new ideas, breakthrough scenarios and innovative concepts. It is an experimental environment where stakeholders are immersed in a creative social space to design and experience their own future. Policy makers and citizens can use LL to design, explore, experience and refine new policies and regulations in real-life scenarios before they are implemented. A LL is an ad-hoc activity oriented towards users to find innovative improvements and new solutions to real problems. The following key elements are part of each LL:

1. **Orchestration:** The LL acts as an orchestrator within the ecosystem to establish connections and partnerships with relevant actors.
2. **Multi-stakeholder participation:** The LL takes a holistic view of society, involving the actors from citizens, government, industry and academia.
3. **Active user involvement:** In a LL, relevant stakeholders are "actively" involved in all relevant activities to ensure that their feedback is captured and implemented throughout the life cycle of the innovation.
4. **Co-creation:** In a LL, values are shaped from the bottom up not only for, but also by all relevant stakeholders, which ensures higher acceptance in the end.
5. **Real-life settings:** A LL takes place in the real environment of the end users, so that innovations are incorporated into the real lives of the end users, instead of bringing the users to a test lab to explore the innovations for testing purposes.
6. **Multi-method approach:** Each LL-activity is problem-oriented. Therefore, the methodological approach for each activity is selected based on the expected outcomes of the activity and the stakeholders to be involved.

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<sup>1</sup> <https://enoll.org/about-us/>

This participatory approach is used in TranStat to identify the challenges to be addressed, and to elaborate scenarios and co-constructed solutions. Stakeholders are involved from the very beginning of the project to adopt a participatory approach in the early stages of the project in the form of LL and in a Steering Committee to ensure that the needs of the field are considered. Therefore, LL and core groups will be created in each pilot site. Key actors and changing drivers (initiative leaders) will be identified using stakeholder mapping by means of the execution of a social network analysis (SNA). In each LL, future development scenarios based on economic evaluation will be built as well as ecological solutions, social behavior analysis, climate change monitoring. Solutions will be implemented and tested in the LL.

Sustainable tourism is a relatively new concept that encompasses environmental, economic, cultural, social and political responsibility for future generations. The promotion of sustainable tourism is a complex issue that demands new approaches of collaborations. [3] LL as collaborative, user-centered, inclusive and innovative environments can represent such an approach and enhance innovation and co-creation across disciplines.

## 2.1. TranStat`s Living Labs

In Table 1 all LL participating in TranStat are listed.

Table 1 List of TranStat`s Living Labs sorted by country

Country	Living Lab
France	Communauté de Communes Cœur de Chartreuse
	Megève Ski Resort
Italy	Maniva Ski Resort
	Valmalenco Ski Resort
Austria	Biosphere Reserve Großes Walsertal
	Wexlarena St. Corona am Wechsel
Slovenia	Rogla Ski Resort
	Kranjska Gora Ski Resort
Switzerland	Surselva Mountain Resort

## 2.2. Implementation steps - How to set up a Living Lab?

Implementing a LL for the transition to sustainable (ski) tourism in alpine regions involves creating an environment where real-life experiments and testing of sustainable practices can take place with the active participation of stakeholders, including a large variety of actors (e. g. tourists, representatives of the local community, companies, political representatives, local authorities).

In the following we describe key stages for the implementation of LL in the context of sustainable touristic development:

**1. Scoping and definition of objectives**

Define the geographical and political perimeter/ scale of your LL and clearly outline its purpose and objectives. Identify the specific challenges and innovation goals you want to address. Information can be gathered through desk research or by conducting surveys and interviews.

**2. Identify and engage with the stakeholders**

Identify and engage with the key stakeholders who will participate in the LL, including e. g. ski resorts, ski tourism companies, local authorities, and users (compare chapter 3). Communicate the objectives and benefits arising for the stakeholders through their participation. Also include users who represent the target audience, including guests and residents, and who are willing to participate in the process of sustainable touristic development.

**3. Design and implement the experiment**

Design and implement the experiment according to the objectives and scope of the LL. By the term experiment, we refer to tailor-made innovative solutions, services or technologies. It should be designed to test sustainable tourism practices, such as reducing energy consumption, minimizing waste, or promoting eco-friendly transportation.

**4. Analyze and evaluate the results**

Analyze the data and feedback gathered from the experiment and evaluate the results. Use this information to improve sustainable tourism practices in your mountain resort or area and make recommendations for future development.

**5. Communicate and disseminate the results**

Communicate the results of the LL to your stakeholders. Disseminate the results through publications, presentations, and other appropriate channels.

**6. Continuously improve**

Continuously improve the LL process by incorporating feedback and suggestions from stakeholders. Use the results of the LL to develop and implement sustainable tourism practices. Learn from the experiences in the TranStat's LL network.

*Remember, implementing a LL for the transition to sustainable tourism is an ongoing process that requires continuous experimentation and improvement. The feedback from stakeholders and users is crucial for the success of the LL and the transition to sustainable tourism.*

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## 3. Stakeholder identification based on social network theory

In order to identify and characterize stakeholders and current networks related to sustainable development in TranStat's LL the project partners chose a common approach. We performed social network analysis based on the consultancy of stakeholders via qualitative and semi-quantitative interviews with central persons who have already been involved in the project proposal phase in TranStat.

The approach is described in chapter 3.1. In addition, we have proposed an alternative, more pragmatic approach in the event that participation in the interviews is not accepted by the actors in the LL and taking up the feedback of the partners regarding e. g. the time intensity. In chapter 3.2 we describe a "collective brainwriting process" leading to identification and mapping of stakeholders as an alternative to SNA.

### 3.1. Social Network Analysis (SNA)

A network is a web of connections through relationships among actors [4]. These actors, often referred to as nodes, can be individuals, organizations, collectives, or even abstract concepts [5]. The connections between them can take various forms, such as trust, advice, financial transactions, or collaboration. These connections can be one-way, flowing from one node to another, or bidirectional. Social network analysis, as employed by researchers like Wasserman and Faust [6], plays a pivotal methodological role in understanding the interrelationships among these actors.

The underlying principle of network research is that an actors' actions is strongly influenced by relational structures, meaning that the independent variable 'network' defines the dependent variable 'actor' and not vice versa [7]. Against this background, TranStat partners chose to perform social network analysis (SNA), a scientifically approved method to investigate and characterize social structures. It allows to identify and analyse the actors (nodes) of a network. SNA focusses not only on the single actors but also on the relationships between the actors (ties or links of the network) and gives insight in their role within the network and existing governance structures [8]. Patterns of interactions between the actors are visualized via sociograms (Figure 1).

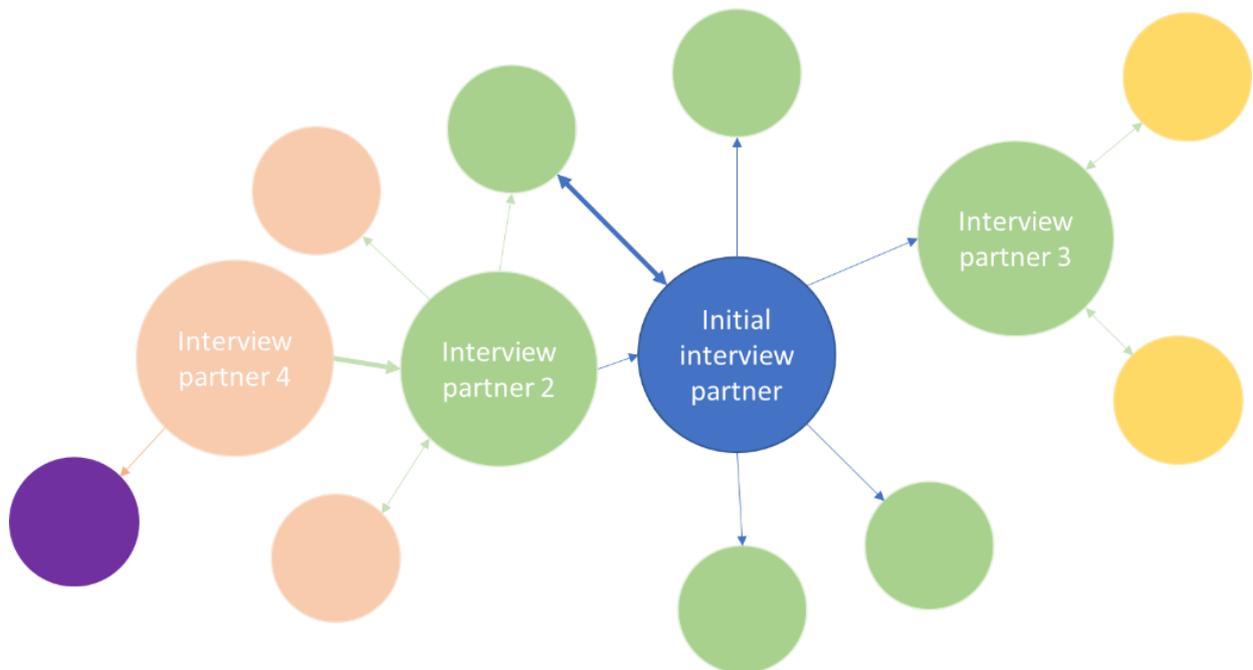


Figure 1: Stakeholder network illustrated in the form of a sociogram (network map).

