P O R T A L E G R E

P R E S E N T A T I O N
D I G I P L A G E I . A . P .

URBACT
Driving change for better cities

European Union
European Regional Development Fund

DigiPlace
digital innovation for cities

Município PORTALEGRE

– D I G I P L A C E – I N T E G R A T E D A C T I O N P L A N –

The Portalegre Action Plan aims to create more and better experiences for tourists and residents through the digital transformation of the existing tourist offer in the city. It was co-created with the local working group, with the participation of the Municipality of Portalegre, Polytechnic Institute of Portalegre, IBM, Softinsa, Kyntec and Ecrãcúbico, establishing working relationships with the public and private sector to support the realization of our ambitions

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The URBACT programme fosters integrated sustainable urban development in cities across Europe. Its mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies.

The program URBACT DIGIPLACE aims to set up an acceleration mechanism to enable cities to catch up the digitalisation opportunities in hard & soft infrastructure. Remove all the obstacles encountered by mid-sized cities in their digital journey: lack of strategic & global vision; lack of technical and engineering capacities; difficulties in incorporating the digital innovation. Municipalities need to guaranty the uptake of digital innovation by the local stakeholders: citizen and entrepreneurs.

The DigiPlace network mobilize all its assets to become demonstrators of the capacity of those cities to embrace digital revolution by building the capacity of their citizens to face the challenges of new digital technologies and by co-designing solutions solving some of common structural challenges that these cities are facing: impulse the renewal and appeal of city-centre, stimulate local economic development, optimise the functioning of public space and urban networks, unlock innovation potential,foster social inclusion and citizens' participation.
In the phase one of the project the above challenges and opportunities form the stepping stone for discussion and local actions.
DigiPlace address and prioritize the main issues and the abovementioned challenges, within the resources available, driving digital transformation and engaging local stakeholders: citizens, Chamber of Commerce, business associations, companies, and universities even more unified behind a global and shared vision aimed at a systematic transformation of the territory through digital technology.

DigiPlace is a network of mid-sized cities led by the Municipality of Messina and connecting western with Eastern and northern with southern Europe securing a huge European geographical coverage:

    Municipality of Messina
    Municipality of Saint-Quentin (France)
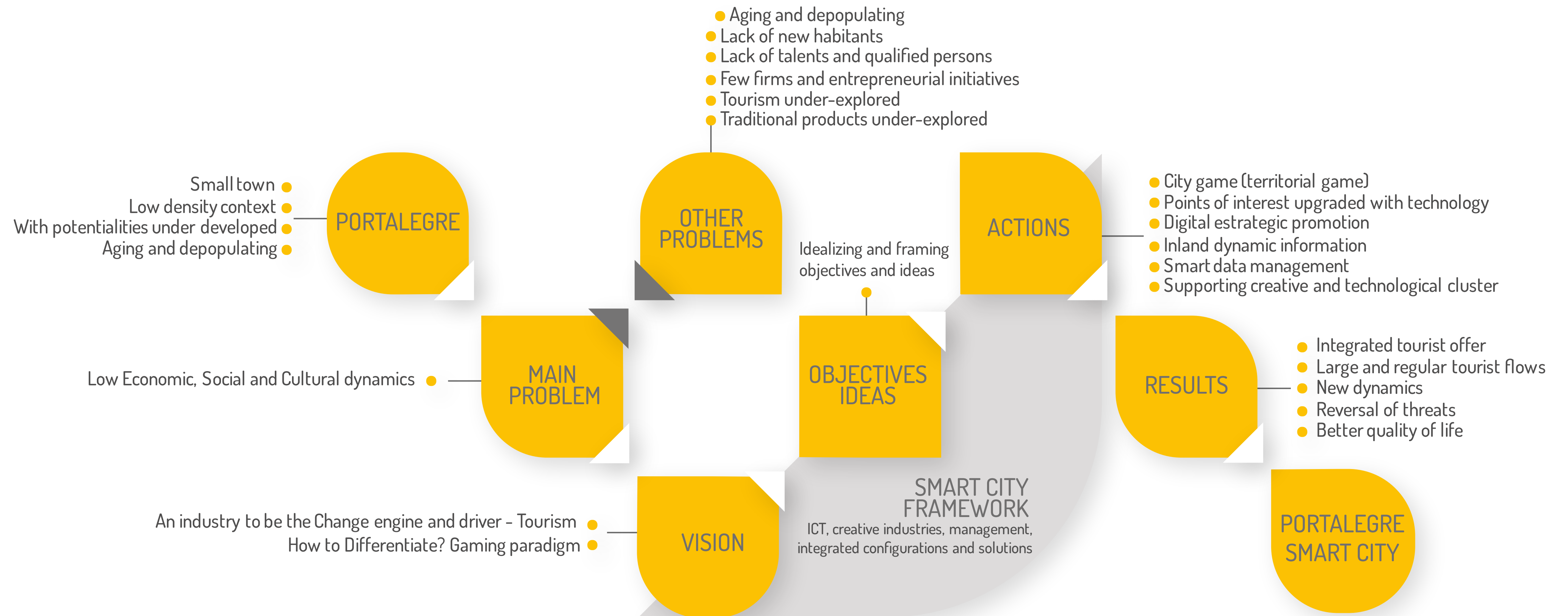   Municipality of Trikala (Greece)
    Municipality of Ventpils (Latvia)
    Municipality of Portalegre (Portugal)
    Municipality of Roquetas de Mar (Spain)
    Municipality of Botosani (Romania)
    Municipality of Oulu (Finland)
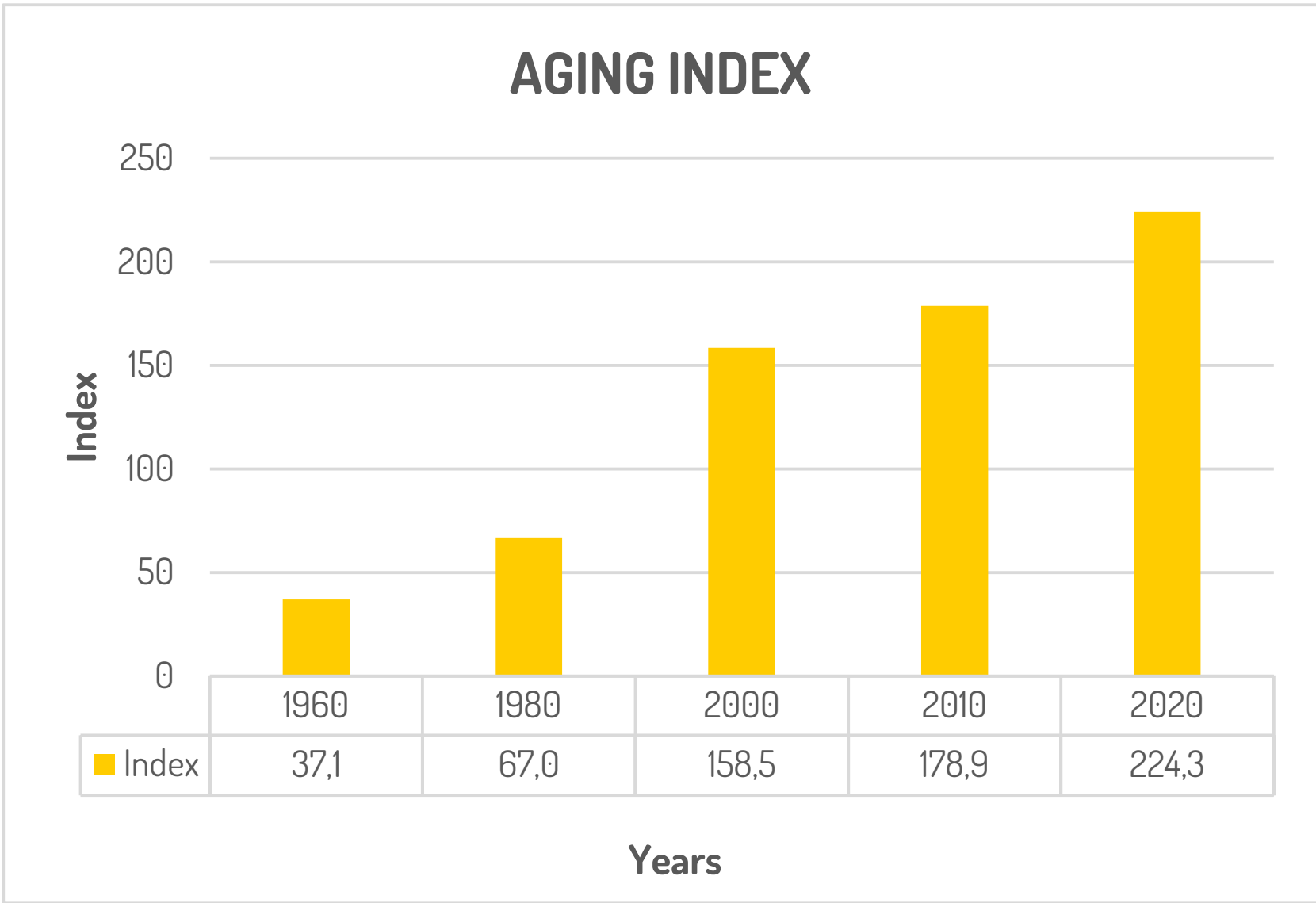
Aging and depopulating
Lack of new habitants
Lack of talents and qualified persons
Few firms and entrepreneurial initiatives
Tourism under-explored
Traditional products under-explored

Small town
Low density context
With potentialities under developed
Aging and depopulating

