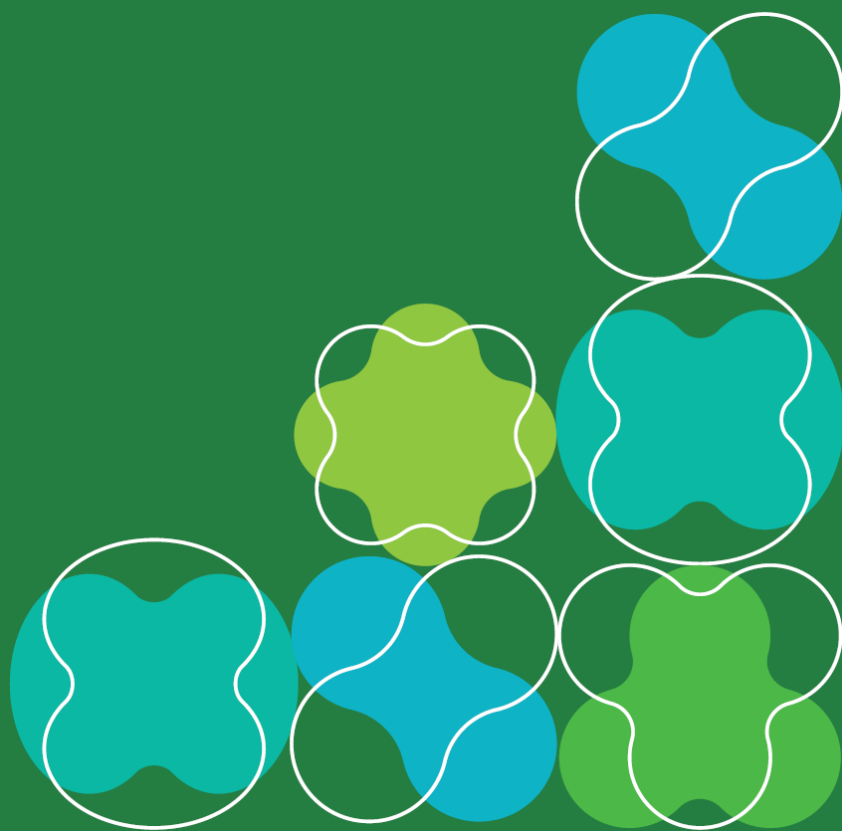


# Plan for the Development of Tourism and Attractiveness

2026-2028



# **Identity, Innovation and Territories: the Regional Strategy for 2026–2028**



# Introduction: Strategic Guidelines for the next Three-Year Period

The main challenges facing Lombardy's tourism sector over the next three years derives from the trends and dynamics described in Chapters 1 and 2 of the Tourism and Attractiveness Development Plan 2026–2028.

**The Lombardy Region aims to help businesses respond to the challenges posed by the economic context and the transformation of tourism consumption patterns** through synergistic, multi-level interventions guided by the strategic principles of autonomy, subsidiarity, sustainability, research, and innovation.

**The implementation of a strategy converging on these areas will be achieved through coordinated actions supported by investments, policies and integrated marketing initiatives whose aim is attracting and directing new visitor flows, while encouraging returning tourists to discover new experiences and destinations that, although capable of offering high-valuable tourism experiences, are definitively less known or more remote but anyway can provide tourism offering accessible to everyone.**

The Lombardy Region's tourism promotion strategy for the 2026–2028 period is also the result of **collaboration among institutions, stakeholders and citizens**, whose contribution is defining the aims and activities to be implemented through specific meetings and working groups, as well as the policies adopted from a territorial marketing perspective. Understanding the distinctive features, professional expertise and area of excellence, as well as the needs of all those involved in the regional tourism sector in various abilities, enables to guide actions and investments as to better integrate and enhance local assets, makes Lombardy more accessible and responsive to the needs of the new global tourism market and offers a broader range of experiences for every type

of tourists—either residents of Lombardy discovering parts of their own region with whom they are unfamiliar with or Italian and international tourists.

In October 2025 a **public consultation was also launched on the Open Innovation platform**, allowing citizens, professionals and businesses operating in the tourism sector, the possibility to express their views and actively participate in defining the regional development model for the sector (the analysis of the public consultation results is set out in the Appendix of the Tourism and Attractiveness Development Plan 2026–2028).

The insights and suggestions emerging from the analysis of the survey responses, together with the outcomes of institutional working groups and consultations with industry operators and the relevant local authorities, contributed to define the Lombardy Region's strategy. In particular, requests for actions were gathered to make Lombardy's tourism sector better prepared to respond to changing tourism trends, with greater attention to the regeneration of local areas, the valorization of cultural heritage, the promotion of year-round tourism beyond peak seasons, personalized travel experiences and the digitalization of tourism offerings.

The new regional strategic framework for 2026–2028 adopts, in a shared way, the guidelines set out in the Ministry of Tourism's National Tourism Plan 2023–2027 and the strategic priorities of the European Commission. As shown in the following sections, it is also included into the Lombardy Region's Sustainable Regional Development Plan (PRSS), ensuring continuity with the Regional Plan for Tourism and Attractiveness 2023–2025, while building on its innovative approach, particularly in the field of tourism promotion in Italy and abroad.

As to implement the Tourism and Attractiveness Development Plan 2026–2028, the Lombardy Region intends to start by integrating information, experiences and knowledge from all the areas identified to date.