In TranStat` Living Labs (LL) SNA is applied to identify and analyse relevant stakeholders for transition towards more sustainable forms of tourism and their interactions. SNA results in the creation of inclusive core groups of stakeholders in the LL (see chapter 4). The data is collected by conducting interviews - by telephone or online. The compilation of the questions allows to also cover actors not previously represented in existing LL networks. It is important to get a broad network and furthermore, to identify new actors depending on the local situation.

In order to facilitate the implementation of SNA, the partner alpS created a manual (see attachment 1) that provided responsible partners precise instructions on the procedure. A clear procedure for the following steps was proposed:

### **SNA: step-by-step**

1. Set-up a catalogue of question for conducting the survey
2. Determine the initial interview partner
3. Data acquisition via the online survey tool *LimeSurvey*<sup>1</sup>
4. Determine interview partners for follow-up interviews
5. Determine the end of interviews
6. Visualization of results in *Gephi*<sup>1</sup>
7. Interpretation of results

In the following the above listed steps are described in more detail:

## 1. Set-up a catalogue of question for conducting the survey

SNA in TranStat is based on information gathered through qualitative interviews. The central question relates to the “nomination” of stakeholders by the respondents. Stakeholders that have been in contact in recent times within the framework of the mountain resort or area in in the context of transition towards more sustainable forms of tourism could be nominated by the interviewees.

It is particularly important to clearly define the area of cooperation as a criterium for nomination of stakeholders. In our case, the following key questions were to be considered by the respondents:

- *Who have you recently worked with in the context of transition towards more sustainable forms of tourism?*
- *Who has influence, expertise or resources that the region uses or could use to enhance transition towards more sustainable forms of tourism?*

In a subsequent step, the interviewees characterized the nominated stakeholders by sector affiliation and spatial level, their relevance to and interest for achieving a transition towards more sustainable forms of tourism. Furthermore, some questionnaire items aimed to obtain information about the nature of the cooperation between the interviewees and the stakeholders they nominated, e. g. by asking about the frequency of cooperation, the direction of information flow, and the thematic fields of cooperation.

A question on potential new actors that will be relevant in the future was included in the survey to also capture stakeholders not currently represented in the network but considered as relevant for the LL's objectives.

Finally, the survey also provided an opportunity to gather information about the participants themselves. Respondents were asked to rate the necessity of and their interest and power for the development of measures/ actions/ initiatives for transition towards more sustainable forms of tourism. They were invited to describe their motivation and aims, perceived key challenges, and implemented mitigation actions.

Check attachment 2 for the survey items used for SNA in TranStat.

## 2. Determine initial interview partner

The initial interview partners in each of the LL were determined by the project partner responsible for the respective LL by the following criteria:

- The initial interviewee is well networked.
- The initial interviewee has a good overview of the structures in the LL.
- The initial interviewee is a central figure in the LL.

It was suggested to start with three of the assigned contact persons of the LL. Additional interview partners were selected based on the results of the previous interviews.

### 3. Data acquisition via the online survey tool *LimeSurvey*

To facilitate and harmonize the documentation of interview results we digitalized the catalogue of questions in the survey tool *LimeSurvey* (Figure 2).

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Load unfinished survey Language: English ▾

Transtat - Social network analysis

## Transtat - Social network analysis

Mountain resorts and tourism destinations in the Alps are facing **common challenges**. The impacts of climate change resulting in the reduction of natural snow cover, changing tourism practices and population dynamics require strategies for the diversification of touristic offers and regional development.

In response to these challenges, the European project **TranStat – Transitions to Sustainable Ski Tourism in the Alps of Tomorrow** aims at the implementation of new sustainable touristic, economic, social and environmental development models. Mountain resort from Austria, France, Switzerland, Slovenia and Italy participate in TranStat, work together in a participatory approach and benefit from a transnational partnership.

In this context, it is important to unite knowledge and experience by creating a comprehensive network of actors in **Living Lab x**. Together, we can better address the challenges, elaborate scenarios and solutions.

This survey aims at identifying current networks and future important actors for a transition towards more sustainable forms of tourism in **Living Lab x**. We invite you to participate in the survey. It will take **about 15 minutes** of your time.

Please be as specific as possible in answering the questions.

Thank you very much for your contribution!

There are 14 questions in this survey.

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Alpine Space

TranStat

To open the survey, please accept our data protection declaration.  [Show policy](#)

Next

Figure 1 Screenshot of start page for data entry in *LimeSurvey*

Partners could or conduct the interviews by telephone and use *LimeSurvey* for documentation or they could invite interviewees to participate in the survey without further assistance. The survey was designed in such a way that the participants could answer the questions independently. No supervision was needed. Nonetheless, in some cases, respondents were assisted in completing the survey by means of a telephone call or a face-to-face meeting. For each LL a tailor-made survey version in the respective native languages was available via a separate link.

### 4. Determine interview partners for follow-up interviews

Follow-up interviewees were selected through snowball sampling approach where participants of the interview help to recruit future interviewees.

The initial interview partners nominated actors who are influential within the framework of transition processes in the LL. The assigned project partners screened the results of the initial

interview and selected up to three follow-up interviewees that seem important for the aims of the project.

For this step the assigned project partners were in close exchange with alpS in a feedback loop. alpS provides the prepared results of each interview round which were the basis for the selection of interviewees for the subsequent interview round. From each interview result up to three follow-up interview partners were gained.

## 5. Determine end of interviews

In order to determine the end of data acquisition through interviews we defined the following criteria:

A sufficient number of interviews is achieved when

- a. (nearly) no new actors are nominated by the interviewees, and/or when
- b. the identified actors cover different categories of actors/ stakeholder groups. The list of potential stakeholder groups in Table 2 served as a checklist for the definition of end of data acquisition. The list corresponds to the classification by the Alpine Space program in annex 1 of the program manual. Given the diverse characteristics of networks in TranStat's LL, we emphasize that not all categories of actors have to be represented. SNA only provides information on the current actors in the network. For the expansion of the network in the further course, the list of stakeholder groups can serve as a checklist to address stakeholders new to the networks to ensure diversity and inclusion in the group (see chapter 4).

Table 2 Categories of actors/ stakeholder groups

Categories of actors/ stakeholder groups	Examples
Elected representative on a local/ regional/ national level	e.g. mayor or other politicians
Experts/ employees in relevant sectors on municipal, regional and national level	e.g. administration staff in the municipality
Sectoral agencies	e.g. local or regional development agency, environmental agency, energy agency, employment agency
Infrastructure and (public) service providers	e.g. public transport, utility company (water supply, electricity supply, sewage, gas, ts/employees in relevant waste collection), airport, port, railway
Public organizations and NGOs	e.g. international organisation, foundation, charity, voluntary association, club, trade union

	Higher education and research organisations	e.g. university faculty, college, research institution, research cluster
	Education/ training centres and schools	e.g. primary, secondary, pre-school, vocational training
	Enterprises (except SME)	
	SME	(e.g. micro, small and medium enterprises, start-ups)
	Business support organisations	e.g. chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business cluster
	Representatives of residents/ general public	(e.g. representatives of local communities or civic interest groups, associations of second home owners)

Our experience showed that in total about ten to 15 interviews are necessary until the criteria described above apply.

## 6. Visualization of results in *Gephi*

The analysis of results can be carried out with the open-source software *Gephi*<sup>2</sup>. The output is a stakeholder map of each LL (find an example in Figure 2), a graphic representation and documentation of all stakeholders and their interrelations.

In the stakeholder map, not only the relationships between the stakeholders can be shown, but also other information that was collected by means of the SNA, such as frequency of information flow, sector affiliation or spatial level of actors can be shown. Furthermore, a centrality measure of each actor can be calculated and visualized to reveal better connected actors.