PORTALEGRE

OTHER PROBLEMS

Idealizing and framing objectives and ideas

ACTIONS

City game (territorial game)
Points of interest upgraded with technology
Digital estrategic promotion
Inland dynamic information
Smart data management
Supporting creative and technological cluster

Low Economic, Social and Cultural dynamics

MAIN PROBLEM

OBJECTIVES IDEAS

RESULTS

Integrated tourist offer
Large and regular tourist flows
New dynamics
Reversal of threats
Better quality of life

An industry to be the Change engine and driver - Tourism
How to Differentiate? Gaming paradigm

VISION

SMART CITY FRAMEWORK
ICT, creative industries, management, integrated configurations and solutions
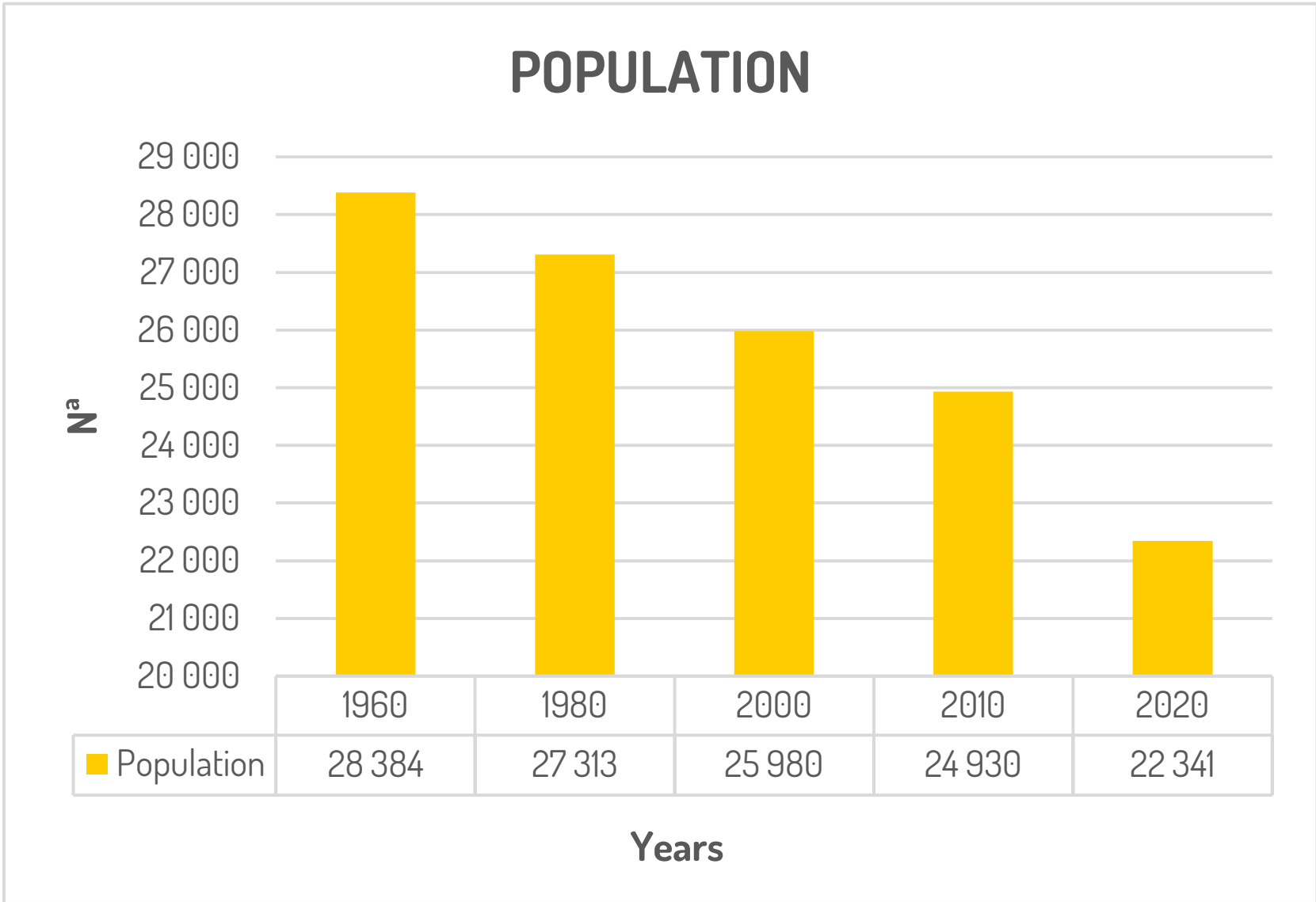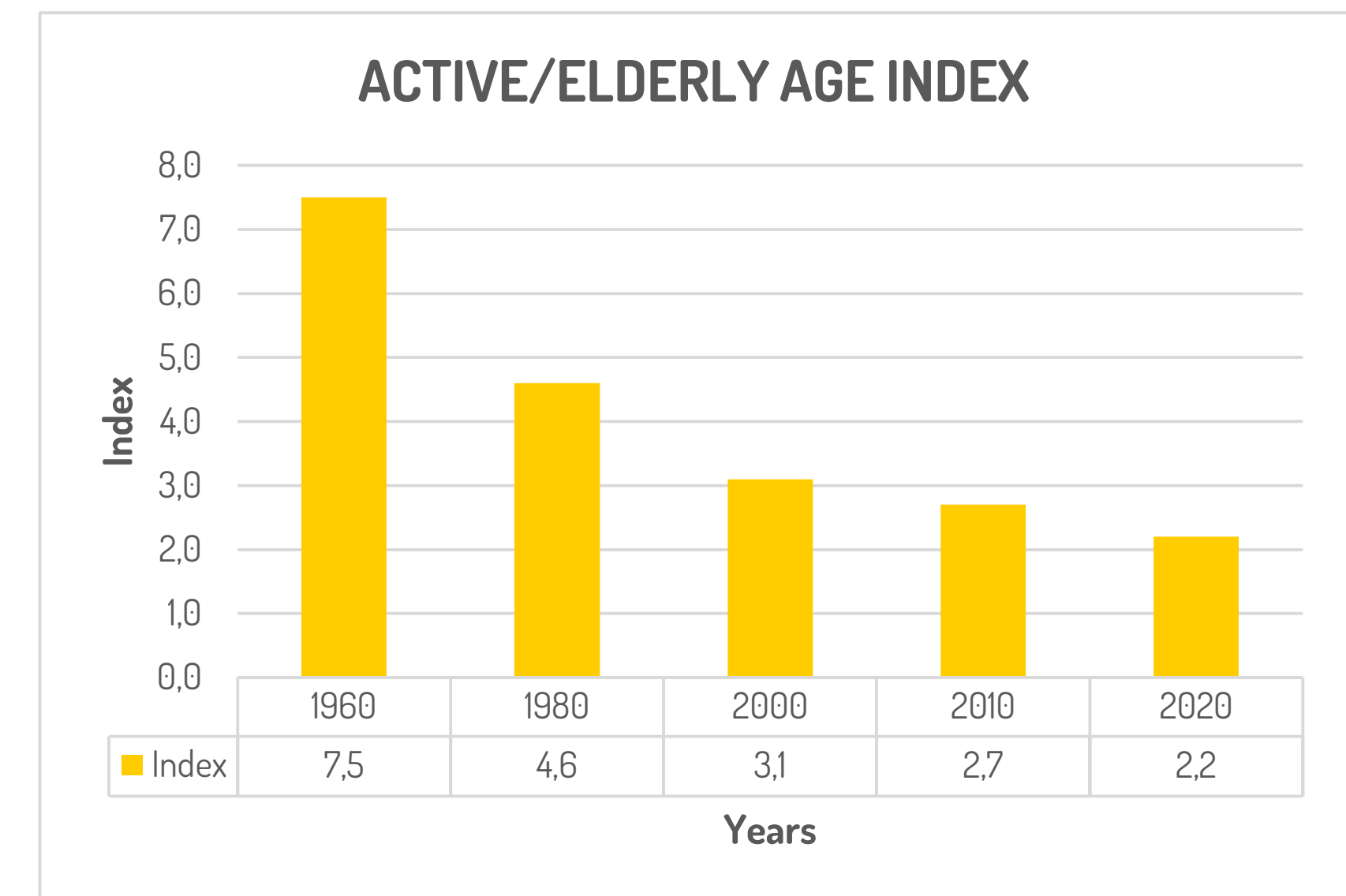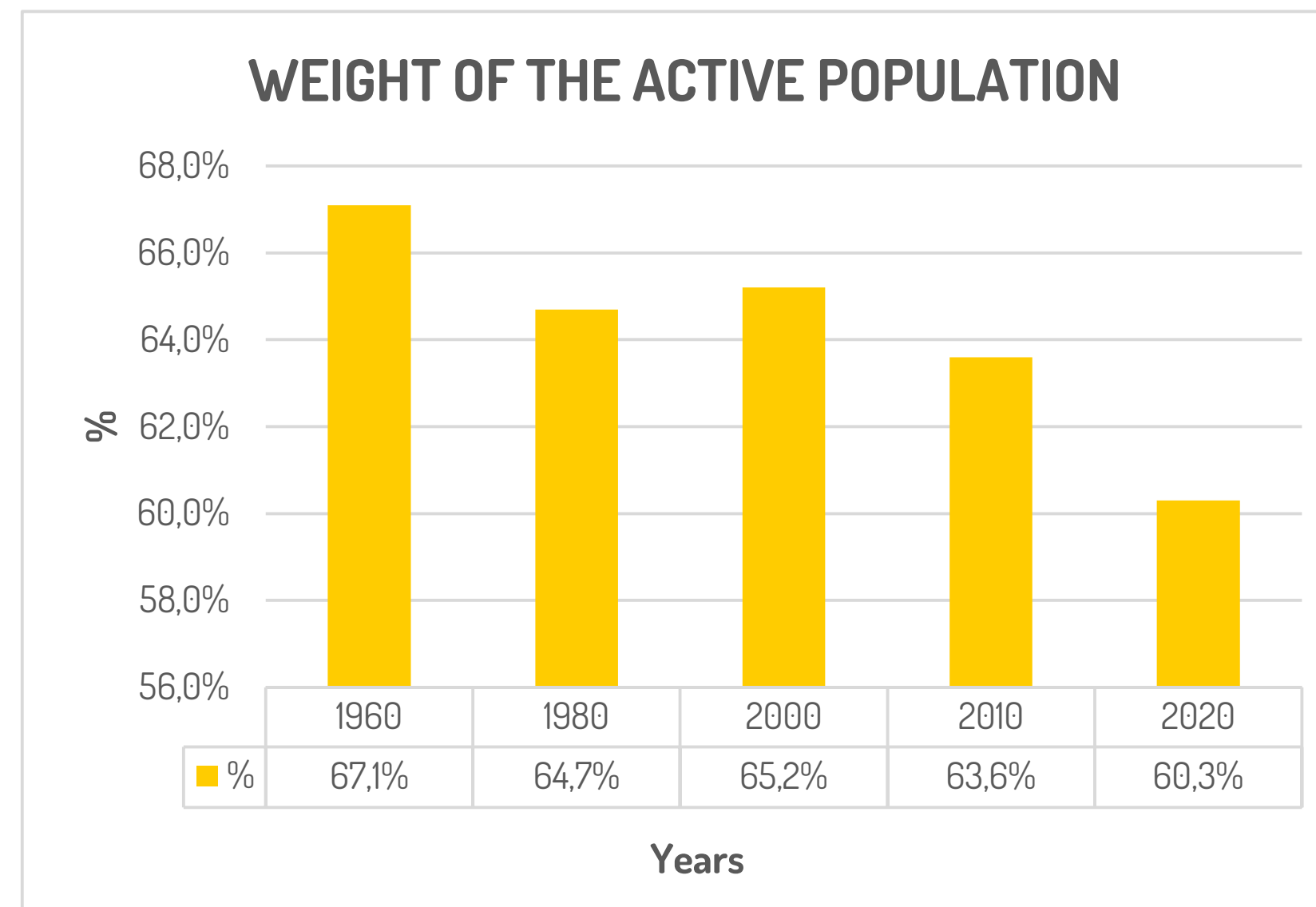
PORTALEGRE SMART CITY