Through a cross-cutting and integrated approach, these elements will contribute as to delineate the strategy that the Region intends to implement to support, expand, and promote tourism in all its different forms.

## The Post-Pandemic Period and the Recovery of International Tourist Flows

**The recovery of international tourist flows following the public health emergency represents a key factor in the implementation of the Tourism and Attractiveness Development Plan for the 2026–28 period.**

As extensively described in Chapter 1, the global crisis profoundly transformed dynamics of the tourism industry. However, since 2023, both international and domestic tourism have recorded a significant reversal of this trend: according to the World Tourism Barometer, mobility levels in 2023 and 2024 are in line with those of 2019, the pre-pandemic benchmark year.

**In this context, Lombardy endorses its position as one of Italy's most attractive destinations**, having not only recovered but also exceeded the visitor flows volumes recorded before 2020. **This steady growth represents a strategic lever** for the implementation of the new regional development strategies, based on

innovation and the enhancement of its natural, cultural and landscape heritage.

The experience gained over the last three years has also raised the occurrence and consolidation of more conscious forms of tourism, focused on sustainability, enjoyment of open spaces and the sharing of authentic experiences in close contact with nature and local communities, reflecting the drive and energy that characterize Lombardy.

These trends represent a valuable body of knowledge, know-how, and services, and therefore a driving force for **the evolution of Lombardy's tourism model, which aims to enhance the quality of hospitality, endure the policies implemented to de-seasonalize tourist flows and diversify visitor numbers throughout the region, in line with the objectives of balance, innovation, competitiveness, and cross-sectorial combination set out in this Plan.**



## The Use of AI and the Digital Infrastructure

The trends towards the increasing digitalization of services and experiences and the extensive adoption of artificial intelligence, are fundamentally redesigning the way tourism is conceived, managed, and experienced.

These external factors—including the pervasive role of digital technologies in everyday life and the rise of global platforms such as Booking, Airbnb, systems for purchasing and using transport services, and immersive experience portals—have converted the relationship between travelers, destinations and tourism operators, piloting demand toward increasingly personalized, integrated, and data-driven experiences.

Together with the enabling role of technological and digital development on a global scale, Lombardy stands out for the presence of internal resources—genuine strategic assets that enhance its ability to exploit and amplify these changes. These range from digital innovation projects promoted by the Lombardy Region and the in house bodies of the integrated regional system (SIREG), - **in line with**

**strategies** for transforming the tourism ecosystem - to the dynamism of Lombardy's businesses, which consistently invest in technological solutions, digital infrastructure, and smart services.

This dual context—global and regional—generates a favorable environment for the development of smart tourism, where the use of digital technologies and practical applications of AI solutions can optimize the management of tourist flows, improve data analysis capabilities and enable a deeper understanding of visitor sentiment. These assets will support the development of projects capable of anticipating demand trends, thereby continuously improving the tourism offering, coordinated, for example, with services that simplify travel through integrated digital solutions tailored to travelers' needs (Mobility as a Service) and improve accessibility for different categories of users.

## Territorial Marketing

The activity of networking among Lombardy's tourism operators, in collaboration with the various regional components and areas of intervention, made possible **to generate experiential itineraries in which culture, art, spirituality, fashion, craftsmanship, food & wine, landscape and quality of life show Lombardy to visitors as a unique destination capable of telling its story as for the needs of each individual tourist.**

This cross-cutting activity serves either as a tool or a strategic asset of the Strategic Plan from a territorial marketing perspective, also enabling the creation of networks of excellence, the development of partnerships and the promotion of authentic, high-quality experiences.

**This leads to the consolidation and development of a coherent shared promotion**

**model based on the territory's identity and distinctive values**, supporting Lombardy's positioning as an international destination: innovative, sustainable, and capable of attracting major events.

Starting from the strategic guidelines defined by the Tourism and Attractiveness Development Plan 2026-2028, the following paragraphs outline the vision and the actions, as well as the tools available to the Lombardy Region for tourism development over the coming years: policies, investments, and regional projects based on a collaborative approach and sustainable development.



# The Lombardy Region's Strategy



Lombardy Region pictures a form of tourism that combines innovation and authenticity, where every area—from major attractions to the most hidden villages—becomes part of a vibrant, smart and inclusive network, capable of offering memorable, sustainable, and shared experiences while welcoming the world with the beauty and energy of its communities.

Enhancing the unique features of its territories to open-up to the global traveler looking for experiences, environmental awareness, culture and innovation: this is how the Lombardy Region imagines the region's future in tourism. The strategy aims to manage growth and prevent differences between territories in order to avoid concentrating visitor flows on just a few major destinations.

**The vision is of a Region that operates in both international and domestic markets as an intelligent, harmonious and inclusive system, capable of welcoming every type of traveler.**

The Region ambition is to become a European model of territorial balance, innovation and quality of experience, where tourism is not just about growth but also about creating value. A model that makes Lombardy a true driving

force in the development of new and inspiring tourism experiences.

From its environmental and cultural heritage to innovation, fashion and design, the Lombardy Region's positioning as a tourist destination enriches international collaborations and makes the region an attractive destination for emerging forms of tourism and new trends of the modern traveler.

**The guiding principle is therefore not just "more" but "better." Lombardy's strategic advantage lies in its diverse system covering cities of art, lakes, rivers, canals, rural areas, mountains and villages, which, by offering authentic and personalized experiences, representing forms of tourism that meet new needs and the demand of different target groups.**



Lombardy aims to welcome the visitor of the future with an integrated, exciting, experiential and sustainable offering, capable of connecting people, territories and technologies within a coherent, authentic, and contemporary narrative that celebrates every form of encounter.