<sup>2</sup> <https://gephi.org/>

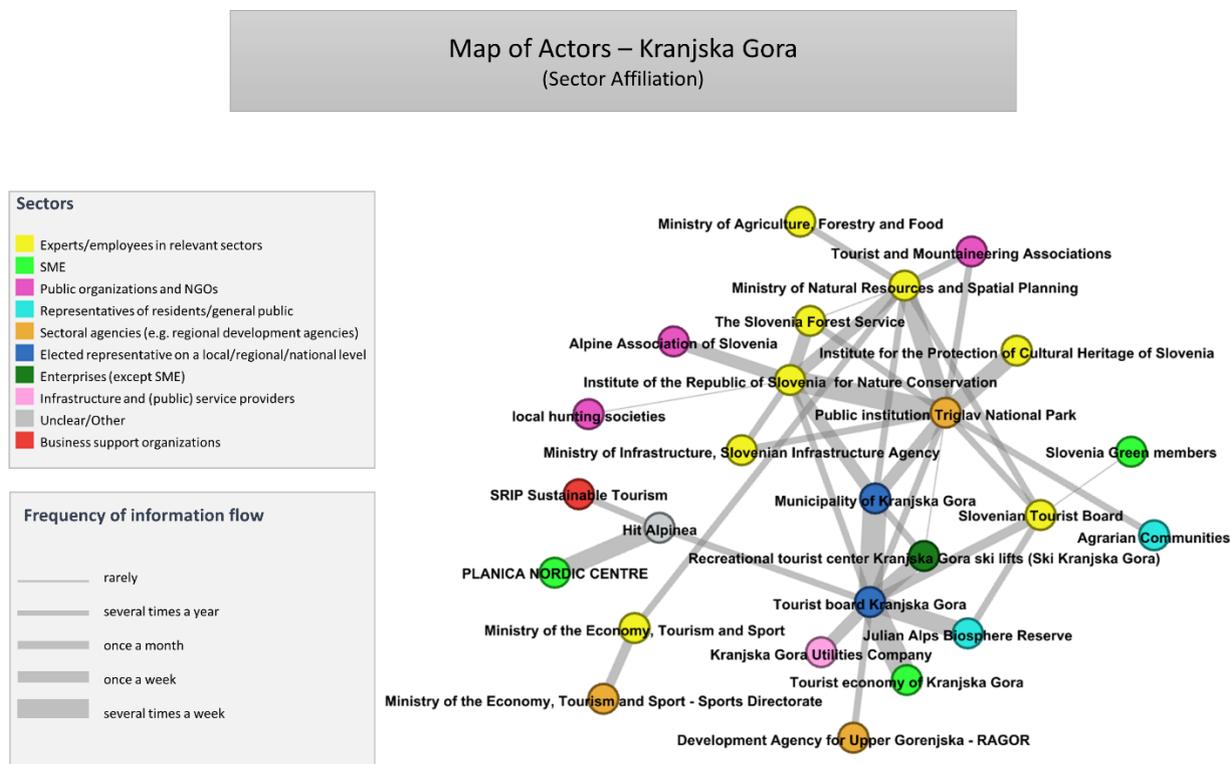


Figure 2: Example of a stakeholder map.

Benefits of the SNA approach are that the analysis and mapping of stakeholders helps the LL to determine the influence and level of interest of each stakeholder on the project. This information can be used to set expectations and boundaries. The graphical representation makes deficits in cooperation or possible gaps visible at a glance. The LL can plan and act accordingly to keep the project running as smoothly as possible.

## 7. Interpretation of results

SNA reveals the structure (topology) and size of networks and thus makes them comparable. Furthermore, it shows an overview about involved actors (amount and individual information), gives information about their connections (e.g. centrality), at which spatial level it operates and what sector the actors are affiliated with. Also, it shows the frequency of information flow. All information retrieved from SNA can be used to get an overall overview and help in decision making to answer questions like “Is the network inclusive and well mixed up?” or which (kind) of actor can be involved (more)?”.

### 3.1.1. Evaluation of the chosen SNA approach through partners who have implemented the methodology in their LL

In order to gain insights in the experiences the partners made during the application of the above described stakeholder analysis methodology, alpS asked for feedback on suitability,

applicability, strengths and weaknesses of the approach during an online workshop. Figure 3 shows the results of the feedback gathered in the visual workspace *Miro*<sup>3</sup>. Partners gave their feedback by drawing a line on the scales. While for all partners the method was suitable, some expressed concerns about applicability.

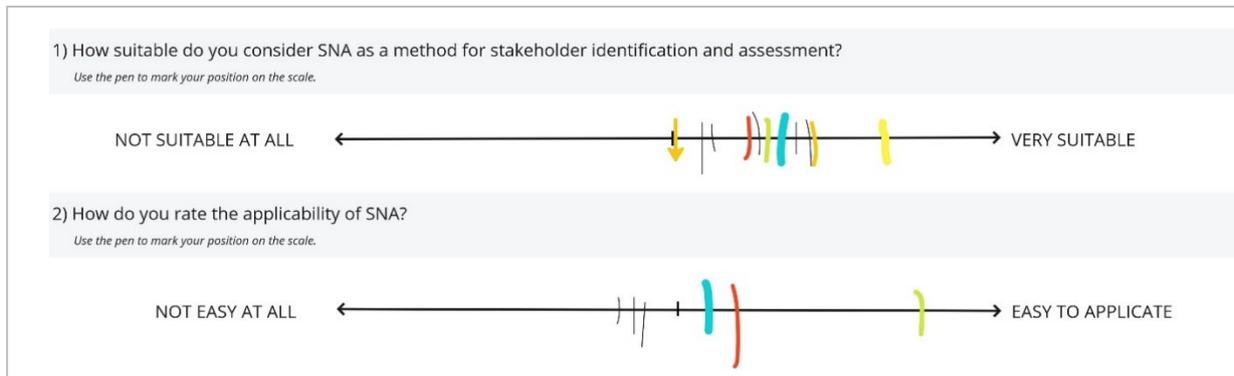


Figure 3 Feedback of partners on suitability and applicability of the chosen SNA approach

Table 3 provides an overview of the strengths and weaknesses of the above described stakeholder analysis methodology obtained from feedback from partners who have implemented the methodology in their LL. Advantages of the approach are its potential to facilitate result comparisons between LL, active stakeholder involvement already in the identification process, and clear visual representation. However, it is critiqued for its potentially small sample sizes, challenges in communicating results to stakeholders, and its time-intensive nature. Additionally, the importance of the number and roles of the initial interviewees as a starting point for snowball sampling is emphasized.

Table 3 Feedback of partners on strengths and weaknesses of the chosen SNA approach

<p><i>Strengths?</i></p>	<ul style="list-style-type: none"> <li>- Possibility of comparison of results through application of same methodology in all LL</li> <li>- Identification of key stakeholders through snowball sampling approach</li> <li>- Inclusion of stakeholders in stakeholder identification phase</li> <li>- Possibility to reflect on interest in participating and on power structures</li> <li>- Possibility to analyse relationships among stakeholders</li> <li>- Clear and intuitive visual representation through network graphs</li> </ul>
<p><i>Weaknesses?</i></p>	<ul style="list-style-type: none"> <li>- Sample too small for meaningful results</li> <li>- No satisfying assessment of actors outside of the network</li> <li>- Difficulty to communicate the results to the stakeholders</li> <li>- Application is very time consuming</li> <li>- The question about the initial interviewees: their number and roles have an impact on their position in the network</li> </ul>

<sup>3</sup> <https://miro.com>

## 3.2. Alternative approach “collective brainwriting process”

In the quest to identify and characterize stakeholders within a mountain resort, an alternative approach to Social Network Analysis (SNA) as described in chapter 3.1 is presented through a structured three-step methodology. The alternative was proposed to address the identified weaknesses of the SNA method (described in chapter 3.1), especially with regard to the time intensity, and to provide partners with a more pragmatic approach.

The initial phase entails stakeholder identification, a critical step where stakeholder groups are delineated by partners assigned to a LL using specific criteria such as their relevance to sustainable tourism development, their current involvement in promoting sustainability, their influence, and their anticipated importance in the future. Following this, visualization tools like mind maps and Venn diagrams are employed to visually represent the interconnections and relationships between these identified stakeholders. Lastly, in the characterization phase, stakeholders are assessed along dimensions such as their sector affiliations, the extent of their influence and power, their motivation and interest levels, and their potential roles in fostering sustainable tourism development. This approach offers a well-structured and comprehensive framework for understanding and engaging with key stakeholders in the context of mountain resort sustainability. However, it must be emphasized that the stakeholders themselves are only involved in the process to a limited extent. Therefore, it is of particular importance for this approach that the results are verified by the stakeholders afterwards (e.g. in the framework of a workshop as proposed in attachment 3).