The municipality area extends to the Spanish border and the central town of Portalegre itself is less than 20 km from Spain. The accesses are by road with Lisbon 230 km away, approximately 2.5 hours, and the city is crossed by a Portuguese main road (IP2) which connects the interior of Portugal north/south, but has no highways at less than 50 km.

Portalegre is the central town in a small municipality of 22,400 habitants (2021) located in interior of Portugal comprising the urban area of the town itself plus a rural outlying area containing small villages and isolated houses (14,400), with the remainder of the county being a rural one.

POPULATION

	1960	1980	2000	2010	2020
Population	28 384	27 313	25 980	24 930	22 341

Years

AGING INDEX

	1960	1980	2000	2010	2020
Index	37,1	67,0	158,5	178,9	224,3

Years

The population is aging consistently (222.9/100 elderly/young with 27.3 % of elderly and 12.3 % of young in 2020), with a large female-to-male ratio, and depopulating since several decades   (-10.3 % 2011-2021). The foreign residents were 599 (2020).

WEIGHT OF THE ACTIVE POPULATION

	1960	1980	2000	2010	2020
%	67,1%	64,7%	65,2%	63,6%	60,3%

Years

ACTIVE/ELDERLY AGE INDEX

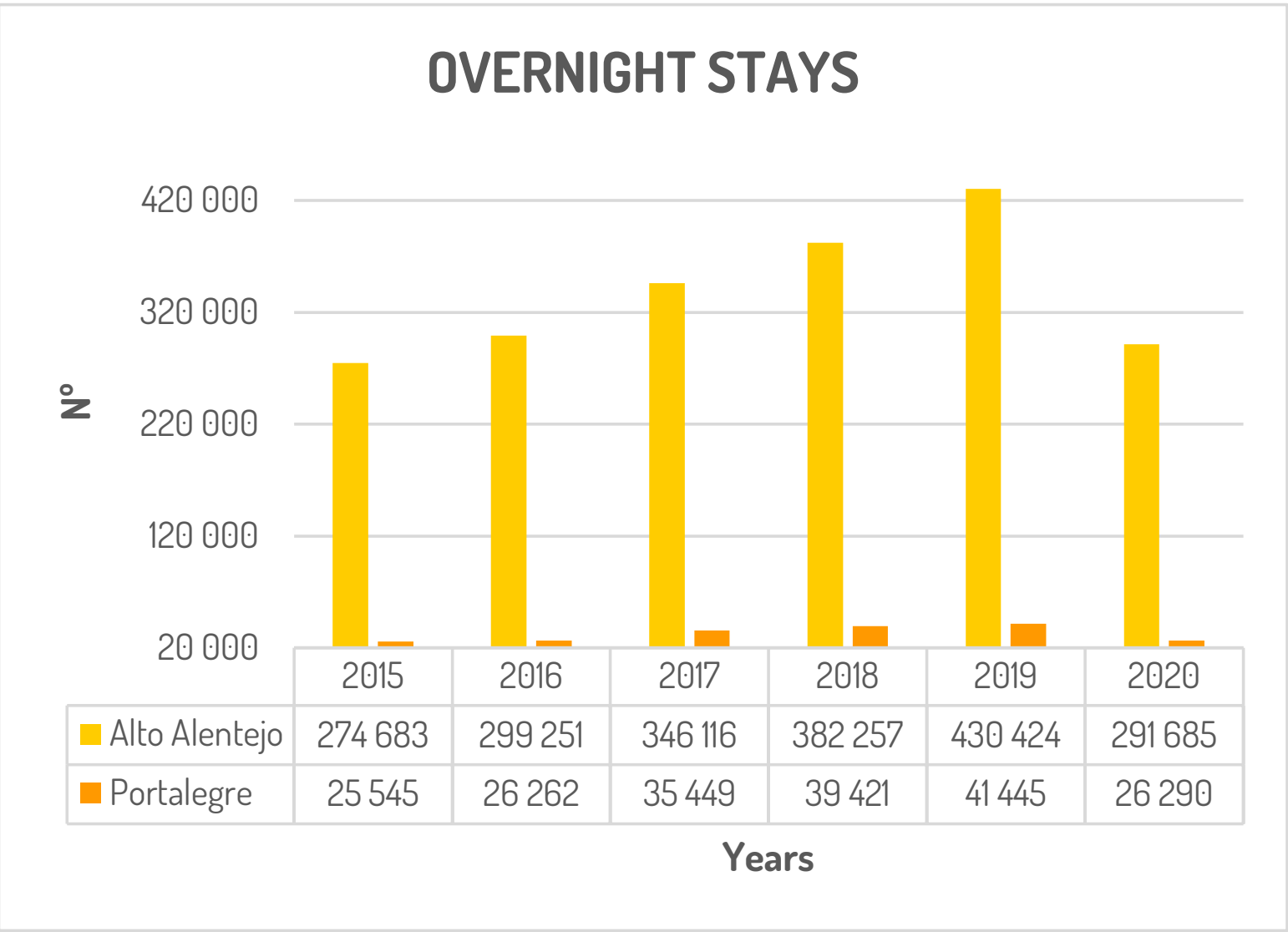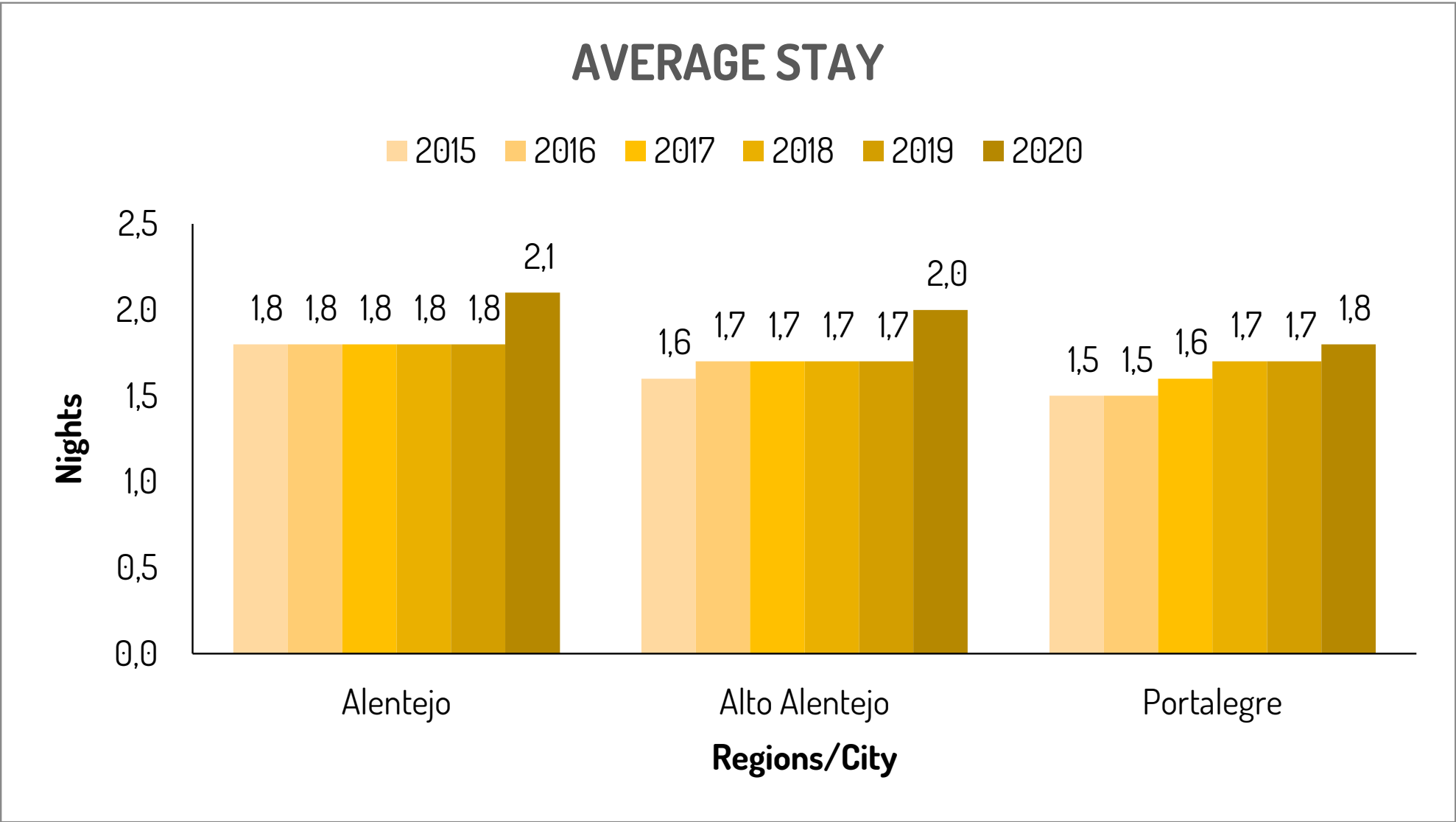|	1960	1980	2000	2010	2020
Index	7,5	4,6	3,1	2,7	2,2