The Vision expressed in the Tourism and Attractiveness Development Plan 2026–2028 lies in the claim:

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**“Lombardy: an experience to be lived”.**

A vision that sees the enhancement of local distinctive features, and the ability to respond to travelers' new needs, as the key to attracting international tourism focused on sustainability and inclusivity.

**Raising the profile of lesser-known locations does not mean overcrowding new areas but rather unlocking the tourism potential of these emerging new destinations in collaboration with local authorities through ongoing work to map the local offering (cultural and environmental assets, services, experiential opportunities) and develop itineraries. Regional policies create the conditions enabling local authorities, DMOs and private sector organizations to work together in the best possible way to develop tourism products that make Lombardy a connected, digital and narratively promoted destination where the role of technology and digital innovation will serve to boost the**

competitiveness of the region, maximize resources and foster a genuine culture of hospitality.

**The key strategic levers are SPACE, understood as territory, in order to avoid excessive tourism pressure and TIME, to promote seasonality management and improve the quality of the visitor experience.**

**The long-term objective is not a continuous and uncontrolled growth in visitor flows, but rather more a balanced and sustainable growth.**

On the basis of the above, in accordance with the guidelines set out by the Ministry of Tourism and in continuity with the Tourism and Attractiveness Development Plan for the 2023–2025 period, the main strategic priorities on which the Lombardy Region's actions will be built on for the 2026–2028 period, have been identified as follow:

**A**

**The value of experience**

Enhancing the uniqueness of each place and the ability to deliver tailored tourism experiences.

**B**

**Digital innovation & competitiveness**

An integrated digital ecosystem supporting tourism experiences through technology and territorial storytelling.

**C**

**Multilevel governance**

Shared and sustainable tourism planning through collaboration among institutions and territories.

**D**

**Skills and professionalism**

Strengthening human capital through training to ensure a qualified and inclusive hospitality system.

**E**

**Territorial identity storytelling**

Strategic communication to reinforce Lombardy's territorial identity.

In order to build a rational and long-term program of interventions, it is indeed essential to rely on a shared strategy that takes the form of systemic actions, sustained by incentive policies and dedicated measures for the tourism sector, promotional schemes as to merge Lombardy's positioning in tourism markets across Italy and worldwide, policies to promote the excellence of local territories and the main events. In line with the objectives of the Tourism and Attractiveness Development Plan 2023–2025, efforts will therefore continue to improve the quality of the tourism offering by "making its fruition more sustainable and innovative, promoting the digital transformation of the sector, adopting a culture of hospitality and developing human capital, an essential asset for the growth of the tourism industry."

The following paragraphs describe, for each of the identified strategic priorities, the related strategic objectives, in line with the strategic framework defined by the Regional Sustainable Development Plan, as well as the actions identified to achieve each objective. For each line of action, possible authentic initiatives that may be implemented during the 2026–2028 period are also identified.



**A** The value of experience in the tourism offering



Lombardy aims to establish itself as a European model of smart and sustainable tourism, where every place plays a leading role, every experience is tailor-made, and every community actively contributes into a dynamic network that welcomes, tells its stories and innovates.

The quality of Lombardy's tourism offering is comprehensive and complex, and it encompasses and goes beyond sustainable tourism. The experiential offering focuses on creating proposals that highlight the single character of the places visited, with a strong focus on environmental, social, cultural and economic aspects.

A regenerative form of tourism that can be seen as a “driving force” capable of bringing out the very best of the experiential offerings of Lombardy’s destinations while also providing a positive boost to the full potential of the local business community.

These elements work in perfect harmony to offer the very best of Lombardy’s hospitality and products to domestic or international tourists through specific approaches tailored to different market segments. A vision in which the tourist is no longer merely a consumer but becomes fully immersed in the destination.



**Strategic objective**

**To promote a personalized and customizable tourism offering**



The promotion of territories and landscapes

As stated in the PRSS (Strategic Objective 6.1.3): *"The Lombardy Region's objective is to enhance, from a tourism perspective, its territories and their unique characteristics by encouraging models of 'responsible tourism' and 'accessible hospitality' in order to increase tourist flows to Lombardy."* The promise is aimed at developing territories and their environmental, cultural, economic, and historical characteristics to promote a tourism model that *"is increasingly moving toward slow tourism and soft mobility, in line with the new trends of 'regenerative tourism' and 'discovery tourism' emphasizing the excellence of the tourism offering for all market segments, including the high-end segment."*

Lombardy boasts landscapes of extraordinary value and a highly significant historical and cultural heritage, most of it is subject to landscape and environmental protection measures designed to safeguard, enhance and promote it, including for tourism purposes. To appreciate the value of Lombardy's natural environment, it is enough to consider its 24 regional parks, 67 nature reserves, and 34 natural monuments, in addition to the Stelvio National Park and three national nature reserves.

The Lombardy region also includes 246 sites that are part of the European Natura 2000 network for biodiversity conservation, covering 15.7% of the regional surface area, totaling approximately 675,000 hectares of protected land, equal to 28% of Lombardy's territory. Finally, forested areas account for more than 26% of the region's territory, 80% of which consists of mountain forests and almost 20%

of lowland and hill forests.