Three-step methodology:

1. Stakeholder identification

Based on identified stakeholder groups (check manual)

Based on the following identification criteria:

- *Who is relevant for the sustainable development of tourism in the mountain resort?*
- *Who is already actively promoting sustainable tourism development?*
- *Who has influence/ relevance/ resources?*
- *Who will be relevant in future?*

2. Visualization

Mind map/ Venn diagram

3. Characterization

- Sector/ spatial level
- Relevance/ influence/ power (high/ low)
- Motivation/ interest (high/ low)
- Potential role for sustainable tourism development

## 4. Creation of an inclusive core group

### 4.1. What is a core group?

In TranStat, we understand the core group as a central and dedicated team of key stakeholders for the operation and management of the LL. The core group refers to a specific group of individuals or organizations that play a central and pivotal role in the development, operation, and success of the LL initiative. Its members have been recruited among the list of stakeholders gained through SNA or collective brainwriting (chapter 3). Typically, they are the key stakeholders who are deeply involved in the research, testing, and implementation of innovative solutions and technologies in the context of alpine tourism.

Characteristics of stakeholder in a core group in the context of LL in alpine tourism regions include their **commitment to the goals and objectives** of the LL, their **expertise in relevant areas**, their **collaborative spirit**, **decision-making authority**, **leadership roles**, capacity for **resource mobilization**, **networking abilities**, and **long-term vision for sustainable development**. Beyond that, the core group members should reflect all possible visions of future developments. The core group is essential in driving the LL's activities, fostering innovation, and ensuring that the solutions developed are practical and beneficial for the transition towards sustainable tourism. The composition of the core group is not static. Members can change depending on the activities.

### 4.2. Characterization of stakeholder by their interest and power

In addition to the identification of relevant stakeholders, the participants in the survey described in chapter 3.1 were asked to rate themselves in terms of their power and interest in the development of measures, actions or initiatives for transition towards more sustainable forms of tourism for their LL (see attachment 2 for respective survey items).

Results were summarized in so-called interest vs. power matrices, in order to assess and prioritize stakeholders based on their level of interest in the achievement of the project objectives and their level of power or influence. Figure 4 shows an example for one of TranStat's LL. The results help us to understand how to effectively engage with different stakeholders.

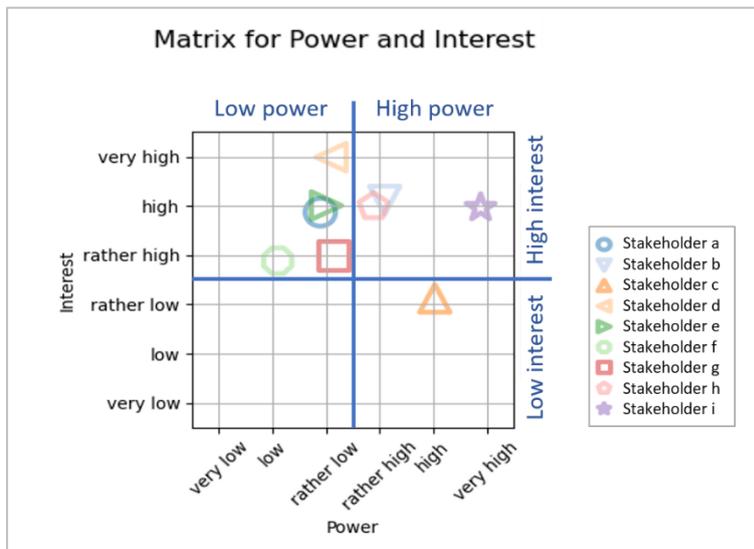


Figure 4 Matrix on power and interest for stakeholder characterization

The matrix typically consists of four quadrants as described in the following:

- High interest, high power: Stakeholders in this quadrant are highly interested in the development of measures, actions or initiatives for transition towards more sustainable forms of tourism and have significant influence or power in the LL. These stakeholders are critical and should be closely managed and engaged because they can have a substantial impact on the LL's success.
- High interest, low power: Stakeholders in this quadrant have a high level of interest but relatively low power or influence. They are important to keep informed and engaged, but they may not be decision-makers. Keeping them satisfied and informed can help mitigate potential issues.
- Low interest, high power: Stakeholders in this quadrant have significant power or influence but low interest in transition measures for sustainable touristic development. It is essential to keep them informed and engaged as needed, but they may not require ongoing attention. Their influence may be crucial at certain points in the project.
- Low interest, low power: Stakeholders in this quadrant have minimal interest and little power or influence. These stakeholders typically require minimal engagement or monitoring, and resources can be allocated elsewhere.

By categorizing stakeholders in this matrix, we can tailor our communication and engagement strategies to address the specific needs and expectations of each group. It allows for the efficient allocation of resources and helps in building positive relationships with key stakeholders while minimizing potential risks and conflicts. The goal is to move stakeholders from the "High interest, low power" category to "High interest, high power" by increasing their influence and ensuring their needs and concerns are addressed. The assessment of interest and power of stakeholder can be repeated at a later stage, as stakeholder dynamics can change over time.

### 4.3. How to motivate stakeholders to engage in the core group?

Motivating stakeholders to participate in a Living Lab (LL) requires a strategic approach that emphasizes the benefits and values they can gain from their involvement. Motivation of stakeholders is seen a crux for the LL's success in TranStat. Consortium partners were invited to contribute in finding the right arguments and to share their ideas on requirements and benefits for the stakeholders in the setting of an online workshop. Input was collected in visual workspace *Miro*<sup>4</sup>.

*How to motivate stakeholders to participate? What are the group members expectations?* These will be the central questions when it comes to co-creation in the LL. We have to be clearly aware of the **purpose and benefits** for the stakeholders and to clearly communicate them.

Figure 5 highlights the interaction between the LL and its core groups with the single project partners and the whole TranStat consortium based on mutual expectations and requirements. We have the LL and its core group on one side and the single partners with the whole TranStat consortium on the other side.

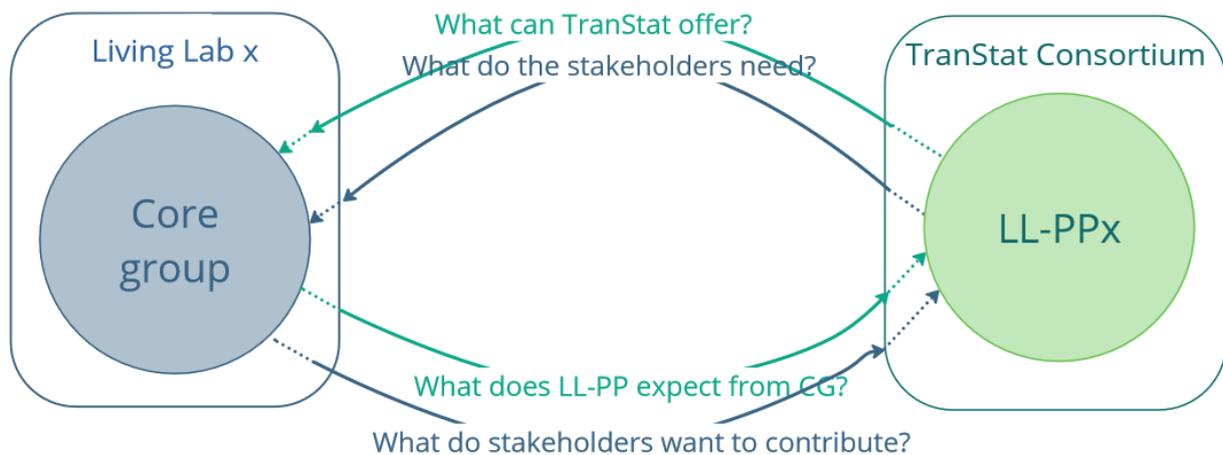


Figure 5 Linkage between core group and project partners in Transtat (LL-PPx) based on mutual expectations and requirements

We identified the following requirement (Table 4) and benefits (Table 5) deriving from the engagement in the core groups from the stakeholders' perspective. The points in the tables should be considered when working with stakeholders. The list of benefits can be used as a basis of argumentation to motivate stakeholders to engage in the core group.