Years

The active citizens (60.4 %) are distributed by the following sectors (2019):
  - Primary industries (12.1 %)
  - Civil construction (4.2 %)
  - Industry (18.9 %)
  - Commerce (22.8 %)
  - Administrative services (5.0 %)
  - Tourism, restaurants and similar (7.8 %)
  - The remainder are distributed between public services, health services (mainly public), cultural and sport sectors.

The unemployment means 4.8 % (2021) and the average years of schooling was 10.2 (2019).

In 2019 the county had 2,783 firms with 231 in the tourism, restaurants and similar industry, being 17 lodgements with 119.3 nights/100 habitants and € 867,000 of tourist income (2020). The average of nights/visit changed from 1.5 to 1.8 between 2014 and 2020 while in the region (High Alentejo) the evolution was 1.6 to 2.0 and in the macro region (Alentejo) was 1.8 to 2.1 in the same period.

AVERAGE STAY

2015 | 2016 | 2017 | 2018 | 2019 | 2020

Regions/City	2015	2016	2017	2018	2019	2020
Alentejo	1,8	1,8	1,8	1,8	1,8	2,1
Alto Alentejo	1,6	1,7	1,7	1,7	1,7	2,0
Portalegre	1,5	1,5	1,6	1,7	1,7	1,8

Nights

OVERNIGHT STAYS

	2015	2016	2017	2018	2019	2020
Alto Alentejo	274 683	299 251	346 116	382 257	430 424	291 685
Portalegre	25 545	26 262	35 449	39 421	41 445	26 290

Years

The town hosts a Polytechnic institute of 4,000 students: technology and management, agriculture, health, education & social sciences (IPP); a vocational training center (IEFP); a military training college (GNR); and several schools teaching the Portuguese compulsory education (12 years) and pre-scholar classes

The city comprises a historic old town, plus a social housing area and a small industrial area to the south. The city is situated on the edge of a natural park and the municipality is mainly inside it.

Portugal is an unbalanced country with the majority of population and economy comprised in a coastal area between the cities of Braga and Setubal, comprising Lisbon and Oporto (the biggest cities). The remainder of the territory to north, south and, mainly, east is a low-density one with severe problems to surmount. Portalegre is located in the far-east in the boarder with Spain (the only country with land boundary with Portugal), in a clear low-density context.

Low-density territories have more difficulty implementing ICT`s projects because of the lack of know-how and difficulty and using the data provided by the various technology networks. The work in partnership and the increase of cooperation networks in the technological area is fundamental so that these territories can develop their competences and make them more competitive.

In this way, ITC`s play a fundamental role as tools to support various areas: institutional, administrative, civic, social, economic, cultural, urban, among others. However one of the main challenges in terms of incorporating and adopting innovative methods in ICT, is related to the difficulty in attracting investment in this area, especially in the expansion of infrastructure, namely fiber optic networks. Additionally, it is important that there is complementarity between the various projects that are implemented and that they may have the potential to replicate in other territories.

The central concern of the Municipality of Portalegre has been the implementation of projects that promote the use of ICT`s with the potential to translate into real benefits for the population and visitors.

In this way, there are a set of initiatives done or in course in the framework of smart cities:

WORKING:
Communication infrastructure:
Wi-Fi free is available in the most important streets, squares, and places in the city (15 areas);
LoRa network (98 % of county coverage);

Infrastructure smart management:
Smart street lighting (5.846 lamps);
Smart garbage collection, a pilot project in the historic city blocks with 40 containers;

Tourism facilitator:
Tourist audio guides (10) available in the izi.travel/pt;

IN DEVELOPMENT:
Data smart management:
Smart water flowmeters (50 to install);

Governance:
City hall internal workflow digitalized, in 2022 starts the development of public access.

The integration of a cooperation network, within URBACT, with the main objective of exchanging experience and sharing good practices, in this area, is a unique opportunity to create pilot projects that genuinely improve the quality of life of citizens and contribute to increasing the attractiveness of the target territories.

THE MAIN LOCAL RISKS AND CHALLENGES IN THIS CONTEXT OF ICT ARE:
• Low digital literacy in the city – digital literacy is low amongst some citizen groups;
• Acceptance of technology can be a challenge;
• Data management capability and capacity needs to be increased to cope with increasing technology levels;

PORTALEGRE

STRENGTHS

Proximity to the Natural Park, city on the border
Patrimony and heritage
Culture
Traditional Products
Sport events with international impact
Polytechnic Institute
Vocational Training Center – IEFP
2 Business Incubators
Industrial Park
Small cluster of auto restoration
Some Smart Cities collective services
Free Wi-Fi in the city
Served by IP2 (main road)

WEAKNESSES

Depopulation
Aging
Limited Markets
Under developed traditional products industry
Under developed tourism industry

OPPORTUNITIES

Growing of cultural tourism
Growing of natural tourism
Growing of adventure sports tourism
Relevant fairs in neightborhood counties
Possible tourism destination jointly with 3 counties
National touristic regional image
Future Logistic Platform at 50 km
Future dam
Proximity to Spain
European support programmes

THREATS

Outside of highways
No railways

The most important challenges faced by the city of Portalegre are the following:

1   Small city and county aging and depopulating consistently in the last decades, needs to reverse these dynamics;

2   High potential of quality of life but unable to attract new habitants;

3   Unable to retain talents and qualified persons despite having hundreds of students from other regions studying in the polytechnic schools during 3 years in average;

4   Despite being crossed by a Portuguese main road (IP2) and being close to Spain has been unable to attract firms and increase entre-preneurial initiatives in a relevant measure;

5   High touristic potential (patrimony, culture, nature classified as a natural park) but under-explored;

6   There are a relevant number of unique and differentiated traditional products and distinctive know-how but with a marginal impact on the local economy, employment, and income of people.

In resume, the main challenge is to relaunch de city's economy and society. Relaunch because Portalegre was the most industrialized city of Alentejo (one-third of Portuguese territory but with, only, 5 % of the population) 47 years ago, with an average reasonable quality of life, but loosed importance constantly since then.

Portalegre is the smallest of the DigiPlace partners, and one of the most remote.

Accordingly, with the challenges and needs reported in the last section the corresponding problems are the following:

A Incapacity to attract new habitants, to stop the national and international emigration flows, and to provide enough incomes to families to enable a, much, better birth rate. Because of the depopulation and aging dynamics, the local markets are increasingly limited and not attractive;

B The confluence of limited markets with weak economic dynamics translates into a low capacity to attract employees. Even on the societal side, the dynamics are so weak that polytechnic students from outside don´t stay in the weekends;

C The same reasons and the weak entrepreneurial support contributes to the incapacity to retain newly qualified persons;

D The same reasons explain the incapacity to attract firms and new entrepreneurial initiatives, additionally, 50 km to north and south two highways benefice other cities to the detriment of Portalegre;

E The region benefices from some notoriety in the national touristic context (mainly because of some sports events and traditional/popular fairs), but doesn´t offer motives to support a regular flow of tourists throughout the year. In the international markets, it´s unknown, the exception is the near Spanish regions;

F The incapacity of the traditional industries to enlarge markets resulted in a sector based in micro and small firms, decreasing in number consistently along time, and in the threat of losing definitively some know-how and, consequently, products.

In face of these structural problems, in the short term it's necessary to stop the depopulation and aging processes, attracting new people and improving natality rates.
Simultaneously it's necessary to help the actual firms to survive and develop, beyond the effort to attract new firms and the expansion of other firms in the national and international contexts.