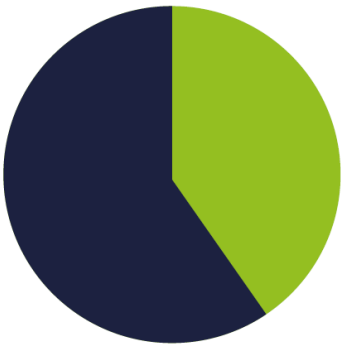
The actions defined in the Plan are the result of promoting objectives achieved through a cross-sectoral and multi-sectorial approach.

These objectives include both the promotion of regional excellence (ranging from food and wine products to cultural heritage, design, and innovation) and the promotion of emerging tourism trends (high-quality outdoor activities, sports, and wellness), which are now more closely than ever linked to regenerative tourism. They also include the recognition and support of Lombardy's bids for the title of "Italian Capital of Culture" as strategic projects of regional importance for enhancing Lombardy's tourism, cultural, and economic appeal, serving as a lever for territorial promotion at both the national and international levels. This is an offering that embraces the entire region, not just its best-known destinations, as it is already reflected in visitors' travel patterns across Lombardy. In 2028, regional initiatives will be developed to celebrate, in 2029, the 50th anniversary of the UNESCO World Heritage Site of the "Valle Camonica" (1979–2029).

Certainly, the Tourism Report for the Lombardy Region, published by the Regional Observatory for Tourism and Attractiveness in July 2025, highlighted how the policies implemented have helped to achieve a balanced distribution of tourism across major cities and rural areas. As the report states, *"the 2024 data portray a reality in which local territories—villages, lakes, mountains, and rural areas—play a leading role."*

Nights spent: 52.961.531

**Territories**  
**31.449.041**  
**59,38%**



**Provincial Capitals**  
**21.512.490**  
**40,62%**

Source: Tourism Report July 2025  
Regional Observatory for tourism and attractiveness



**Strategic objective**

**To develop a tourism model that is increasingly attractive for areas beyond the major tourism flows, independent of seasonal patterns because it is based on the distinctive assets of each destination (food and wine, culture, landscapes, artisanal and manufacturing excellence, etc.).**

The low seasonality index underlined by the Report (0.29 in 2024 compared with a national average of 0.56) confirms Lombardy’s already strong ability to attract tourists throughout the year.  
An awareness of the resources available for marketing and promotion will enable the region

to diversify its offering, meet the needs of new travelers and create travel experiences that effectively respond to the demands of both current and future market.



Lombardy is an open workshop for contemporary tourism where growth is not only a matter of quantity but most of all of quality and every corner of the territory contributes to a rich, accessible, and sustainable offer

**The Milan–Cortina 2026 Olympic Games and the enhancement of the region’s post-Olympic legacy**

**The Milan–Cortina 2026 Winter Olympic and Paralympic Games represent a strategic lever of international significance for the Lombardy Region and a key element in the execution of the Tourism and Attractiveness Development Plan 2026–2028.**

The event places Lombardy at the center of global attention, providing a unique showcase that highlights not only the region’s natural, sporting and scenic heritage (strengthening its attractiveness from a sustainable perspective and integrating it into global tourism flows),

but, also, the energy and vitality of a diverse, flexible and inclusive tourism offering that satisfies local, national, and international visitors alike, while promoting experiences and activities that can be appreciated throughout the year.  
The measures implemented by the Lombardy Region to improve access to the Olympic venues and surrounding areas will remain a long-term asset for the region’s tourism offering, facilitating travel between destinations and enriching the overall visitor experience.



### Strategic objective

**To promote events in order to attract to Lombardy significant flows of tourists from all over the world.**

The Olympic Games are not only a facilitator for visibility and new tourist arrivals, but also an opportunity to build a broad and long-lasting legacy. The planned infrastructure works and territorial initiatives, transport systems, new sports facilities, investments aimed at upgrading accommodation facilities, and digital and technological solutions will constitute a permanent asset capable of having a structural impact on the region's tourism competitiveness over the medium and long term.

**The Olympic legacy therefore has the potential to become, for Lombardy's tourism sector, not only a material and technological legacy but also a driver of structural development, capable of generating lasting value and supporting the integrated implementation of the policies set out in the Plan.**

The Games represent a unique opportunity to showcase the potential of alpine and mountain areas and to promote itineraries that combine nature, culture, traditions, and sporting activities.

The event's extraordinary media exposure

will provide Lombardy the opportunity to broaden its identity narrative by bringing places and experiences—often off the beaten track—to the attention of an international audience. Making the most of this global visibility and strategically planning the opportunities for the post-Games period will be essential to consolidate Lombardy's position as an active and vibrant region, capable of attracting major sporting events and maximizing their long-term benefits.

In addition to the economic impacts, the ability to manage and capitalize on the tourist flows generated by the Olympic Games will also help **to support policies aimed at reducing seasonality and building an innovative, future-oriented model of territorial promotion, with specific attention to social, economic, and environmental sustainability.**



## Lines of Action

### Experience and Innovation in the Tourism Offering

Promote the renewed centrality of the tourist experience by enhancing authenticity, local and cultural identity, excellence in production and craftsmanship, and immersive itineraries, directing the offering toward forms of regenerative tourism capable of creating a compelling narrative of the region that allows visitors to enjoy a unique and distinctive experience while at the same time generating widespread value for territories and communities.

### Improving Service Quality

Encourage higher standards of hospitality services through initiatives aimed at upgrading accommodation facilities and creating integrated tools that make the regional tourism offering more accessible and better coordinated.