Table 4 List of requirements for the engagement in the core groups from the stakeholders' perspective

Requirements	Description of requirements
--------------	-----------------------------

<sup>4</sup> <https://miro.com>

Clearly define and communicate objectives and vision!	Stakeholders require a well-defined vision and objectives for the sustainable tourism development project to align their efforts and investments. Provide clear guidelines.
Ensure continuous and transparent information flow!	Stakeholders should be aware of the opportunities and limitations concerning their engagement in the LL. All stakeholders should be on the same page. Don't hide any information – transparency is key!
Create a collaborative framework!	Stakeholders expect a structured framework that promotes open communication, cooperation, and collaboration between various stakeholders within the LL.
Be inclusive!	Inclusivity is crucial. Stakeholders, including local communities, businesses, government agencies, and NGOs, should have equal opportunities for engagement and influence. All stakeholders are beneficial to the process and should be considered as experts in their fields. Their perspectives, opinion and ideas have to be taken seriously.
Establish a framework for data sharing that takes into account data protection issues!	Clear guidelines on data collection, sharing, and privacy are essential, ensuring that stakeholders' data is protected while contributing to the LL's objectives.
Promote education and awareness!	Stakeholders may seek educational programs to raise awareness about sustainable tourism and promote responsible visitor behaviour.
Ensure measurable outcomes!	A framework for measuring and reporting on the impact of sustainable tourism efforts, including economic, environmental, and social indicators. Stakeholder expect a noticeable change, even a small one, at the end of the project.

Table 5 List of benefits deriving from the engagement in the core groups from the stakeholders' perspective

Benefits	Description of benefits
Collaborative decision-making	Stakeholders have a direct say in the decision-making process, allowing their input to shape the sustainable tourism development plans.
Increased influence	Stakeholders gain greater influence over the direction of the project, which can help align development with their interests and needs.

Knowledge sharing	Opportunities for stakeholders to share and gain scientific knowledge and advice about sustainable tourism practices, best practices from comparable regions, and innovative solutions.
Networking and partnerships	Engagement in core groups facilitates networking and the formation of valuable partnerships with other stakeholders, including businesses, local communities and tourist as well as government agencies.
Enhanced local economy	Sustainable tourism development can lead to increased economic opportunities for local businesses, job creation, and a boost to the local economy.
Environmental conservation	Sustainable practices can help preserve natural environments and wildlife, contributing to the long-term health of the region.
Diversified tourism products	Stakeholder engagement can lead to the development of diverse and attractive tourism products and experiences, catering to a broader range of tourists. Activities in the LL can be advertisement for the destination.
Community Empowerment	Local communities can benefit from capacity building, education, and empowerment, enabling them to actively participate in and benefit from tourism development.
Increased quality of life	An enhanced local community, environmental conversation and community empowerment result in the increasing of the quality of life for everybody.

#### 4.4. How to set up a core group

Based on the identification of stakeholders a core group can be established that members share a vision for transitioning to sustainable tourism in their mountain resorts. In Figure 6 you can see important steps for the creation of inclusive core groups of stakeholders involved in the LL for the development and testing of new ways for transition to more sustainable forms of tourism in a real-world setting.

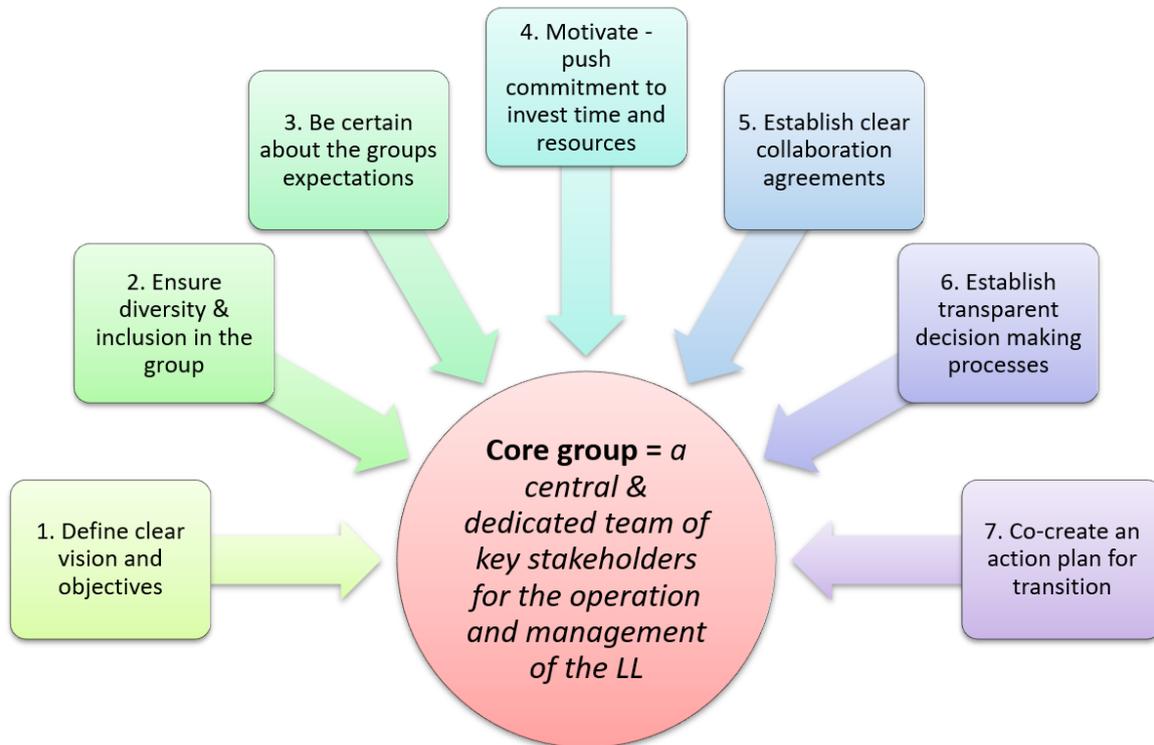


Figure 6 Important steps for the installation of a core group

Most important prerequisite for the installation of the core groups is to **establish a clear vision and well-defined objectives**. In our case, the objectives are partly defined by the project proposal. TranStat aims at elaborating scenarios and co-constructed solutions able to respond to the challenges identified in the LLs and to promote new models of economic, social and environmental development in order to support a lively and sustainable future in the Alpine mountain areas. Collaborate with stakeholders to ensure that their input and feedback are incorporated into the LL's design and to ensure that all members are committed to its goals and objectives. Involve stakeholders from the early by organizing workshops, meetings, or focus groups. Encourage open dialogue, listen to their ideas, and address any concerns or doubts they may have.

*Hold informational meetings with potential stakeholders to provide information about the Living Lab, its objectives, and its potential benefits. Use these meetings to gather feedback and input from stakeholders and to answer any questions they may have.*

To **ensure diversity and inclusion** in the group we can tie in with the results of the SNA. The composition of the core group should reflect the diverse interests and expertise needed for the LL's success. The members should represent a range of perspectives and experiences. Consider

factors such as age, gender, ethnicity, and socioeconomic status when selecting stakeholders to participate in the LL.

To **be certain about the groups expectations** and to **motivate the members** for the continuous investment of time and resources is essential to keep participation of the stakeholders in the core groups activities high. In this context, it is important to ensure that their findings are effectively taken into account by the governing bodies. In Chapter 4.3 take a closer look on how to motivate stakeholders to engage in the core groups.

**Clear collaboration agreements** provide a structured framework for the core group's activities, fostering efficient and effective collaboration. They help prevent misunderstandings, encourage accountability, and promote a unified approach. Members` roles, responsibilities and potential contributions should be clearly defined.

**Decision making processes** should be comprehensible and supported by the team members. Different opinions should be considered. Decisions should be made in a basis democratic approach ensuring that everyone has a voice.

All these steps finally lead to the **Co-creation of an action plan for transition** for the actual implementation of tailor-made transition measures that meet the particular requirement of the LL.

All of these steps should be transparent and flexible and adaptable to changing framework conditions.

To proceed with the active involvement of the identified stakeholders we prepared a workshop script (see attachment 3).

## 5. Lessons learnt: Success factors & recommendations

Activities concerning the implementation of nine Living Labs (LL) in the framework of TranStat gave us the possibility to learn about the process, its facilitation and impediments. The findings show that LL offer opportunities for hands-on engagement in the co-creation and testing of sustainable solutions for tourism resorts and areas in the Alps.