MEETING DATE	LOCATION	PARTICIPANTS	SUMMARY
9 e 10 de January 2020	Portalegre	Município de Portalegre Município de Messina Viatic.CO Instituto Politécnico de Portalegre BioBip IBM/Softinsa	Face-to-face meeting: Portalegre as a Smart City – potentialities and constraints (chalenges) Strategic partnerships and definition of possible projects to be implemented
20 de February 2020	Portalegre	Município de Portalegre Instituto Politécnico de Portalegre BioBip	Face-to-face meeting: Analysis of possible projects to be implemented and the role that BioBip could ensure
14 de April de 2020	Portalegre	Município de Portalegre Instituto Politécnico de Portalegre	Zoom meeting: Analysis of existing software for monitoring municipal solid waste containers and their possible customization
24 de July de 2021	Portalegre	Município de Portalegre Instituto Politécnico de Portalegre Ecrã Cúbico	Zoom meeting: IAP – Guidelines and framework in urbact methodology
11 de October de 2021	Portalegre	Instituto Politécnico de Portalegre IBM/Softinsa/Kyntec	Face-to-face meeting: LORA Network and possible partnerships
26 de October de 2021	Portalegre	Município de Portalegre Instituto Politécnico de Portalegre Ecrã Cúbico	Face-to-face meeting: IAP draft analisys
14 de April de 2022	Portalegre	Município de Portalegre Instituto Politécnico de Portalegre Ecrã Cúbico	Face-to-face meeting: Implementation of the SSA. Analysis of project improvements
2 de June de 2022	Portalegre	Município de Portalegre Ecrã Cúbico	Face-to-face meeting: Analysis of SSA results

It is more or less consensual that the region (and the city) needs to develop an industry able to create new dynamics in the economic and social contexts. Analyzing the competitor's context and the comparative advantages of the region and city, an industry emerges as the one with higher potential to perform this role: tourism.

In this way, the challenge is to build recognition as a tourist destination for the region, with the city as its central hub. Because of the relevant number and diversity of sectors that gravitate (and can gravitate) around tourism, it is critical to build a shared vision to orientate all the entities involved in this challenge.

This vision was already defined for the region: "High Alentejo, the destination of happiness and experiences". Now it´s necessary to define a vision for the city in the framework of a smart city and, of course, aligned with the region's vision. After numerous and deep discussions around these questions the proposed vision is the following:

PORTALEGRE GAME CITY – THE CITY THAT IS AN AMAZING GAME

This vision is aligned with the one of the region: happiness and experiences, it is unique ensuring a city strong differentiation, the most similar are the ones based on casinos: Las Vegas, Macau, etc., but it is a very different kind of game, it means to play the city, as it was a thematic park where we can play, have fun, eat, buy, enjoy with the family or the group and sleep (in the thematic parks the hotels are located around them).

In this vision the tourism is not the unique sector to be developed, it is also the engine and driver of development for other industries:

- Taking advantage of touristic dynamics, as can be the case of traditional products, or;

- Providing products and services to increase tourist competitiveness, as can be the case of creative and technological industries.

To incentive and support the development of a competitive and sustainable economy with impact in increasing the quality of life level, strategically it is advantageous to create conditions to attract creative and technological firms and to facilitate entrepreneurial initiatives in the same domains under the umbrella of this structuring project, e.g. this project can be the base of support for the creation of a cluster of firms and professionals specialized in the development and offer of systems, products, and services to enable tourist offers aligned with the smart cities framework.

The market for this cluster is the global market, and it is possible to create such a cluster with an adequate and ambitious strategy, as can be the implementation of this URBACT project in Portalegre taking advantage of the existing conditions.

PORTALEGRE GAME CITY - LOGIC MODEL
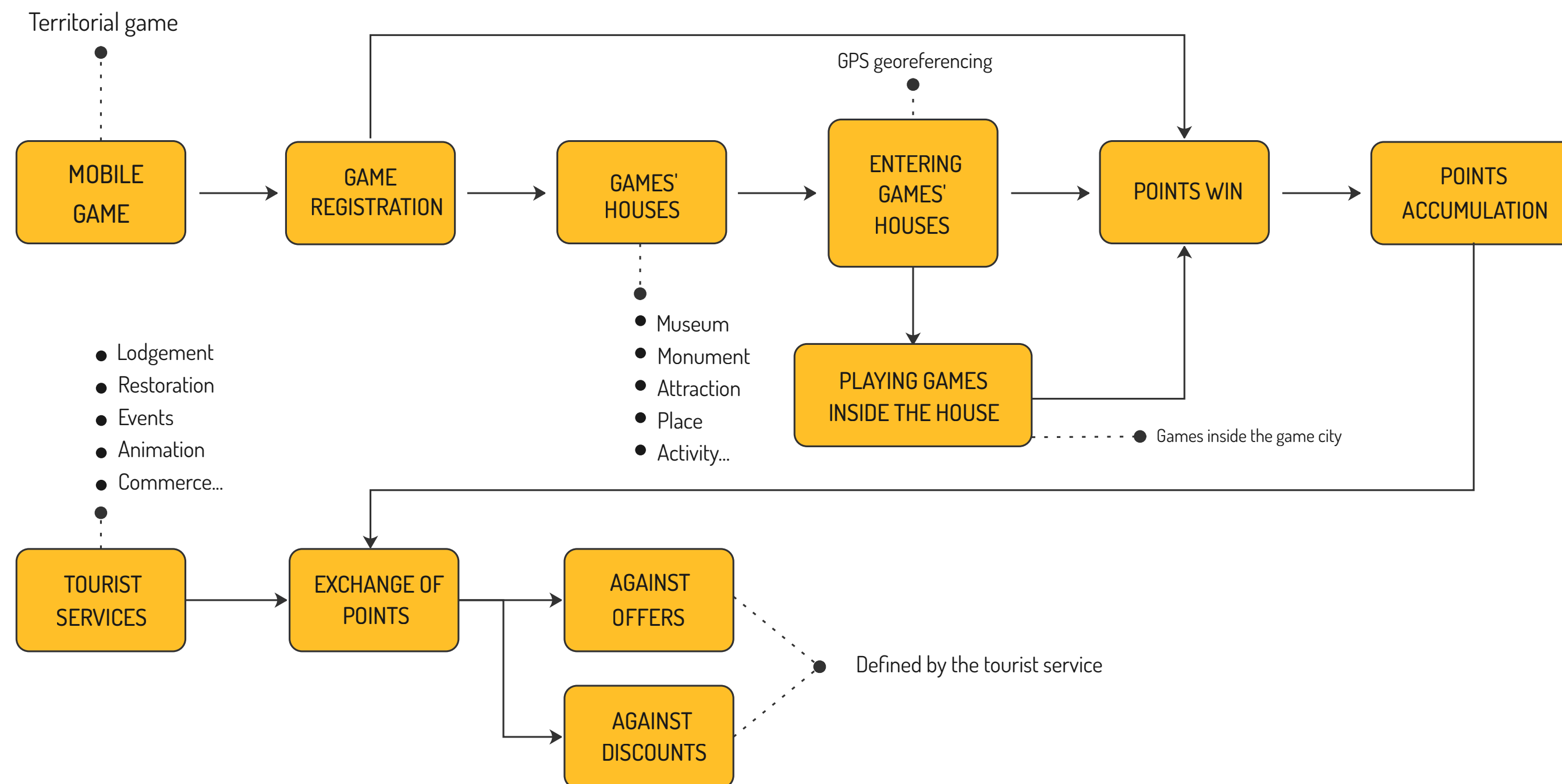
Accordingly, with the proposed vision it´s necessary to transform the idea (the vision) into reality, e.g. transform the city into a concrete game playable by anyone, especially tourists, and in a way able to attract relevant tourist flows to win the status of tourist destination in the national and international markets.

For this, the logic on which are based numerous entities and activities should change and new systems, products, and services need to be developed, inducing new dynamics to actual and new firms and other entities, especially touristic, creative, technological, cultural, and sportive ones.

Because of the wide array of persons, entities, systems, products, and services potentially involved in a strategy like that, the best way to induce the dynamics needed is to build an attractive and useful differentiated infrastructure where everybody can adhere to and everything can be added too. Additionally, it's necessary to develop some differentiated case studies to work as demonstrative projects on what could/should be done to concretize the vision.

With these main pieces defined it´s necessary to attend to the following matters too: promotion, information, project management, and availability of creative and technological competencies.

In this way, the main proposed objectives are the following:

    1 l Infrastructure:
        1.1 l Development of the game city of Portalegre (territorial game);
        1.2 l Development of a support site to the game city with e-commerce added;
        1.3 l Free Wi-Fi in all the county;

    2 l Case studies:
        2.1 l Playable cultural entity;
        2.2 l Playable monument/place;
        2.3 l Playable service;
        2.4 l Playable production;
        2.5 l Event's animation;

3 | Promotion:
    3.1 | Digital marketing strategy to reach any market (national and international);

4 | Information:
    4.1 | Information network in the city, county, and neighborhoods;

5 | An entity to ensure the management of:
    5.1 | The project implementation;
    5.2 | The infrastructure;
    5.3 | Data generated by the infrastructure;

6 | A cluster of competencies:
    6.1 | Development of a creative and technological cluster specialized in systems, services, and products to serve the global project presented in the previous bullets.

To achieve these objectives it´s intended to take advantage of the two European Programmes open until 2016 (PRR) and 2030 (Portugal 2030) to relaunch the city's economy and society in the shorter period possible.

