



# IURC-NORTH AMERICA'S JOBS, EDUCATION AND SKILLS CLUSTER

City of Rimini (Italy)

Recovering from the Covid19 pandemic and villages of the Sea Park

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# RIMINI

IS THE **CAPITAL OF ITALIAN TOURISM** :

SINCE MANY YEARS THERE IS NO OTHER SEASIDE  
TOURIST DESTINATION IN OUR COUNTRY THAT HAS  
BETTER PERFORMANCE



# HOW TO CREATE A DESTINATION THAT CARES ABOUT PEOPLE'S HAPPINESS



## EVER SINCE THE POST-WAR PERIOD

**INTRAPRENDENCY:** a shining example of widespread entrepreneurship (a chorus of businesses)

**DEMOCRATIZATION OF HOSPITALITY:** accessibility of the offer to many (vacation destination for all) and no social differences (Rimini does not inhibit anyone)

## LATER ON IN THE DECADES

**FEELING FOR THE WORLD:** an understanding and incorporation into its own model of the trends that the world gradually proposes

## TODAY

**INNOVATIVITY:** never the proposal of a single way to experience the vacation

**INFRASTRUCTURES** that relaunch the destination

# WHERE WE STARTED FROM

WITH THE PASSING OF THE  
DECADES  
THE "RIMINI MACHINE" WAS  
AGING AND ITS IMAGE WAS  
BECOMING BLURRED

# THE REACTION...

## **JULY 2007**

The will to start a strategic planning process in  
Rimini takes concrete shape

# THE STRATEGIC PLAN. WHAT IS IT

- The strategic plan is essentially **A PACT WITH ASSUMPTION OF RESPONSIBILITY** between local administrators, economic, social and cultural actors, and citizens to **REALIZE THE VISION OF THE FUTURE OF THE CITY** through the identification of **STRATEGIC AREAS AND SCOPES OF DEVELOPMENT**, each of which is articulated in projects.
- It has a **MEDIUM-LONG TIME HORIZON**.
- It involves the continuous **PARTICIPATION** of local stakeholders.
- IS **ONE OF THE MOST IMPORTANT INNOVATIONS IN URBAN AND TERRITORIAL GOVERNANCE** that have been introduced in recent decades.