Each LL is characterized by specific attributes, such as governance structures based on political framework and faces different challenges and driving forces for sustainable development (see TranStat Deliverable 1.1.). From our SNA results we learnt that networks are very individual, but also share common characteristics. Social networks within TranStat ranged from small and local to big and regional/national. It reveals the status quo of a network and helps to derive information on missing links and parts in the network. Hence, SNA can be used as a tool to shape a common future of LLs towards sustainable tourism.

We outline success factors and recommendations derived within the project on how to motivate stakeholder and keep them motivated and engaged:

1. **Define clear objectives:** Having clear and well-defined objectives for the LL is essential for its success. The objectives should be communicated to all stakeholders to ensure everyone is on the same page and working towards the same goals.
2. **Engage active stakeholders:** Engaging with all stakeholders is essential for the success of a LL. Ensure that all stakeholders are actively involved and that their feedback and contributions are valued and incorporated into the LL's processes.
3. **Communicate efficiently:** Effective communication is key to the success of a LL. Ensure that all stakeholders are regularly informed about the progress of the LL, any changes to objectives or processes, and any important updates.
4. **Use adequate resources:** Adequate resources, including funding, equipment, and personnel, are essential for the successful implementation of a LL. Ensure that all necessary resources are available and that they are allocated effectively.
5. **Strive for flexibility and adaptability:** LL require flexibility and adaptability to respond to changing circumstances and to incorporate feedback from stakeholders. Be prepared to make changes to the LL's processes as needed to ensure its success.
6. **Manage data properly:** Managing and analyzing data collected during the LL is essential to its success. Ensure that appropriate data management processes are in place, including data collection, storage, analysis, and reporting.
7. **Consider ethics:** Ethical considerations, such as the protection of participants' privacy and the appropriate use of data, are critical for the success of a LL. Ensure that ethical considerations are addressed throughout the LL's processes.

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## Glossary

### **Actor (or stakeholder)**

is an agency, organization, group, or individual that has an interest (direct or indirect) in the planning process, project, or its programs or that affects or is positively or negatively affected by their execution and results.

### **Core group**

A central and dedicated team of key stakeholders for the operation and management of the Living Labs.

### **Edges**

Edges, also known as links or ties, are the connections or relationships that exist between nodes in a social network. These connections indicate some form of interaction, relationship, or association between the entities represented by the connected nodes. Edges can be directed (indicating a one-way relationship) or undirected (indicating a mutual or symmetric relationship).

### **Living Lab (LL)**

A LL is an open innovative environment which acts as an integrated network of different stakeholders, placing the user in the center of the research and, by simulation of the real life environment, contributing to the mutual creation of values, i.e. to innovations and development. [1]

### **Nodes**

Nodes refer to actors or stakeholders within a social network. Nodes can be individuals, but also organisations, collectives or even concepts that can be connected to others. Each node in the network represents a unique entity, and they are the building blocks of the network.

### **Relationship**

A social relationship represents a connection between two actors with certain characteristics. They can, for example, be directed or undirected. [8]

### **Social Network**

A social network represents the pattern of social relations between a set of actors. Social relations denote observable regularities of interaction between actors and corresponding behavioral expectations. [8]

### **Social Network Analysis (SNA)**

Social Network Analysis (SNA) is a quantitative and qualitative research method that focuses on the relationships and interactions among individuals, groups, or organizations. It employs graph theory and mathematical models to examine the structure and patterns of these connections, enabling the study of information flow, influence, and the emergence of structural properties in social networks.

### **Stakeholder or actor**

„Stakeholders include those individuals, groups, and other organisations who have an interest in the actions of an organisation [project] and who have the ability to influence it.” [9]

### **Sustainable tourism**

is defined as tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities

**Attachment 1:**  
**Manual for application of TranStat`s SNA approach**

**Interreg**



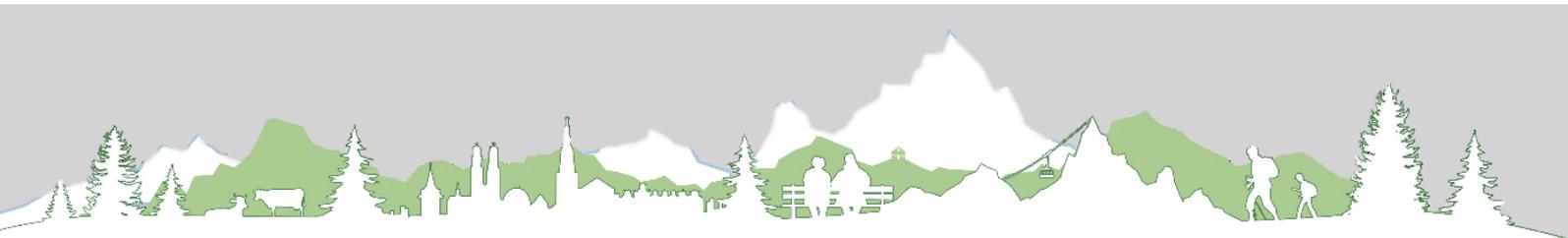
Co-funded by  
the European Union

TranStat

**Alpine Space**

*How to find the important actors for transition of mountain resorts to more sustainable forms of tourism?*

*A guideline for the application of a social network analysis (SNA) in TranStat`s Living Labs (LL)*



# I. Background information - What is SNA?

Social network analysis (SNA) is a scientifically approved method to investigate and characterize social structures. It allows to identify and analyse the **actors** (*nodes*) of a network. SNA focusses not only on the single actors but also on the **relationships between the actors** (*ties or links* of the network) and gives insight in their role within the network and existing **governance structures**. Patterns of interactions between the actors are visualized via sociograms (*Figure 1*).

In TranStat` Living Labs (LL) SNA is applied to **identify and analyse relevant stakeholders for transition** towards more sustainable forms of tourism and their interactions. SNA results in the creation of inclusive core groups of stakeholders in the LL.

The data is collected by conducting interviews - by telephone or online. The compilation of the questions allows to also cover actors not previously represented in existing LL networks. It is important to get a broad network and to identify **new actors** depending on the local situation.

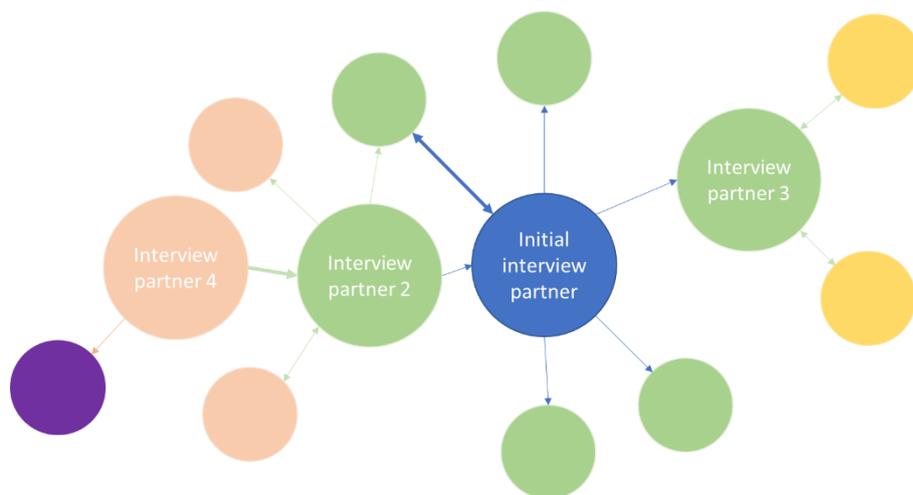


Figure 7: Stakeholder network illustrated in the form of a sociogram.

# II. Procedure - How to carry out interviews for SNA?

SNA shall be implemented in all of TranStat`s LL. Each project partner assigned to a LL is responsible for conducting the interviews (see Table 6).

Table 6 List of project partners and their assigned LL

Project partner	assigned LL
INRAE	Communauté de Communes Cœur de Chartreuse
INRAE	Megève Ski Resort
UMIL	Maniva Ski Resort
UMIL	Valmalenco Ski Resort
alpS	Biosphere Reserve Großes Walsertal

ecoplus Alpin	Wexlarena St. Corona am Wechsel
RAGOR	Rogla Ski Resort
RAGOR	Kranjska Gora Ski Resort
UAS Grisons	Surselva Mountain Resort

The following steps have to be carried out:

## 6.1. Determine initial interview partners

The initial interview partners are determined by the project partner responsible for the respective LL.