Some ideas have been developed to achieve the objectives presented in the last section:

1 | Infrastructure:
    1.1 | A mobile game, geo-referenced, where players are identified and accumulate points, which are exchangeable against discounts or offers on tourist services and products;
    1.2 | A support site where gamers can find help, get more information, and buy products and services included in the game;
    1.3 | Continue to extend the infrastructure of free Wi-Fi installed in the city to the county;

2 | Case studies:
    2.1 | Museum: introduction of new dynamics in the visits, through:
        2.1.1 | Multimedia and interactive information;
        2.1.2 | Dynamic and/or immersive experiences related to the museum's assets;
        2.1.3 | Educative/cultural games;
        2.1.4 | Playground for children related with the museum's theme;
    2.2 | Monument: Multimedia and interactive information;
    2.3 | Lodgement: discount of points against a lodgement discount or an offer;
    2.4 | Craftsman: accumulation of points with the learning of the artisanal process;
    2.5 | Event: video mapping showing the logic of the city game;

3 | Promotion: video with virtual animation visible in selected sites and media;

4 | Information: dynamic and/or interactive information in streets, interfaces, tourist offices, and services;

5 | Local Group: for project implementation and game city management;

6 | Cluster: of specialized firms in the pertinent creative and technological domains.

The actions necessary to materialize the ideas presented are as follows:

1 | Mobile game:
    1.1 | Games' rules definition;
    1.2 | Development of the game (software);
    1.3 | Development of supporting the site with e-commerce;
    1.4 | Definition of the city places included in the game and respective values in points;

2 | Case studies:
    2.1 | Museum:
        2.1.1 | Definition of the contents and technologies applied and at what cultural assets/stories;
        2.1.2 | Defined solutions' development;
        2.1.3 | Equipment and tests;

    2.2 | Monument:
        2.2.1 | Definition of the contents and technologies applied;
        2.2.2 | Defined solutions' development;
        2.2.3 | Equipment and tests;

    2.3 | Lodgement:
        2.3.1 | Definition of rules to discount points against a benefice to game players (customers);
        2.3.2 | Development of a configurable interface for game partners to define their offers to players and the respective number of points to be discounted;

    2.4 | Craftsman:
        2.4.1 | Definition of rules to accumulate points;
        2.4.2 | Development of a parameterizable interface for game partners to define their offers and corresponding points for game players accumulation;

    2.5 | Event:
        2.5.1 | Definition of contents;
        2.5.2 | Video mapping development;

3 | Video with virtual animation:
    3.1 | Definition of contents;
    3.2 | Video's development;
    3.3 | Selection of sites and media for diffusion;

4 | City's information:
    4.1 | Selection of contents;
    4.2 | Selection of places to show information;
    4.3 | Selection of technologies;
    4.4 | Contents' development;
    4.5 | Network of information installation and tests;
    4.6 | Information's central installation and tests;

5 | Local Group constitution:
    5.1.1 | Members raising and contractualization;
    5.1.2 | Strategy consolidation;
    5.1.3 | Organizational structure;
    5.2 | Infrastructure management;
    5.3 | Tourist data management;

6 | Cluster – local development network:
    6.1 | Supporting conditions:
        6.1.1 | Partners raising and contractualization;
        6.1.2 | Entrepreneurship incentive and support;
        6.1.3 | Incubation and support services;
        6.1.4 | Consultancy;
        6.1.5 | Invitation to join creative and technological projects.

Beyond these intended actions with a focus on tourism development, there are a set of initiatives done in the framework of smart cities, some of them useful/complementary for this project:

Communication infrastructure:
Wi-Fi free is available in the most important streets, squares, and places in the city (15 areas);
LoRa network (98 % of county coverage);

Tourism facilitator:
Tourist audio guides (10) available in the izi.travel/pt.

The 2nd phase of the DigiPlace Project – Digital Innovation for Cities, co-financed by the FEDER, through the Urbact III program, in Portalegre, foresees the development of a SMALL SCALE action. In the framework of the Urbact IAP it was decided to make a diagnosis on the way visitors search for touristic information nowadays and in the municipality of Portalegre particularly.

After some discussion it was decided to invite journalists to visit the city and apply a survey about:
> Their information search habits when in tourism and travel;
> How they found information in the city.

Among 20 invitations 9 were accepted with 2 journalists coming for a 4 days visit and the remainder coming for a day visit during march/april.
The results of the surveys led to the following conclusions:

Information search habits when in tourism and travel:
MEDIA:
- Dominant media:
  - Google Maps;
  - Social Networks:
    - Instagram;
- In the average:
  - Touristic sites, mainly territorial;
- Don't used:
  - Blogs;
  - Travel agencies;

PHYSICAL INFORMATION:
- In the average:
  - Maps;

LODGEMENT:
- Booking;
- Airbnb;

TYPE OF INFORMATION:
- Offers (by order of importance):
  - Cultural sites;
  - Events;
  - Food and Beverage;
  - Commerce;

Information in the city:
- Absence of touristic sites in the Google Maps;
- Absence of touristic information in:
  - Commerce;
  - Food and Beverages;
  - Cultural sites (about other offers);
- Good road signage;
- Physical information available (leaflets and brochures) too much technical and confuse;
- The tourist office was not used.

This information will be used in the development of the project, warning us of the importance of digital information and the stakeholders' involvement (commerce, food and beverage, cultural sites, etc.).

During the conception of the action plan (UAP) different potential risks were kept under attention by the ULG.
After analysing the different potential risks 3 tables were made to resume the nature of risks inherent to the project:

Risk level;
Risk probability;
Risk types.

RISK LEVEL	
R1*	**NOT RELEVANT** – Does not affect the implementation of the Plan. It is not necessary to apply corrective measures.
R2**	**LIGHT** – Slightly affects the implementation and results of the Plan.
R3***	**MODERATE** – Loss of results occurs in one or more projects. It can affect the implementation and results of the plan. The application of preventive/corrective actions can solve the problem.
R4****	**HIGH** – There is a significant loss of results in one or more projects. Affects the success of the Strategy. Causes the loss of at least one of the main Strategic objectives. The application of preventive/corrective measures may not be enough to solve the problem.
RISK PROBABILITY	
P1*	**UNLIKELY** – Probability of occurrence between 0% and 15%
P2**	**LITTLE LIKELY** – Probability of occurrence between 16% and 50%
P3***	**PROBABLE** – Probability of occurrence between 51% and 80%
P4****	**VERY LIKELY** – Between 81% and 100% probability of occurrence

RISK ANALYSIS

RISK TYPES	RISK	EFFECTS	PREVENTIVE/CORRECTIVE ACTIONS
A	Lack of political/strategic sensitivity to the interest of the initiative	Failure to implement recommended measures in more than 80%	Better communication and presentation of benchmarking analysis
B	Lack of funding capacity	Failure to implement recommended measures	Search for alternatives, eventually with collective projects
C	Lack of adhesion of partners considered necessary	Not achieving the intended results	Better communication and presentation of benchmarking analysis
D	Lack of partner commitment	Not achieving the intended results	Better communication and presentation of benchmarking analysis
E	Poor communication	Lack of adhesion of potential customers	Change communication strategy
F	Non-approval by support programs	Failure to implement recommended measures	Change projects and resubmit
G	Unexpected costs	Cuts in some of the recommended measures	Minimization of cuts and selection of more economical alternatives
H	Difficulty of implementation	Delays in the implementation of recommended measures	Reinforcement of means and/or attracting new partners/suppliers

CHRONOGRAM		Year 1				Year 2				Year 3				Year 4			
Codes	Actions	1.1Q	1.2Q	1.3Q	1.4Q	2.1Q	2.2Q	2.3Q	2.4Q	3.1Q	3.2Q	3.3Q	3.4Q	4.1Q	4.2Q	4.3Q	4.4Q
1 & 2	**DIFFERENTIATION & INFRASTRUCTURE**																
1.1	City game of Portalegre (territorial game)	▓	▓														
1.2	Support site with e-commerce		▓														
1.3	Free Wi-Fi in all the county										▓	▓	▓	▓	▓	▓	▓
2.1	Technological and creative upgrade of cultural equipment (museum)	▓	▓	▓	▓	▓	▓	▓	▓								
2.2	Playable place (monument)		▓														
2.3	Playable service (lodgement)		▓														
2.4	Playable production (craftsman)		▓														
2.5	Event's animation	▓															
3	**PROMOTION**																
3.1	Digital strategy		▓														
4	**INFORMATION**																
4.1	Information network in the city, county, and neighborhoods	▓	▓	▓	▓	▓	▓	▓	▓								
5	**RETENTION of TOURISTS & MANAGEMENT**																
5.1	Custom packages	▓	▓	▓	▓												
	Virtual tickets		▓														
	City passport		▓														
	Counters of visitors		▓														
5.2	Management of tourist data					▓	▓	▓	▓								
6	**CLUSTER of COMPETENCIES**																
6.1	Supportive conditions for firms and entrepreneurship	▓	▓	▓	▓	▓	▓	▓	▓								