### Territorial Identity and Collaboration

Supporting dialogue and collaboration among homogeneous areas to raise coordinated strategies and enhance diverse local identities, promoting joint initiatives capable of linking territories together.

### Intercepting Climate-Sensitive Tourism Flows

As part of its strategies for adapting to climate change and reducing seasonality management strategies, the Lombardy Region identifies the strategic value of its hydrographic system and protected lowland areas and provides a plan to support canals and river tourism.

### Integrated System of Fortifications, River and Rural Villages

The Lombardy Region promotes the development of interprovincial historical itineraries capable of strengthening the offering of slow, sustainable, and cycling tourism across wider areas through the integration and strategic consolidation of a thematic tourism network of excellence positioned on military fortifications, historic forts, and defensive structures, connecting them with the riverside and rural villages of the Lombardy plains while supporting the functional restoration of these sites.

## B Digital innovation and tourism competitiveness



Lombardy is building a harmonious, connected and sustainable tourism ecosystem, in which technology enhances the region's widespread beauty. The culture of hospitality is strengthened and every journey becomes a living link between innovation, tradition and active participation.

Whether through its ability to develop personalized offers, the versatility of its proposals or its capacity to express its own energy into ever-new experiential activities, Lombardy is today more attractive than ever to new tourists.

In recent years, digitalization has radically changed the habits of global tourists, who, thanks to flexible and customizable options, can organize their own trips in an increasingly independent way.

In the field of tourism promotion as well,

digitalization and the use of alternative channels to traditional ones, focused on the responsible use of the web (social networks, CRM systems, etc.), have taken on a fundamental role in the creation and fruition of the tourism offering and will enable us to reach and target Lombardy's tourists, both domestic and international, more effectively.

Digital transformation is therefore an opportunity for tourism development, which must be based on data monitoring and analysis in order to:

- Create personalized experiences based on travel preferences
- Develop itineraries that promote lesser-known destinations
- Improve services by increasing their universal accessibility through the removal of physical, sensory, cognitive and cultural barriers, whilst promoting inclusive design in the tourism offering.

**Lombardy aims to position itself as a smart tourism destination, capable of integrating innovation and hospitality.**

### Data analysis to optimize the offering

As stated in the PRSS, "The Lombardy of the future is undoubtedly 'connected', meaning a Region in which the various territories can truly all be on the same level, in an inclusive and collaborative competition that enhances the characteristics and unique features of each one in terms of attractiveness and innovation: this means aiming to create a "smartland", namely a region in which high performance is not exclusively guaranteed for large urban centers, but is available to all territories and citizens".

Digital technologies are transforming the way tourists plan, live and share their experiences and, for this reason, it is crucial to define a governance model for the management of the data ecosystem and the use of artificial intelligence and machine learning tools that enable the analysis of tourist flows and the prediction of travelers' behaviors, thus allowing solutions to be designed in line with their needs.



### Strategic objective

**To implement systems aimed at encouraging, increasing and optimizing the tourism offering, by developing digital tools and technological solutions to improve the tourist experience, the promotion of the territory and the efficiency of services.**

Through the evolutionary development and the data contained within the Tourism Digital Ecosystem (EDT), integrated with the Ministry of Tourism's "Tourism Digital Hub",

it will be possible to provide constantly updated information and create personalized tools and services in response to the needs of operators and new forms of tourism.

### Sentiment analysis

The Lombardy Tourism Report published by the Observatory on Tourism and Attractiveness in July '25, includes an analysis of tourists' sentiment towards the "Lombardy as a destination", based on more than 5.2 million digital traces (comments, posts, reviews, etc.) published on various travel platforms and websites.

In 2024, Lombardy's sentiment recorded an average score of 84.4 out of 100, an increasing trend compared to the previous year, with "facilities and services",

"quality of the experience and comfort" and "food and culinary experience" receiving the highest appreciation.

The analysis of users' opinions is highly important for the insights it provides into the perception of infrastructure, services, accommodation facilities and the tourism offering in general and it is a fundamental tool for identifying the strategy and actions that the Lombardy Region will implement for tourism development in the coming years.

### Artificial Intelligence and the personalization of the tourism offering

Managing the digital transition means preserving the identity of territories, promoting conscious and sustainable tourism, and improving Lombardy's positioning within the national and international tourism landscape. According to a survey carried out by Doxa for Trainline and published in July 2025, 91% of Italians use artificial intelligence-based tools to organize trips, manage bookings and create personalized itineraries and, according to data collected by Cognitive Market Research, "the value of AI applied to tourism in Italy in 2025 is estimated at over 78 million dollars, with an annual growth rate of over 27%".

Accommodation providers, as well as tourism operators and public authorities, are already using AI to monitor visitor flows, carry out predictive analyses and promote lesser-known destinations by guiding distribution of visitors and avoiding overcrowding phenomena. An Eurispes study has found that "operators in the sector who have used artificial intelligence tools have recorded an average 20% increase in profits and a 15% reduction in operating costs" and, according to InsightAce Analytic, "the global market for artificial intelligence in tourism will grow by +1100% by 2033, increasing from 3 to 36 billion dollars".

**Strategic objective**

**To use AI systems in a coordinated and comprehensive manner to personalize the tourism offering and bring significant benefits to the entire supply chain, facilitating collaboration between governments, public administrations and operators.**

For this reason, the Ministry of Tourism intends to establish a permanent international incubator for AI applied to tourism, led by Italy. This commitment is shared by the Lombardy

Region, which is aware that advanced digital systems are key drivers for the development of Lombardy's tourism offering.