The following criteria should be used:

- The initial interviewee is well networked.
- The initial interviewee has a good overview of structures in the LL.
- The initial interviewee is a central figure in the LL

We suggest starting with one of the assigned contact persons of the LL and two additional actors.

## 6.2. Data acquisition via LimeSurvey

To facilitate and harmonize the documentation of interview results we digitalized the catalogue of questions in the survey tool LimeSurvey (Figure 8).



Figure 8 Screenshot of start page for data entry in limesurvey

You have two options:

- Option a: Conduct the interviews yourself by telephone and use LimeSurvey for documentation.
- Option b: Invite interviewees to participate in the survey. Provide them with the link to the survey. We will send you the data after the respective interview partner has participated.

The interview guide is available in the native languages of the LL. A separate survey is available for each LL under the following links::

LL	Limesurvey link
Communauté de Communes Cœur de Chartreuse	<a href="https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/442365?lang=fr">https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/442365?lang=fr</a>
Megève Ski Resort	<a href="https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/434974?lang=fr">https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/434974?lang=fr</a>
Maniva Ski Resort	<a href="https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/585985?lang=it">https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/585985?lang=it</a>
Valmalenco Ski Resort	

Biosphere Reserve Großes Walsertal	<a href="https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/128236?lang=de">https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/128236?lang=de</a>
Wexlarena St. Corona am Wechsel	<a href="https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/221368?lang=de">https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/221368?lang=de</a>
Rogla Ski Resort	
Kranjska Gora Ski Resort	<a href="https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/937542?lang=sl">https://umfrage.uibk.ac.at/limesurvey/allgemein/index.php/937542?lang=sl</a>
Surselva Mountain Resort	

### 6.3. Determine interview partners for follow-up interviews

Follow-up interviewees are selected through snowball sampling approach where participants of the interview help to recruit future interviewees.

The initial interview partner names actors who are influential within the framework of transition processes in the LL. Assigned project partners **screen results of the initial interview and select up to three follow-up interviewees that seem important for the aims of the project.**

For this step the assigned project partners have to be in close exchange with alpS in a feedback loop. alpS provides the prepared results of each interview round which are the basis for the selection of interviewees for the subsequent interview round.

**Select about three interviewees again from each interview result.**

### 6.4. Determine end of interviews

A sufficient number of interviews is achieved when

- a. (nearly) no new actors are nominated by the interviewees,
- b. actor of all different thematic fields of cooperation are represented (Figure 9; touristic offers and marketing, strategic planning, infrastructural measures, investment/ financing, education/ awareness raising, nature conservation, involvement of the public).

Figure 9 Characterization of actors by assignment to thematic fields of cooperation – screenshot of the online survey

- c. The following list of potential stakeholder groups helps you to check if your network is set. We make no claim to completeness of the list. Please check which groups of actors are relevant or represented in your LL. The list corresponds to the classification by the Alpine Space program in annex 1 of the program manual.

	<b>Categories of actors/ stakeholder groups</b>	<b>Examples</b>
<input type="checkbox"/>	Elected representative on a local/ regional/ national level	e.g. mayor or other politicians
<input type="checkbox"/>	Experts/ employees in relevant sectors on municipal, regional and national level	e.g. administration staff in the municipality
<input type="checkbox"/>	Sectoral agencies	e.g. local or regional development agency, environmental agency, energy agency, employment agency
<input type="checkbox"/>	Infrastructure and (public) service providers	e.g. public transport, utility company (water supply, electricity supply, sewage, gas, ts/employees in relevant waste collection), airport, port, railway
<input type="checkbox"/>	Public organizations and NGOs	e.g. international organisation, foundation, charity, voluntary association, club
<input type="checkbox"/>	Higher education and research organisations	e.g. university faculty, college, research institution, research cluster
<input type="checkbox"/>	Education/ training centres and schools	e.g. primary, secondary, pre-school, vocational training
<input type="checkbox"/>	Enterprises (except SME)	



The analysis and mapping of stakeholders helps the LL to determine the influence and level of interest of each stakeholder on the project. This information can be used to set expectations and boundaries. The graphical representation makes deficits in cooperation or possible gaps visible at a glance. The LL can plan and act accordingly to keep the project running as smoothly as possible.

**Attachment 2: Questionnaire survey for SNA as applied in TranStat**

# Interview Guide for Social Network Analysis in the framework of TranStat

## Introductory text

Mountain resorts and tourism destinations in the Alps are facing **common challenges**. The impacts of climate change resulting in the reduction of natural snow cover, changing tourism practices and population dynamics require strategies for the diversification of touristic offers and regional development.

In response to these challenges, the European project [TranStat – Transtitions to Sustainable Ski Tourism in the Alps of Tomorrow](#) aims to implement new sustainable touristic, economic, social and environmental development models. Mountain resorts from Austria, France, Switzerland, Slovenia and Italy participate in *TranStat*, work together in a participatory approach and benefit from a transnational partnership.

In this context, it is important to unite knowledge and experience by creating a comprehensive network of actors in **Living Lab x**. Together, we can better address the challenges, elaborate scenarios and solutions.

This survey aims to identify current networks and future important actors for a transition towards more sustainable forms of tourism in **Living Lab x**. We invite you to participate in the survey. It will take **about 20 minutes** of your time.

Please be as specific as possible in answering the questions.

Thank you very much for your contribution!

Please keep the following definitions in mind when answering to the survey:

**Sustainable tourism:** is defined as tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.

**Actor (or stakeholder):** is an agency, organization, group, or individual that has an interest (direct or indirect) in the planning process, project, or its programs or that affects or is positively or negatively affected by their execution and results.

## Data protection declaration

- To open the survey, please accept our data protection declaration.

Participation in the survey is voluntary. By participating, you agree to the collection of data and the stated use of the data from the survey. Your information will be treated as strictly confidential and will only be used for the purposes of the the research project TranStat.

TranStat project partner alpS GmbH processes your data exclusively in accordance with the legal provisions, in particular the Austrian Data Protection Act (DSG) and the EU General Data Protection Regulation (GDPR).

Your information will be evaluated as part of the development of the European Alpine Space project TranStat. Only the assigned project partners have access to personal data.

You have the right to object to the processing of your data at any time. To make use of this right, please write a message to [info@alps-gmbh.com](mailto:info@alps-gmbh.com).

## Catalogue of questions

1. What key challenges do you already notice and foresee in your mountain resort or area in the context of climate change?
2. What is your perception or vision of a sustainable transition in your mountain resort or area?
3. Are you already involved in some kind of actions that focus on the mitigation of these challenges? [yes/no]
  - 3.1. If yes, please describe the actions that you are involved in.
4. Identification of actors

Think about possibilities and approaches for the future of tourism in your region/ tourism resort. With which actor(s) have you been in contact in recent times within the framework of your mountain resort or area in this context? [*please name up to 20 actors*]

Additional information: **Please consider the following key questions when answering the survey questions:**

- Who have you recently worked with in the context of transition towards more sustainable forms of tourism?
- Who has influence, expertise or resources that the region uses or could use to enhance transition towards more sustainable forms of tourism?

4.1. *Please name at least one actor in the previous question to continue with the survey.*

actor 1: \_\_\_\_\_

actor 2: \_\_\_\_\_

actor 3: \_\_\_\_\_

actor x \_\_\_\_\_

4.2. Please assign the actor(s) to a spatial level and to a sector. Please choose the category that best describes the actor(s).