ACTION	INTENDED RESULTS	ABOUT THE ACTION	TIMESCALE	BUDGET
1.1 City game of Portalegre (territorial game)	Attraction of more tourists along the year Longer stays Enchant and get tourists loyalty	The city and county like a thematic park with multiple routes and places to visit, play, learn, and enjoy the benefits available in the mobile application Collection of points and exchange of points getting discounts or offers in local commerce and touristic services Collection of contents, photos, videos, information... urban and natural	6 months	190.000€
1.2 Support site with e-commerce	Promote local products and services Enchant and get tourists loyalty	Support of information available worldwide about the territory, game and local offers	3 months	60.000€
1.3 Free Wi-Fi in all the county	Free access to information everywhere	Finish the coverage in the county	2 years	50.000€
2.1 Technological and creative upgrade of cultural equipment (museums)	Attraction of more tourists along the year from national and international markets to longer stays Delight and Get tourists loyalty Educational and cultural support	Amazing visits due to the differentiation of technologies used to present multimedia information, animations, videos and games	2 years	350.000€
2.2 Playable place (monument)	Enchant and get tourists loyalty	Collection of points and contents	3 months	3.000€
2.3 Playable service (lodgement)	Enchant and get tourists loyalty	Collection of points and contents	3 months	12.000€
2.4 Playable production (craftsman)	Enchant and get tourists loyalty	Collection of points and contents	3 months	2.000€
2.5 Event's animation	Attraction of tourists Delight and Get tourists loyalty City differentiation	Cultural events, mixing real and virtual worlds. Amazing experiences due to interactive and amazing animations	3 months	70.000€
3.1 Digital marketing strategy	Attraction of more tourists along the year from national and international markets Promote tourism and local heritage	Creation of Dynamic and global promotion	3 months	70.000€
4.1 Local/regional information network	Network of information for inhabitants and tourists with central content management Promote tourism and local heritage	Creation digital dynamic information in central places and interfaces in the city and county	2 years	400.000€
5.1 Facilities for tourists	Attraction of more tourists along the year and increase the sales Longer stays of tourists Data on tourist flows	Online integration of services to build customized tour packages with discounts to attract more tourists. Availability of tickets to various attractions with discounts. Implementation of the city's digital passport	1 years	22.000€
5.2 Tourist data management	Better tourist strategies and initiatives	Analysis of data and options	1 years	175.000€
6.1 Cluster of competencies	Attraction of firms New entrepreneurial initiatives Local competencies to support the smart city	Supportive conditions for firms and entrepreneurship	2 years	10.000€

RESOURCES	ACTION	MAIN OUTPUTS	RESULTS	VISION
Software design, and programming	City game of Portalegre (territorial game) with support site with e-commerce	A mobile game about the city with advantages for players (tourists), and a site of support with e-commerce on local products and services	To attract and retain tourists for more time, because they will be surprised with the game and the city. By the number of visits and nights. **Increase of 100% in 3-4 years**	Increase in economic dynamics and creation of a cluster. Portalegre as a tourist destination.
Hardware installation	Free Wi-Fi in all the county	Better access to information for everyone	More decentralized data to manage in order to understand economic and societal territorial based dynamics	Increase of economic and societal dynamics
Selection of technologies and contents, contents development, and solutions installation	Technological and creative upgrade of cultural equipment (museum) and playable place (monument)	Dynamic and interesting visits on the city's attractions	To attract and retain tourists for more time, because they will be surprised with the city. By the number of visits. **Increase of 100% in 3-4 years**	Increase in economic dynamics and creation of a cluster. Portalegre as a tourist destination.
Software design, and programming	Playable service (lodgement) and playable production (craftsman)	A mobile game about the city with advantages for players (tourists)	To attract and retain tourists for more time, because they will be surprised with the game and the city. By the number of visits and nights. **Increase of 100% in 3-4 years**	Increase in economic dynamics and creation of a cluster. Portalegre as a tourist destination.
Contents development	Event's animation	A video mapping showing how the city game works and its advantages	To attract and retain tourists for more time. By the number of registrations in the game	Increase in economic dynamics and creation of a cluster. Portalegre as a tourist destination.
Strategy development, definition of sites, and media	Digital strategy	Marketing of Portalegre as a city game	To attract and retain tourists for more time. By the number of registrations in the game, visits and nights. **Increase of 100% in 3-4 years**	Increase in economic dynamics and creation of a cluster. Portalegre as a tourist destination.
Hardware and contents selection, contents development, and installation	Network of information in the city, county, and neighborhoods	Marketing of Portalegre as a city game	To attract and retain tourists for more time. By the number of registrations in the game, visits and nights. **Increase of 100% in 3-4 years**	Increase in economic dynamics and creation of a cluster. Portalegre as a tourist destination.
Software programming	Custom packages, Virtual tickets, City passports, Counters of visitors	e-commerce, and tourist data	To attract and retain tourists for more time. By the number of tickets sold, stamps on passports and visitors counted	Increase in economic dynamics and creation of a cluster. Portalegre as a tourist destination.

ACTION	LEAD ORGANISATION	KEY PARTNERS	TIMESCALE	BUDGET
1.1 City game of Portalegre (territorial game)	Portalegre Municipality	Software and Management company	6 months	190.000€
1.2 Support site with e-commerce	Management company	Software company	3 months	60.000€
1.3 Free Wi-Fi in all the county	Portalegre Municipality	ICT company	2 years	50.000€
2.1 Technological and creative upgrade of cultural equipment (museum)	Owners of attractions	ICT company and creative companies	2 years	350.000€
2.2 Playable place (monument)	Portalegre Municipality	ICT company and creative companies	3 months	3.000€
2.3 Playable service (lodgement)	Portalegre Municipality	Software company	3 months	12.000€
2.4 Playable production (craftsman)	Portalegre Municipality	Software company	3 months	2.000€
2.5 Event's animation	Event Promoters	ICT and creative companies	3 months	70.000€

1.1	CITY GAME OF PORTALEGRE
DESCRIPTION	A territorial mobile game about the city with advantages for players (tourists),
MAIN OBJECTIVE	Attraction of more tourists along the year Longer stays Enchant and get tourists loyalty
ACTIVITIES	Games' rules definition; Development of the game (software); Definition of the city places included in the game and respective values in points; Partners adhesion (touristic services).
LEAD ORGANISATION	Portalegre Municipality
STAKEHOLDERS	Companies and other entities in the sectors of tourism, culture, sports, local producers, creativity and technology
KEY PARTNERS	Software company Management company
FOCUS AREAS	Tourism and tourist experience
FINANCE & RESOURCES	190.000€ - Application to EU support programmes and software companies
STATUS	Developed idea
TIMESCALE	6 months
PROBLEMS / CONCERNS	Selection of suppliers of software and hardware Adhesion of private points of interest Adhesion of touristic services Adhesion of local producers

RISK ANALYSIS

RISK	RISK LEVEL	PROBABILITY
ABFH	R3***	P2**

Pioneer game with the risks associated to radical innovations.
Needs upgrade of visiting places to be successful.

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

1.2	SUPPORT SITE WITH E-COMMERCE
DESCRIPTION	Supporting site with e-commerce with local products and services
MAIN OBJECTIVE	Promote local products and services Enchant and get tourists loyalty
ACTIVITIES	Development of supporting site with e-commerce; Definition of the products and touristic services included in the site Partners adhesion (local producers and touristic services) .
LEAD ORGANISATION	Portalegre Municipality
STAKEHOLDERS	Companies and other entities in the sectors of tourism, culture, sports, local producers, creativity and technology
KEY PARTNERS	Software company Management company
FOCUS AREAS	Tourism and tourist experience
FINANCE & RESOURCES	60.000€ - Application to EU support programmes and software companies
STATUS	Developed idea
TIMESCALE	6 months
PROBLEMS / CONCERNS	Selection of suppliers of software and hardware Adhesion of private points of interest Adhesion of touristic services Adhesion of local producers

RISK ANALYSIS

RISK	RISK LEVEL	PROBABILITY
ABFH	R3***	P2**

Pioneer game with the risks associated to radical innovations.
Needs upgrade of visiting places to be successful.

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

1.3	FREE WI-FI IN ALL THE COUNTY	RISK ANALYSIS		
DESCRIPTION	County free Wi-Fi network to cover the territory for the benefice of tourists and inhabitants	RISK	RISK LEVEL	PROBABILITY
MAIN OBJECTIVE	Free access to information everywhere. Conditions for the game and information to be accessible to all who do not have an internet connection	CD	R2**	P1*
ACTIVITIES	Wi-Fi network installation			

LEAD ORGANISATION	Portalegre Municipality
STAKEHOLDERS	Technology companies, and communication operators
KEY PARTNERS	ICT company
FOCUS AREAS	Tourism and accessibility
FINANCE & RESOURCES	50.000€ – Application to EU support programmes.
STATUS	Project conclusion
TIMESCALE	2 years
PROBLEMS / CONCERNS	Financing

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

2.1	UPGRADE WITH DYNAMIC VISITS FOR A MUSEUM	RISK ANALYSIS		
DESCRIPTION	Museum technological and creative upgrade to make visits more dynamic and attractive, including for youngs, enabling a better attraction of tourists.	RISK	RISK LEVEL	PROBABILITY
MAIN OBJECTIVE	Attraction of more tourists along the year from national and international markets to longer stays Delight and Get tourists loyalty Educational and cultural support	CD	R2**	P1*
ACTIVITIES	Definition of the contents and technologies applied and at what cultural assets/stories: multimedia, interactive and immersive Hw & Sw (interactivity, virtual reality, augmented reality, video mapping, 4D, simulators, electronic games...). Playground for children related with the museum's theme. Defined solutions' development. Equipment and tests.	Curators with conservative perspectives		

Curators with conservative perspectives

LEAD ORGANISATION	Owners of attractions	
STAKEHOLDERS	Creative and technology companies, cultural and sport entities	
KEY PARTNERS	ICT and creative companies	

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

FOCUS AREAS	Tourism and accessibility
FINANCE & RESOURCES	350.000€ – Application to EU support programmes.
STATUS	Developed idea
TIMESCALE	2 years
PROBLEMS / CONCERNS	Financing Curatorship on booty/technology