## Lines of Action

### Digitalization and new languages for tourism promotion

Innovate and digitalize the tourism offering through the adoption of integrated technological tools and contemporary form of communication, promoting multilingual solutions, georeferenced systems and digital platforms capable of organizing local services and contents in a coordinated manner.

### Expanding the digital offering

Strengthening the digital presence of Lombardy tourism through the coordinated development of information ecosystems (e.g. mobile apps) and regional platforms integrated with national and local services, supporting interactive content, interoperability and shared forms of promotion and information exchange among connected areas.

### Technological experimentation and innovation

Encourage the experimentation with emerging technologies applied to tourism, integrating immersive solutions, smart systems and advanced digital tools onto regional itineraries and services, in collaboration with academic institutions and research centers.

### Data-driven market analysis

Analysis aimed at the strategic positioning of the destination, consistent with regional strategic guidelines for the enhancement of the Lombardy System.

**C** **Multilevel governance and territorial cooperation**



Lombardy does not simply host visitors but engages them: tourism becomes a driver of territorial development, a tool for social cohesion and an opportunity to build a shared identity between those who live in and those who visit the region, strengthening a mutual sense of belonging.

Tourism is a complex sector involving a wide range of stakeholders. In this context, strong and participatory governance is important for building shared,

effective and lasting synergies and for developing a coherent, coordinated and integrated promotion plan.



**Strategic objective**

**To promote collaborative tourism management, strengthening the regional brand and dialogue with local stakeholders**

The processes leading to the development of regional strategies require a well-established framework of relationships and networks at different levels, involving local authorities and public and private stakeholders, including those representing Lombardy’s tourism sector. Supporting the governance of these coordination levels is fundamental

to make tourism promotion policies and their local implementation more effective and efficient: thus, through dialogue and knowledge sharing, collaboration with territorial networks is strengthened.



## Lines of Action

### Institutional coordination

Match actions and strategies across the different institutional levels and among stakeholders in the tourism sector, through shared tools for planning, programming, cooperation and coordination of promotional activities as well as participation in national and international events and initiatives.

### Regulatory monitoring

Continue updating and monitoring regional regulations in line with the evolution of the national and European frameworks, ensuring constant alignment between legislative guidelines, implementation processes and the new needs of the tourism sector.

### Territorial collaboration

Strengthen structured forms of dialogue with territories, starting with local authorities, through thematic working groups, information networks and local coordination tools, to foster shared actions and common strategies for tourism valorization and development.

### Public-private partnerships

Promote synergies between public organizations and private entities for the implementation of strategic initiatives, special projects and events with high attractiveness potential, through cooperation tools, co-design processes and integrated forms of support.

### Interregional integration and cooperation

Develop shared processes across the entire tourism sector, promoting joint projects, coordinated itineraries and collaborative initiatives with neighboring regions and European networks to toughen the overall competitiveness of the territories involved.

### Partnerships and shared governance

Define agreements and cooperation frameworks among public bodies, private sector organizations and professional bodies to facilitate data sharing, strategic dialogue and the use of participatory tools and collaborative platforms supporting tourism governance.

### Market analysis through a data-driven approach

Conduct analyses aimed at the strategic positioning of the tourism destination, in line with regional strategic guidelines as to the enhancement of the Lombardy System.

## The Regional Observatory on Tourism and Attractiveness

**The Regional Observatory on Tourism and Attractiveness** “studies, trends and evolution of demand and supply in tourism markets, analyses data and develops scenarios, supporting the strategic choices of Lombardy Region in defining measures to strengthen the tourism sector, foster promotion, information and hospitality”.

**The Observatory therefore now represents one of the main knowledge and policy-support tools for tourism policies in Lombardy Region, a cornerstone of the Tourism and Attractiveness Development Plan for the 2026–2028.**

Thanks to an advanced information system and the use of multiple independent sources, the Observatory continuously collects and interprets data on tourist flows, visitor spending, destination sentiment and the

performance of accommodation providers. The information is processed and made available with the highest possible level of detail and, in any case, at least at provincial level, to industry stakeholders, institutions and citizens, providing an up-to-date and reliable overview of the regional tourism ecosystem.

Throughout its development, the Observatory has consolidated a network of partnerships with public and private bodies, universities and research centers, strengthening its role as a knowledge hub and data-driven governance platform. This validated and accessible body of information enables the Region to take prompt action in shaping sectorial policies, guiding planning, promotion and support measures.



## **D Skills and professionalism for high quality tourism**

The evolution of the tourism sector cannot be separated from the skills of the professionals working in it. Digitalization, the creation of experiential itineraries, innovative communication and versatile, targeted promotion are just some of the areas within the tourism sector that require specific skills.

Even those who contribute to promote and valorize the territory, becoming its key ambassadors, must be able to rely on tools and skills that enable them to foster awareness of the places and the outstanding qualities that represent it around the world.

### **Human capital as a resource for tourism development**

Human capital is a fundamental resource; joint and cross-sectoral initiatives must enhance it, also through training and updating programs. While digitalization has opened up new scenarios, especially in the planning and

management of travel experience, the “human” component still plays a leading role and is often a decisive added value for a destination.