	To which sector would you assign the actor(s)?	To which spatial level would you assign the actor(s)?
<b>actor 1</b>	<input type="checkbox"/> Elected representative on a local/ regional/ national level (e.g. mayor or other politicians) <input type="checkbox"/> Experts/ employees in relevant sectors on municipal, regional and national level (e.g. administration staff in the municipality) <input type="checkbox"/> Sectoral agencies (e.g. local or regional development agency, environmental agency, energy agency, employment agency)	<input type="checkbox"/> Local <input type="checkbox"/> Regional <input type="checkbox"/> National <input type="checkbox"/> International (alpine space) <input type="checkbox"/> International (beyond alpine space) <input type="checkbox"/> Unclear/ other
<b>actor 2</b>	<input type="checkbox"/> Infrastructure and (public) service providers (e.g. public transport, utility company, railway) <input type="checkbox"/> Public organizations and NGOs (e.g. international organisation, foundation, charity, voluntary association, club)	
<b>actor 3</b>	<input type="checkbox"/> Higher education and research organisations (e.g. university faculty, college, research institution) <input type="checkbox"/> Education/ training centres and schools (e.g. primary, secondary, pre-school, vocational training) <input type="checkbox"/> Enterprises (except SME) <input type="checkbox"/> SME (e.g. micro, small and medium enterprises, start-ups)	

<b>actor x</b>	<input type="checkbox"/> Business support organisations (e.g. chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business cluster, trade union) <input type="checkbox"/> Representatives of residents/ general public (e.g. representatives of local communities or civic interest groups, associations of second home owners)	
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5. Characterization of actors

5.1. How would you describe the frequency of cooperation and the direction of information flow with the actor(s)?

	<b>frequency of cooperation</b>	<b>direction of information flow</b>
<b>actor 1</b>	<input type="checkbox"/> Rarely <input type="checkbox"/> Several times a year <input type="checkbox"/> Once a month <input type="checkbox"/> Once a week <input type="checkbox"/> Several times a week	<input type="checkbox"/> I mostly receive information <input type="checkbox"/> I mostly give information <input type="checkbox"/> I receive and give information to the same extent
<b>actor 2</b>		
<b>actor 3</b>		
<b>actor x</b>		

5.2. In which thematic field(s) do you cooperate with the actor(s) mentioned? (*please name the two most important*)

	<b>Thematic fields of cooperation</b>
<b>actor 1</b>	<input type="checkbox"/> Touristic offers and marketing <input type="checkbox"/> Strategic planning <input type="checkbox"/> Infrastructural measures <input type="checkbox"/> Investment/ financing <input type="checkbox"/> Education/ awareness raising <input type="checkbox"/> Nature conservation <input type="checkbox"/> Involvement of the public <input type="checkbox"/> Operations <input type="checkbox"/> Unclear/ other
<b>actor 2</b>	
<b>actor 3</b>	
<b>actor x</b>	

5.3. Are there other thematic fields (not listed in the question above) in which you cooperate with the actor(s) mentioned? [*open*]

5.4. How relevant do you consider the actor(s) to achieve a transition towards more sustainable forms of tourism?

- Not relevant
- Less relevant
- Rather relevant
- Relevant

5.5. How would you describe the role of the actor(s) for transition towards more sustainable forms of tourism for your region/tourism resort? [*open*]

5.6. What do you think? How do(es) the actor(s) rate **the necessity of measures/ actions/ initiatives** for transition towards more sustainable forms of tourism for your region/tourism resort?

- very low
- low
- rather low
- rather high
- high
- very high

5.7. What do you think? How do you rate **the actors' interest** in the development of **measures/ actions/ initiatives** for transition towards more sustainable forms of tourism for your region/tourism resort?

- very low
- low
- rather low
- rather high
- high
- very high

## 6. Nomination of new actors

6.1. In your opinion, which new actors will be relevant in the future regarding climate change and transition processes towards more sustainable forms of touristic offers in your area/ tourism resort?

7. Information' about interviewee - Please provide us with information about you or your institution

7.1. How do you rate **the necessity of the development of measures/ actions/ initiatives** for transition towards more sustainable forms of tourism for your area/tourism resort?

- very low
- low
- rather low
- rather high
- high
- very high

7.2. How do you rate **your institution`s or your (if not representing an institution in the present survey) interest and power (possibilities) for the development of measures/ actions/ initiatives** for transition towards more sustainable forms of tourism for your area/tourism resort?

- very low
- low
- rather low
- rather high
- high
- very high

7.3. How do you describe **your institution`s or your (if not representing an institution in the present survey) motivation and aims** in the context of transition towards more sustainable forms of tourism? [open]

7.4. Please enter your name and address or that of your organisation for a better spatial location of the network.

Name of Institution: \_\_\_\_\_

Your name: \_\_\_\_\_

Department within institution: \_\_\_\_\_

Address: \_\_\_\_\_

E-mail-address: \_\_\_\_\_

Telephone number: \_\_\_\_\_

**Attachment 3: Workshop script “*How to set-up a core group*”**

## TranStat – Activity 1.2 – Workshop script for “Core group set-up”

Duration: 2 hours (excl. 15 min break)

Venue requirements: Sufficient space to get into action (depending on approximate number of participants).  
The room should be comfortable and should have the necessary equipment for the specific methods (see column “Materials”)

	Duration	Agenda item	Goal(s)	What?	How?	Material
	10 min	Check-in	Creating a good atmosphere	Welcome Presentation of the schedule Introductions of the participants		<input type="checkbox"/> Schedule
<b>PART 1</b> Status quo	10 min	Presentation of TranStat	Provide orientation, ensure transparency	Presentation of key data of the project (objectives, funding source, consortium, challenges of mountain destinations in general, co-creation → flat hierarchy and “product”-oriented work etc.) Presentation of TranStat’s Living Labs	Presentation by organizers	<input type="checkbox"/> PPT presentation
	15 min	Presentation of status quo in the Living Lab	Provide orientation, ensure transparency Provide input from diagnosis and SNA results	Report on previous activities: <ul style="list-style-type: none"> <li>Identified challenges</li> <li>Mitigation actions in the LL</li> <li>Most relevant diagnosis results</li> </ul> Presentation of network maps and key measures (density, reciprocity etc.)	Presentation by organizers	<input type="checkbox"/> SNA results, diagnosis results <input type="checkbox"/> PPT presentation
	15 min	Collection of feedback on the SNA results from participants	Find missing stakeholders in the network Improve and adapt SNA results	Completion of feedback and additional input to the stakeholder maps following the questions <ul style="list-style-type: none"> <li>Who is missing on the map?</li> <li>Who shall be part of activities in the LL?</li> </ul>	Participants complete/ add stakeholders and connections between stakeholders on the stakeholder map (A1 or A0 Format) Each participant will be hand over a printout (A4) of the stakeholder map to provide a closer look.	<input type="checkbox"/> Plot of stakeholder map (Representing closeness centrality; A1 or A0 Format) <input type="checkbox"/> Printouts (A4) of stakeholder map <input type="checkbox"/> Flipchart markers <input type="checkbox"/> Post-its
<b>15 minutes break – if possible, provide drinks and snacks to foster informal exchanges</b>						
<b>PART 2</b> Let’s do it together and establish a core group	45 min	Diving into participative work Dealing with the actual topic – Transition towards sustainable tourism	Establishing the foundation for the team work Getting everyone engaged in the topic Promotion of topic-specific exchange between the participating stakeholders	Learning how stakeholders illustrate the current situation, their position in it and the relationships of different factors – and capturing it visually	<b>Rich picture methods</b> <sup>6</sup> on strengths, weaknesses, threats and opportunities for transition to sustainable tourism in the LL	<input type="checkbox"/> Tables with plenty of space <input type="checkbox"/> Large sheet(s) of paper (min. A0-format; several groups only if more than seven participants) <input type="checkbox"/> Markers in different colors <input type="checkbox"/> Flipchart to present results in a short plenary session (if more than one group was built).
	15 min	How to engage in TranStat?	Mutual understanding of the prerequisites, expectations and advantages in relation to the	Alignment of ideas in relation to stakeholder participation	Presentation of requirements (Table 4) and benefits (Table 5) deriving from the	<input type="checkbox"/> PPT slide or poster with the tables of requirements (Table 4) and benefits (Table 5)

<sup>6</sup> More information on the suggested method available here: <https://mspguide.org/2022/03/18/rich-picture/>

		Requirements and benefits for stakeholders	participants' involvement in TranStat Foster transparency to support a satisfying team work	Create an idea of what stakeholders can and want to contribute Motivate stakeholders to participate	engagement in the core groups from the stakeholders` perspective Gather input on the questions <ul style="list-style-type: none"> <li>• <i>What do we expect from TranStat?</i></li> <li>• <i>What can we contribute?</i></li> </ul>	<input type="checkbox"/> Large poster sheets (A1 or A0-format) with the titles <i>What do we expect from TranStat?</i> and <i>What can we contribute?</i> <input type="checkbox"/> Markers
	10 min	Wrap-up & check out	Round off the meeting Define next steps Get feedback from participants	Announcement of upcoming activities in the LL Announcement of the planned TranStat workshops on change drivers, scenarios, desired future and transition actions Schedule a new meeting of the core group	Organizer gives a wrap-up and outlook Address the stakeholders` preferred way of communication Inform the stakeholders that they can always get in touch with you (e.g. if they have specific ideas they want to share between the workshops) Organizer asks for feedback (eventually by using feedback forms)	<input type="checkbox"/> Event. feedback forms