2.2	PLAYABLE MONUMENT
DESCRIPTION	Dynamic and interactive information in a monument for a better attraction of tourists
MAIN OBJECTIVE	Attraction of more tourists along the year Delight and Get tourists loyalty City differentiation
ACTIVITIES	Definition of the contents and technologies applied. Defined solutions development. Equipment and tests.
LEAD ORGANISATION	Portalegre Municipality
STAKEHOLDERS	Creative and technology companies
KEY PARTNERS	ICT and creative companies
FOCUS AREAS	Tourism
FINANCE & RESOURCES	3.000€ – Application to EU support programmes, creative and ICT companies
STATUS	Developed idea
TIMESCALE	3 months
PROBLEMS / CONCERNS	Financing Curatorship on booty/technology

RISK ANALYSIS

RISK	RISK LEVEL	PROBABILITY
AF	R2**	P1*

TIMELINE

	YEAR 1	YEAR 2	YEAR 3	YEAR 4
	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

2.3	PLAYABLE TOURIST SERVICE – LODGEMENT
DESCRIPTION	Interface for definition of discounts /offers for gamers and respective points to discount, to give more advantages in playing the game
MAIN OBJECTIVE	Delight and Get tourists loyalty City differentiation
ACTIVITIES	Definition of rules to discount points against a benefice to game players (customers). Development of a parameterizable interface for game partners to define their offers to game players and the respective number of points to discount.
LEAD ORGANISATION	Portalegre Municipality
STAKEHOLDERS	Creative and technology companies and tourist services companies
KEY PARTNERS	Software company
FOCUS AREAS	Tourism
FINANCE & RESOURCES	12.000€ – Application to EU support programmes
STATUS	Developed idea
TIMESCALE	3 months
PROBLEMS / CONCERNS	Financing Adhesion of touristic services

RISK ANALYSIS

RISK	RISK LEVEL	PROBABILITY
ACF	R3***	P1*

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

2.4	PLAYABLE PRODUCTION – CRAFTSMAN	RISK ANALYSIS		
DESCRIPTION	Interface for definition of points earned by gamers against defined activities, to give more advantages in playing the game	RISK	RISK LEVEL	PROBABILITY
MAIN OBJECTIVE	Delight and Get tourists loyalty City differentiation	ACF	R3***	P1*
ACTIVITIES	Definition of rules to accumulate points against an activity performed by game players (customers). Development of a parameterizable interface for game partners to define their offers to game players and the respective number of points to be accumulated.			

LEAD ORGANISATION	Portalegre Municipality
STAKEHOLDERS	Creative and technology companies and producer companies
KEY PARTNERS	Software company
FOCUS AREAS	Tourism
FINANCE & RESOURCES	2.000€ – Application to EU support programmes
STATUS	Developed idea
TIMESCALE	3 months
PROBLEMS / CONCERNS	Financing Adhesion of local productions

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

2.5	EVENT'S ANIMATION	RISK ANALYSIS		
DESCRIPTION	Upgrade of events with new technologies for a better attraction of tourists, using video mapping and augmented reality technologies	RISK	RISK LEVEL	PROBABILITY
MAIN OBJECTIVE	Attraction of tourists Delight and Get tourists loyalty City differentiation	ABF	R3***	P2**
ACTIVITIES	Definition of contents; Video mapping and AR development contents. Augmented reality and video mapping show .			

LEAD ORGANISATION	Portalegre Municipality
STAKEHOLDERS	Creative and technology companies and cultural and sport entities
KEY PARTNERS	Software company

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

FOCUS AREAS	Tourism,
FINANCE & RESOURCES	70.000€ – Application to support programmes, creative and ICT companies
STATUS	Developed idea
TIMESCALE	3 months
PROBLEMS / CONCERNS	Financing

ACTION		LEAD ORGANISATION	KEY PARTNERS	TIMESCALE	BUDGET
3.1	Digital marketing strategy	Management company	ICT and creative companies	3 months	70.000€

3.1	DIGITAL MARKETING STRATEGY	RISK ANALYSIS		
DESCRIPTION	Digital communication campaign to promote the game territory and attract more tourists from national and international markets			
		RISK	RISK LEVEL	PROBABILITY
MAIN OBJECTIVE	Attraction of more tourists along the year from national and international markets Promote tourism and local heritage	ABEF	R3***	P2**
ACTIVITIES	Definition of contents; Video's development; Selection of sites and media for diffusion.			

LEAD ORGANISATION	Management company
STAKEHOLDERS	Creative and technology companies, cultural, sport, tourists services and producers entities
KEY PARTNERS	ICT and creative companies
FOCUS AREAS	Tourism promotion
FINANCE & RESOURCES	70.000€ – Application to support programmes and ICT companies
STATUS	Developed idea
TIMESCALE	3 months
PROBLEMS / CONCERNS	Financing

TIMELINE			
YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

ACTION	LEAD ORGANISATION	KEY PARTNERS	TIMESCALE	BUDGET
4.1 Local/regional information network	Portalegre Municipality	ICT and creative companies Management company	2 years	400.000€

4.1	LOCAL/REGIONAL INFORMATION NETWORK
DESCRIPTION	Information network in the city, county, and neighborhoods with the support of different technologies and contents
MAIN OBJECTIVE	Network of information for inhabitants and tourists with central content management Promote tourism and local heritage
ACTIVITIES	City's information: Selection of contents; Selection of places to show information; Selection of technologies: site, augmented reality, digital signage, video mapping, mupies, electronic outdoors; Contents' development; Network of information installation and tests; Information's central installation and tests.
LEAD ORGANISATION	Portalegre Municipality
STAKEHOLDERS	Creative and technology companies, cultural, sport, tourists services and producers entities
KEY PARTNERS	Management company, ICT and creative companies
FOCUS AREAS	Tourist experience
FINANCE & RESOURCES	400.000€ – Application to support programmes and ICT companies
STATUS	Developed idea
TIMESCALE	2 years
PROBLEMS / CONCERNS	Financing Private partnerships

RISK ANALYSIS

RISK	RISK LEVEL	PROBABILITY
ABEF	R3***	P2**

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
01 02 03 04	01 02 03 04	01 02 03 04	01 02 03 04

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ACTION	LEAD ORGANISATION	KEY PARTNERS	TIMESCALE	BUDGET
5.1 Facilities for tourists	Portalegre Municipality Management company	ICT companies Software company	1 years	22.000€
5.2 Tourist data management	Management company	Software company ICT companies	1 years	175.000€

5.1	FACILITIES FOR TOURISTS
DESCRIPTION	Online integration of services to purchase personalized tour packages, museum tickets and register the visit in the city's digital passport
MAIN OBJECTIVE	Quick and easy access to online services and products Data on tourist flows Attraction of more tourists along the year from national and international markets to longer stays
ACTIVITIES	Software development
LEAD ORGANISATION	Portalegre Municipality, Management company
STAKEHOLDERS	Creative and technology companies, cultural, sport, tourists services and producers entities
KEY PARTNERS	Software company, ICT companies
FOCUS AREAS	Experience of tourists and locals
FINANCE & RESOURCES	22.000€ – Application to support programmes and ICT companies
STATUS	Developed idea
TIMESCALE	1 years
PROBLEMS / CONCERNS	Financing

RISK ANALYSIS

RISK	RISK LEVEL	PROBABILITY
ABCDF	R3***	P2**

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

5.2	TOURIST DATA MANAGEMENT
DESCRIPTION	Data management for better definition of tourist strategies and initiatives
MAIN OBJECTIVE	Better tourist strategies and initiatives
ACTIVITIES	Data management with software as Business intelligence and Big data
LEAD ORGANISATION	Management company
STAKEHOLDERS	Software company
KEY PARTNERS	Technology company, ICT companies
FOCUS AREAS	Experience of tourists and locals
FINANCE & RESOURCES	175.000€ – Application to support programmes and ICT companies
STATUS	Developed idea
TIMESCALE	1 years
PROBLEMS / CONCERNS	Financing

RISK ANALYSIS

RISK	RISK LEVEL	PROBABILITY
ABF	R3***	P2**

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

ACTION	LEAD ORGANISATION	KEY PARTNERS	TIMESCALE	BUDGET
6.1 Cluster of competencies	BioBip Management company Portalegre Municipality	ICT and creative companies	2 years	10.000€

6.1	CLUSTER OF COMPETENCIES	RISK ANALYSIS		
DESCRIPTION	Supportive conditions for creative and technology firms and entrepreneurship, in the same domains, to keep competencies, aroused by the project, in the city	RISK	RISK LEVEL	PROBABILITY
MAIN OBJECTIVE	Attraction of companies New entrepreneurial initiatives Local competencies to support the smart city	ABCDFH	R4****	P3***
ACTIVITIES	Incubation and support services Consultancy Invitation to join projects listed in the remainder action tables	Low adherence for conditions offered		
LEAD ORGANISATION	Bio Bip ibusiness incubator, Portalegre Municipality, Management company	TIMELINE		
STAKEHOLDERS	Polytechnic Institute, Creative and technology companies and professionals			
KEY PARTNERS	ICT and creative companies			
FOCUS AREAS	Local development			
FINANCE & RESOURCES	22.000€ – Application to support programmes and ICT companies			
STATUS	Developed idea			
TIMESCALE	1 years			
PROBLEMS / CONCERNS	Financing, espaces, Infrastructural conditions			

TIMELINE

YEAR 1	YEAR 2	YEAR 3	YEAR 4
Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4	Q1 Q2 Q3 Q4

The results expected from this strategy are the following:

      1 | Integrated tourist and cultural offer;
      2 | Large and regular tourist flows along the year;
      3 | New dynamics;
      4 | Reversal of threats;
      5 | Better quality of life.

With the increase of tourism flows and dynamics, other sectors and industries are impelled to new levels of activity where new jobs, firms, and initiatives are created.

This overall dynamic increases the quality of life as a consequence of economic, social, and cultural developments.

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