#### **Strategic objective**

**To develop new skills and upskill those working in the tourism sector through innovative pathways that integrate digital systems and interpersonal skills.**

Starting from the regional involvement in existing initiatives at European, national and local level - including, for example, the European Union’s “Pact for Skills” - the aim is to boost reskilling and upskilling of tourism professionals, with particular focus on digitalization, sustainability and interpersonal skills, whilst promoting continuous learning

models, especially for small and medium-sized enterprises.

Multi-level collaboration and synergy between different stakeholders are essential for a comprehensive analysis of skills gaps and priorities, as well as for sharing trends and solutions in a sector undergoing rapid and continuous transformation.

## Lines of Action

A coordinated approach involving the various authorities and regional areas of competence.

### Skills development and organizational innovation

Strengthen the professional skills and organizational models of the tourism sector through structured updating pathways, coordination tools and shared digital solutions, thus promoting an integrated and interoperable approach to the management of regional activities.

### Targeted and technological training courses

Promote training programs dedicated to the use of emerging technologies and digital languages, meant to improve the operational skills of tourism professionals and aligning the regional offering with new market trends and the various segments of tourism demand.

### Collaboration between academia and business

Encourage dialogue and collaboration between universities, training centers, trade associations and tourism operators in order to develop joint training programs and spread a culture of innovative, digital and quality-oriented hospitality.



## E Story of territorial identity



Lombardy tells its story through authentic, multisensory and participatory experiences that build networks between territories and people, welcoming the global traveler with advanced digital tools and a deep connection to its cultural roots.

Shared communication and promotion activities are essential conditions for the consolidation and development of tourism in local areas, especially in recent years, where tourism offers are increasingly channeled through the web, social media and communities.

Driven by technology, whose messages have a “short lifespan”, the promotion of territories must be smart and follow a strategic data-driven approach. For this reason, **the Lombardy Region adopts multidimensional promotion policies, which are expressed through specific languages tailored to each communication**

**channel and aimed at telling stories and generating interest — and above all emotions — which are the foundations of new forms of tourism.**

Furthermore, for younger generations, the travel starts on social media, where images and stories of travel experiences generate a strong desire to visit the same places and recreate the same atmospheres.



According to the latest data:

- 71% of users under 35 use Instagram and TikTok as alternative search engines to find travel inspiration
- Instagram is the most widely used channel for travel planning, with usage exceeding 42%;



**Strategic objective**

**To develop shared and integrated communication and promotion activities at regional and national level which, while targeting different audiences, are always coordinated in order to amplify their effectiveness.**

In order to tell the story of local destinations and narrate the experiences that only Lombardy can offer, promotional and communication activities must adopt contemporary languages and innovative tools, capable of reaching new visitor segments and strengthening strategies to attract tourists from foreign and domestic markets, encouraging them to discover parts of the region they are unfamiliar with.

**The aim is to consolidate Lombardy's positioning as a destination suitable to every kind of experience and for all types of tourists,** characterized also by excellence, where the plurality of distinctive factors – from fashion to design and food and wine – represents a competitive advantage and a driving force for the region's tourism and cultural growth. The combined communication campaigns, promoted in Italy and abroad and tailored according to different target audiences (regional, national or international), will be planned and developed to consolidate and refresh Lombardy's image. A narrative of the territory that highlights its areas of excellence – from food, with PDO/PGI products, to fashion and

events – and that allows tourists to feel the energy, vitality and versatility of the regional tourism offering.

The storytelling, which is developed both through the use of traditional communication tools and through digital, multimedia and social network channels, allows to promote the essence of Lombardy, a true “engine of living experiences”; a place where “every visitor can recognize themselves”.

For an effective promotion, it is crucial to adopt a working method that involves and brings together local areas and businesses and which, starting from the territory, integrates experiences that, from fashion and design, connect with local excellences ranging from culture to food and wine, from sport to the environment.

The possibility for locals to show the excellences of the territory and its resources – from the natural environment to typical products – is also a highly important added value and a genuine driving force for promotion, connecting tradition and innovation.

## Promoting events

**Major events represent not only a tourist and economic attraction, but also a strategic lever** identified within the Regional Sustainable Development Plan, which, under strategic objective 6.3.4., sets out the Lombardy Region's aim : focusing on “a closer correlation between the protection and enhancement of its cultural heritage and the consolidation of tourism attractiveness, also through the organization of initiatives and major events that make the Lombardy territory known in Italy, Europe and worldwide. Major events therefore represent an important lever for amplifying regional tourism policies, an opportunity to build a strategy for enhancing and developing the region's positioning in international markets, acting as an accelerator and a strategic tool for bringing territories together”.

Major events, including sporting events, are a key tool in regional marketing policies and a powerful means for promoting the attractiveness of the Lombardy region and enhancing its appeal: for this reason, **the Region intends to maintain and strengthen its support for events of national and international significance, recognizing their value as tools capable of raising awareness of Lombardy and its appreciation around the world.**

These events, which demonstrate the dynamism of the region and its tourism promotion and development policies, not only generate significant economic benefits, but also help to consolidate the region's visibility and reputation, strengthening its image as a dynamic, welcoming destination of excellence,

capable of providing a high-quality experience in every season of the year.

The ability of hosting events of local significance as well, creating a rich calendar covering every period of the year, allows Lombardy to structure its promotion independently of seasonal constraints, with initiatives planned to maintain

a high level of attention on the region's outstanding attractions even during the periods between major events, reaching all tourist target groups and also improving the domestic tourism market.