# RIMINI VENTURE 2027: 6 STRATEGIC SCOPES



## >>SEA – TOURISM<<

The sea, the waterfront and the most innovative tourist thinking in Italy

## >>URBAN ATTRACTIVENESS<<

The historical center, Rimini rediscovers the value of its ancient heart

## >>INNOVATION<<

Job, Businesses - Innovation, Rimini uses innovation to drive growth

## >>TERRITORIAL RECOMPOSITION<<

The wide Rimini, territorial enlargement, Valmarecchia and Valconca

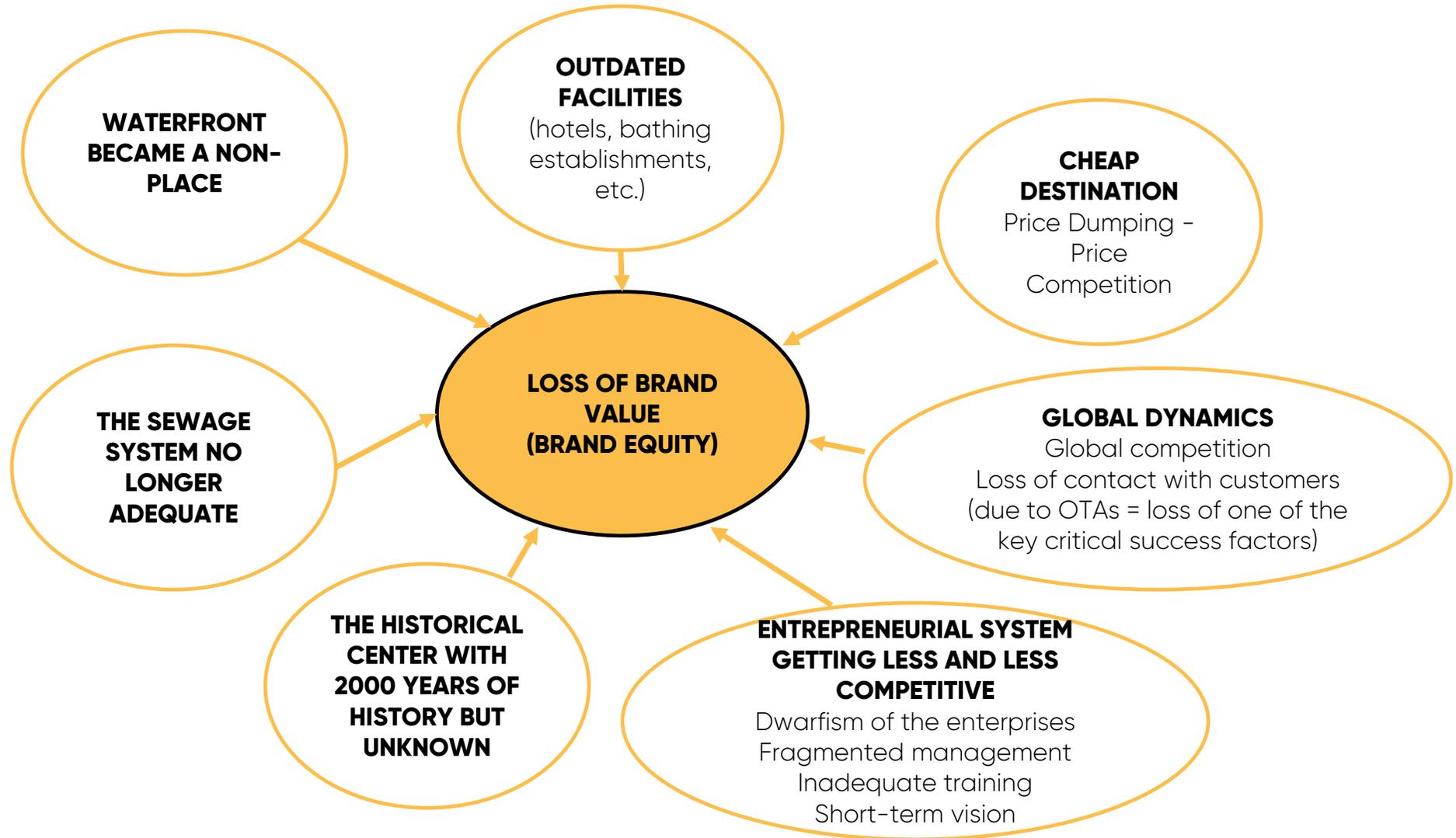
## >>URBAN MOBILITY<<

Rationalization of car use and introduction of a new culture of soft mobility-  
active mobility

## >>WELFARE<<

A city that is committed to the well-being of all citizens commencing with the most vulnerable.

# WE MADE AN ANALYSIS OF THE WEAKNESSES...



**...AND WE HAVE STARTED TO REACT**

**TODAY RIMINI IS ALREADY A CHANGING CITY  
WITH MANY URBAN, CULTURAL AND  
ENVIRONMENTAL REDEVELOPMENT PROJECTS  
UNDER WAY**

# ART – CULTURE – ENVIRONMENTAL SUSTAINABILITY FOR AN ATTRACTIVE RIMINI 365 DAYS A YEAR

Città di Rimini

## ONGOING INVESTMENTS

### THE SEA PARK

In the spring of 2019, work began on the Sea Park with the regeneration of Rimini's waterfront (over 15 km of waterfront). The largest natural area dedicated to wellness in Europe. Public Investments for c.a. 80 million euros.

### TRADE FAIR AND CONFERENCE HALL

IEG - The second fair (after Milan) for volume of business and first in Italy for operating margin  
The largest Palacongressi in Italy

### VALORIZATION OF THE HISTORICAL CENTER

Investments of over 150 million euros are being made in the city's historic center. Cultural engines instead of real estate engines.

### BATHING PROTECTION PLAN

Through interventions for a total expenditure of more than 150 million euros, the most important project for the modernization of the sewage system currently underway in Italy is nearing completion.

# FOR EXAMPLE, THE SEA PARK

300 ha of waterfront transformed

Piano  
Strategico  
Città  
Venture



# THE SEA PARK

## PUBLIC FUNDING AND PRIVATE INVESTMENTS

The overall project of the Sea Park, which stretches along almost **15 km of coastline**, is being implemented in successive functional sections, with **public, private and mixed interventions**, and also includes the redevelopment of the northern seafront.

The Sea Park project in its various stretches has been **submitted to several ministerial/regional calls for proposals for public funding** to finance the implementation of the interventions.

**Seafront SOUTH**, public funding of a total of over 43 million Euros from:

- the EMILIA -ROMAGNA ROP ESRF 2014-2020
- the Emilia-Romagna Region's Call for proposals for Urban Regeneration pursuant to Article 1 of Regional Law 20 December 2018, no. 20
- the Operational Plan of the Infrastructure Development and Cohesion Fund 2014-2020
- the Government's Call for proposals "Italy City Branding 2020"
- the Next Generation EU- PNRR Italia - urban regeneration call

Implementation of work involving private actors – The financial plan of the project assumes that the cost of public works are covered by the sums that private economic operators will have to pay to acquire the surface rights to the areas where they intend to insert the new functions. To date, a few pre-agreements have already been signed with economic operators for sections 1,2,3 and 8 of the project.

