European Tourism Indicator System
For the Sustainable Management of Destinations

Launched in conjunction with:
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Opening Remarks
Prof Graham Miller
Head of School of Hospitality and Tourism Management, The University of Surrey
Principal Investigator, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level

Keynote Speech
Francesca Tudini
Head of Unit, Tourism Policy, Directorate General for Enterprise and Industry, European Commission
European Tourism Indicator System
For the Sustainable Management of Destinations

Indicator System Presentation

Prof Graham Miller
Head of School of Hospitality and Tourism Management, The University of Surrey
Principal Investigator, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level

Peter Krahenbuhl
Principal, Sustainable Travel Consulting
Destination and Standards Expert, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level

Peter Lane
Chair of the Executive, British Destinations
Tourism Sustainability Group (TSG) expert
An Overview of the European Tourism Indicator System

Prof Graham Miller
The University of Surrey
What is the European Tourism Indicator System (ETIS)?

- A management system for tourism destinations consisting of:
  - A Toolkit
  - A set of core indicators
  - An additional set of optional indicators
  - A Dataset to record and store indicator data

- An indicator based system

- Provides a more intelligent approach to tourism planning
Why use indicators to monitor tourism?

- Improved information for decision making
- Effective risk management
- Facilitates prioritisation of action projects
- Performance benchmarking
- Improved community buy-in and support for tourism stakeholders
- Enhanced visitor experience
- Increased bottom-line / cost savings
- Increased value per visitor
The European Tourism Indicator System is:

- Simple to use
- Destination led
- A system that involves, engages and empowers stakeholders
- Flexible
- Cutting edge
- Suitable for any destination (see definition)
What is a destination?

For the purposes of the ETIS, a destination can be defined as:

• A geographic area that is currently or potentially attractive to visitors/tourists

• A place or area which is recognised and can easily be defined as a visitor destination and has a range of facilities and products in place for tourism purposes

• A place or area which is promoted as a destination

• A place or area where it is possible to measure the supply of and demand for tourism services i.e. the visitor economy.

• A place or area where the visitor management process usually includes a range of public and private sector stakeholders together with the host community
The European Tourism Indicator System is not...

- An edict from the European Commission
- Prescriptive
- Overly expensive or time consuming to implement
It is.... For ALL types of European tourism destinations and their management e.g. ........

- Local authority run Tourist Boards
- Destinations such as national parks employing their own destination manager; under a range of job titles.
- Responsibility sub contracted to third party organisations focused on destination management and/or marketing (might have a purely promotional function).
- Private sector associations – tourism businesses in a locality joined together for promotional purposes.
- Destinations who have no formal management, or a combination of the arrangements above.

AND......MULTIPLE SECTORS & DESTINATION MANAGEMENT
Why implement ETIS

General
• Creates vision and guidelines for sustainable tourism development
• Creates a framework for benchmarking, communications and good practice.

Economic
• Identifies resource and financial savings (e.g. energy, waste, water, etc.)
• Provides data to support and develop destination goals
• Protects destination as a tourist attraction
• Develops opportunities for funding
• Enhances branding, marketing and communications
Why Implement ETIS (continued)

Social
• Improves quality life for local people
• Improves relations between residents and tourists

Environmental
• Preserves ecological integrity of destinations;
• Emphasises value and conservation of natural and cultural resources
“This system allows destinations to develop the tourism they want, rather than the tourism they end up with”

Malcolm Bell, Head of Tourism, Visit Cornwall
How ETIS Fits with Existing Systems of Destination Management

Peter D. Krahenbuhl, Sustainable Travel Consulting
Contents

• Background to ETIS
• Evolution of ETIS from other work
• How ETIS differs from previous system(s)
• Practical application / integration of ETIS with other systems
Background to the ETIS - Influences

1992 > Rio Declaration (Agenda 21)
2003 > EC report on sustainability of European tourism
2005 > UNWTO and UNEP agenda of 12 aims for sustainable tourism