## An integrated strategy to strengthen the identity and attractiveness of the territory

Lombardy confirms itself as one of the main showcases for "Made in Italy", thanks to its world-renowned excellence in the sectors of fashion, design, craftsmanship and food and wine. With the aim of further enhancing this heritage, the Region aims to **strengthen awareness and the reputation of its territory through an integrated territorial marketing strategy, the promotion of regional tourism products and personalized offers**, allowing tourists to enjoy an immersive experience tailored to their needs.

The purpose is to make Lombardy an increasingly attractive and dynamic destination, capitalizing on the variety and richness of its strengths, which represent a distinctive identity on the national and international stage.

From this perspective, particular attention will be paid to strengthening tourism promotion policies, also thanks to the opportunities offered by the major event "Milano-Cortina 2026" and, above all, by keeping the focus on Lombardy even after the event thanks to the high profile gained in the global media.

The initiatives, which may also involve the organization of B2B events, will involve the entire regional territory and will be developed in cooperation with projects of national and international scope, leveraging new technologies to make communication and the fruition of the tourist offer more effective.



Lombardy looks to the future with vision, responsibility and sensibility and capable of integrating villages and metropolitan areas, nature and culture, local experiences and digital tools, to create a form of tourism that generates value, relationships and shared knowledge.

## Lines of Action

### Multichannel communication campaigns

Direct promotional policies towards the use of advanced languages, technologies and digital platforms, boosting integrated communication methods and tools capable of showcasing the region's offering through dynamic content, updated data and contemporary engagement methods.

### Identity based storytelling and coordinated brand image

Strengthen Lombardy's identity and overall image through shared storytelling strategies and integrated communication plans that enhance experiences and sectors of excellence in a coordinated manner, including fashion, design, food and wine, and cosmetics as distinctive assets of the regional image.

### Strengthening digital promotion channels

Consolidate the role of the in-Lombardia web portal as the central information platform, developing thematic content and sections dedicated to different target groups and integrating tools and services to guide users and facilitate the coordinated access to the regional offering.

### Exploring new markets

Entering new markets or consolidating relationships with traditional markets, building on the legacy of the Olympic Games.

### Tailor-made tourism offering

Thoroughly analyze visitors' expectations and behaviors through feedback and data collection tools, in order to guide the design of services, content and information pathways towards greater alignment with the various segments of demand. Develop proposals which, thanks to the diversity of the offering, provide tourists the sense of reading a narrative of the Lombardy territory that come across their needs.

### Promotion of the experiential tourism attractiveness of the territories

The purpose is to strengthen the partnership with the territory by coordinating an integrated action to promote the experiential tourism attractiveness of local areas, enhancing, in particular, experiences and tourism itineraries, fashion and design sectors, and a line of promotion for experiential itineraries and events.

### Activation of PR channels and International Media Relations

Promote the positioning of the Lombardy as a destination in global target markets in order to exploit the organic and spontaneous visibility (earned media) of the regional brand.

# How to achieve strategic objectives

The Lombardy Region's commitment to study and implement the strategies identified for the development and consolidation of the region's tourism market takes the form of a series of concrete actions involving multiple sectors. Several economic activities have an impact on the attractiveness of a territory and are involved in presenting it to travelers: infrastructures, transport, personal services, enhancement of the natural and cultural environment, etc...

The studies on tourism in Lombardy, as expressed in the Report of the Regional Observatory for Tourism and Attractiveness, point to a destination "experiencing strong growth in tourism development, capable of combining quantity and quality, international appeal and territorial identity. A regional system that is growing in terms of demand, spending and satisfaction, whereas at the same time strengthening its own model of widespread, inclusive and sustainable tourism".

For this reason, the Report continues, "it will be essential to:

- improve the coverage and quality of data, as to monitor the evolution of visitor flows with accuracy;
- support the diversification of the tourism offering and accessibility throughout the entire territory;
- strengthen promotional efforts towards foreign markets, while maintaining high standards of hospitality;
- continue to capitalize on digital data and online reputation, which are now key tools for understanding and guiding tourism strategies".

To harmonize the actions aimed at achieving the common objective, it is therefore necessary

to have a unified governance, involving the entire sector.

Such guidance must be able to:

- strengthen institutional relations by consolidating collaboration between the Ministry of Tourism, relevant Committees, local authorities and universities for effective coordination of tourism policies, and by creating working groups with territories to design coordinated initiatives;
- constantly monitor regional legislation, ensuring it is consistent with legislative developments and European and national directives on tourism;
- support innovation and the digitalisation of tourism through new communication languages and tools, focusing on modern channels, accessible technologies and formats capable of engaging younger generations;
- develop an integrated tourism promotion plan that combines local experiences and narratives, connecting different territories to spread awareness of the offer provided by Lombardy's cultural and creative ecosystem.



**Concluding  
remarks**



The Tourism and Attractiveness Development Plan 2026–2028 provides a rational analysis of the needs of Lombardy Region so that it can become increasingly attractive for new forms of tourism and create real added value for its territories.

A tourism system as complex as Lombardy's requires not only a **strategic planning effort** and **shared governance**, but also a series of **coordinated actions both within the regional authority and with all stakeholders in the sector** as well as **a clear vision of the goals** to be pursued.

The actions highlighted and those to be planned and implemented over the three years period, are always based on an analysis of travelers' needs and the potential of the local territories. The responsible use of resources, the promotion of local excellence and the promotion of experiences will be the key elements in the implementation of this Plan.

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**“Lombardy: an experience to be lived”.**





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