**Seafront NORTH**, public funding of EUR 18 million from the Government's Call for proposal on «suburbs». A further EUR 12 million have been financed by Ferrovie dello Stato to upgrade the road system.

# AND THEN PANDEMIC CAME IN 2020



## THE REACTION

During the period of the Covid-19 health emergency, the community of Rimini has participated in the construction of a common reflection on the possible future for our territory and our community on tourism.

We have started with a **Facebook Group** "#FUTUROINREMOTO - Rimini beyond the virus", created by Rimini's Strategic Plan, which has originated the initiative "**Rimini and tourism beyond the virus**", a **thematic task force** of Rimini's Strategic Plan, **dedicated to tourism**.

It has been aimed at sharing ideas and actions capable of accompanying Rimini's tourism industry **to react and upgrade its "product"**, as soon as the conditions became favourable.

#FUTUROINREMOTO

Rimini oltre il virus

TASK FORCE TURISMO

Plan  
Strategic  
2020-2025

# ACTION PLAN

## 1 COOPERATION AND SUPPLY CHAINS FOR INNOVATION AND ENTREPRENEURIAL GROWTH

- Creation of the "*Borghi del Parco del Mare*": innovative model of cooperation between proximity tourism operators.
- Creation of **networks between tourism operators** in **transversal** supply chains (between different economic operators of different sectors) and **proximity** supply chains (between neighbouring economic operators).

## 2 TRAINING AND COACHING FOR COOPERATION

- Training and coaching project for **entrepreneurs and middle management** of the "*Borghi del Parco del Mare*".
- **Promotion of the culture of inter-sectoral cooperation** and the innovative model of the "*Borghi del Parco del Mare*".
- **Rimini High School of Tourism** for executive training for entrepreneurs, decision-makers and managers in the tourism sector and post-graduate training.

## 3 NEW URBAN PLANNING TOOLS TO FACILITATE THE AGGREGATION OF ECONOMIC OPERATORS AND TOURISM INNOVATION PROJECTS

- To accelerate the **implementation of the new regional urban planning tools** in Rimini, to encourage the interventions for **tourism innovation**.
- **Define the strategic criteria** according to which the Municipality of Rimini can interpret the new regional urban planning tool for tourism purposes.
- Accompany the projects of the "*Borghi del Parco del Mare*" by **facilitating them in terms of town planning and simplifying procedures**.
- Include the figure of the **urban architect** in the **coaching team**.
- Co-design a **new urban design of commerce**.

## 4 A COMMERCIAL SYSTEM OF EXCELLENCE

- Co-design a **new urban design of commerce**:
  - Plan the **design of a quality commerce system** (Commerce Masterplan) involving the **most valuable areas of the city**: the historical center and Parco del Mare (starting with the Viali delle Regine);
  - Include the **criteria and values of the Commerce Masterplan** in the new regional urban planning instrument.
- Training project to innovate the commerce system.

## 5 QUALIFY TERRITORIAL BRANDING AND BRAND EQUITY

- Define **new valuable assets** characterizing the new brand "*Rimini Italian capital of happiness*" (provisional name).
- Outline **new strategies to strengthen brand equity**.
- Identify the person who will lead the **overall direction of the Rimini brand** or strengthen the local DMC.

## 6 RIMINI FULLY DIGITAL TERRITORY

- Rimini "**fully digital**" - pilot project: thinking and planning a **highly digitalized destination**.
- Training project to **increase the digital skills of operators**.

## 7 RIMINI ALL YEAR ROUND - PRODUCT AND COMMUNICATION STRATEGIES FOR THE SHORT AND MEDIUM TERM (2021 - 2022)

- New products capable of **attracting visitors even on weekends or for short breaks**.
- Strengthen the communication and coordination power of the **territorial DMC**.
- Coordinate the players involved in **territorial promotion**.
- Collaborate on **positioning the hinterland on the tourism market**.
- Building the product "*Riviera and sea in winter*".
- **Relaunch** entertainment and **nightlife**.

## 8 ECONOMIC, SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

### SCOPE TO DEVELOP

- JOINT WORK
- Tourism Task Force
  - Social Task Force
  - Environment Task Force

# WHAT WE'RE DOING TODAY WITH ENTREPRENEURS TO RELAUNCH OUR PROMISE OF HAPPINESS



## **OBJECTIVES 1 AND 2 OF THE ACTION PLAN: THE VILLAGES OF THE SEA PARK**

- To overcome the fragmentation of the businesses and the micro entrepreneurial dimension thanks to cooperation.
- Accompany the tourist entrepreneurial sector in the change undertaken by the city through training
- Create the villages of the Sea Park

# WHAT ARE THE VILLAGES OF THE SEA PARK: COOPERATION OF PROXIMITY

Proximity tourism operators bring together goods, services and skills to create a new model of complex offer in which **everyone thinks, acts, plans and invests in a synergic and shared way.**

They are **transversal networks of operators in the supply chain** that operate with a logic of proximity to offer guests welcoming, safe and friendly contexts.

Sharing:

A **common vision**

New **organizational models**

New **products**

New **strategies**

New **economic models**

And creating greater **profitability** of companies and **value** of employment (prices and quality)

# DO YOU THINK ALL THIS HAPPENS SPONTANEOUSLY? IT IS NOT SO!

## **1. THE "EVANGELIZATION"**

- Meet with all the tour operators in each area to discuss the risks and opportunities.

## **2. THE "SELECTION"**

- Select entrepreneurs willing to deepen the themes of cooperation and the objectives of the "Borghi del Parco del Mare" through a specific specialized training course.

## **3 THE "TRAINING AND COACHING" PROGRAMME**

- Accompany the creation of some cooperative business projects of "Borghi del Parco del Mare" in the start-up and testing phase.

# WHAT WE TEACH TO ENTREPRENEURS



1. **WELCOMING:** human relations and attention to the happiness of the guest
2. **ORGANIZATION:** New business forms of aggregation for the creation of groups of operators Borghi del Parco del Mare (network, consortium, cooperative etc.)
3. **STRATEGY:** How to design a group strategy. Business strategy framework. Support the construction of a specialized strategy for transversal aggregative forms.
4. **PRODUCTS:** How to design the identity and unique products of the group. Construction of distinctive and competitive products based on the identity values of the grouping/ village.
5. **MARKETING** To build marketing strategies on the basis of the villages' products of specialization within the context of the offer of the Sea Park.
6. **INVESTMENTS** and **FINANCE:** How to plan investments and manage group finance to constantly improve the quality of their products (access to credit: banks, funds and public tenders).
7. **MANAGEMENT** and **ACCOUNTABILITY:** business plan, management control, performance measurement

# THE PILOT PROJECT



- VISERBELLA
- VISERBA
- SAN GIULIANO MARE

- WE HAVE ACTIVATED COLLABORATIONS WITH TOURIST COMMITTEES AND LOCAL TOURIST BOARDS IN ORDER TO PROMOTE THE PROJECT.



ABOUT 80 TOURISM PROFESSIONALS (hoteliers (75%), beach operators (10%) traders, restaurateurs, etc. (15%)  
Mostly men (80%) Average age 45-55 years old

# TRAINING PROJECT IN COLLABORATION WITH TRAINING PROVIDERS

## HOW TO BUILD COOPERATION (6 modules)

**ORGANIZATION:** New forms of business organization for cooperation between operators

**STRATEGY:** how to create group strategies for the valorization of the territory and the brand equity

**STRATEGIC MARKETING** (2 modules): study of the destination positioning, definition of the marketing strategy, digital marketing

**INVESTMENT:** How to plan the group' s investments to constantly improve the quality of its products

**FINANCE:** How to manage finance (banking, business plan, management control, etc.)



## **COACHING PROPAEDEUTIC TO THE REALIZATION OF A TESTING ON THE OPERATION OF THE COOPERATIVE MODEL**

Personalized coaching to the experimental phase in the construction of the new village of the Sea Park with consultants and experts (analysis of critical points and opportunities on the form of grouping, common projects etc)



# CO-DESIGN

## What it is

Co-design workshop both strategic and operational, structured in 4 meetings of half a day.

The experience consists of a first part of *brand sprint* followed by a second part of *design sprint*. In the first part all participants conceive together the future brand of the Village (to create a brand sprint book), in the second part they work in groups to co-design new distinctive experiences starting from the values and purposes of the brand.

## To whom it is addressed

It is aimed at both operators who have participated in training and coaching and new operators of the Village who want to distinguish their location from their competitors by creating distinctive, authentic and innovative tourism experiences, and move from an individual and isolated business logic to a systemic strategy of co-design and sharing.

## How it is structured

1 meeting - BRAND SPRINT - A group experiential process to design and co-design the future brand of the Village and establish the basis from which to create coherent and distinctive experiences.

3 meetings - DESIGN SPRINT - Three afternoons of strategic elaboration to conceive, prototype and test new distinctive experiences starting from the values and the promise of the brand.



**THANK YOU!**