**Result:** EU Sustainable Development Strategy (SDS):

- economic prosperity
- social equity and cohesion
- environmental protection
Background to the ETIS (cont’d) – EC Tourism Sustainability Group (TSG)

• 2004>TSG set up by EC to address:
  o Importance of tourism
  o Aims to make tourism more sustainable
  o Recommended processes to overcome challenges

• Mandate for action – DMO guidance

• 2007 – Today> Development of TSG indicators:
  • NECSTouR & EDEN destinations feasibility testing (2010)
  • NECSTouR evaluation and report
  • EDEN evaluation and report by University of Barcelona
  • Improvements made by TSG
Background to the ETIS (cont’d) – Commission’s 2010 Communication

To make “Europe, the world’s No 1 tourist destination: a new political framework for tourism in Europe”:

4 strategic priority groups (21 actions planned):
(1) Stimulate competitiveness in European tourism sector;
(2) Promote the development of sustainable, responsible and high-quality tourism;
(3) Consolidate the image and profile of Europe;
(4) Maximise potential of EU financial policies and instruments

Action 11: European System of Indicators for Sustainable Tourism
Background (cont’d) – Our Work

• Researched 35 indicator systems from across the world; Narrowed to 20 systems and analysed 8 in depth as most relevant to EU destinations

<table>
<thead>
<tr>
<th>Case study Destination or System</th>
<th>Primary reason for selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. UNWTO and Global Sustainable Tourism Criteria (GSTC)</td>
<td>The only internationally recognised set of standards for sustainability monitoring at destination-level</td>
</tr>
<tr>
<td>2. Travelife Sustainability System</td>
<td>One of the most successful European private sector sustainability systems and the only non-destination level system included</td>
</tr>
<tr>
<td>3. Sustainable Tourism Zone of the Caribbean (STZC)</td>
<td>The only regional destination-sustainable tourism monitoring system. Selected for similarity to the European model, simplicity, substantial materials and participatory methodologies</td>
</tr>
<tr>
<td>4. Pan Parks</td>
<td>The most successful monitoring system for parks and protected areas across Europe</td>
</tr>
<tr>
<td>5. Dublin Institute of Technology ACHIEV Model</td>
<td>One of the most successful academic-sourced systems with a well-developed and easy-to-use toolkit</td>
</tr>
<tr>
<td>6. Whistler2020</td>
<td>A destination ski resort that has decided to make sustainability a core community focus. This is the only fully integrated sustainability monitoring system included</td>
</tr>
<tr>
<td>7. Mexico Sustainable Tourism Programme</td>
<td>The world’s widely used and applied national model for sustainable destination assessment</td>
</tr>
<tr>
<td>8. British Destinations</td>
<td>One of the few effective local authority benchmarking systems in Europe. This is run by a trade association and based on a simple questionnaire that provides a means to share best practices amongst user regions</td>
</tr>
</tbody>
</table>
Background (cont’d) – Our Work

- Assessed TSG indicators directly
- Assessed NECSTouR and EDEN reports
- Interviewed NECSTouR and EDEN DMOs
- Tested indicators / toolkit in pilot destinations
- Integrated lessons learned for final Toolkit recommendations
- ETIS Conference presentation and launch
How ETIS Differs but Compliments

- Remit: to build off of TSG Indicators, NECSTouR and EDEN

- Various systems exist, some from within Commission’s 2010 Communication (e.g. Virtual Tourism Observatory); and others evolved separately, (e.g. GRI, EMAS, ISO 14001, GSTC)
End Game?

• Result: a comprehensive **system** including *process* and *methodology* rather than just a list of indicators

• Ongoing Testing & Implementation with destinations

• Improvements and refinement over time
Practical application/integration of ETIS with other systems

Built off of - and compliments - other systems:

- Strong history & expert assessment of other global systems
- Existing foundation (e.g. TSG Indicators, EDEN/NECSTouR)
- Information sharing & public / private partnerships
- *Integration with other systems, e.g. alignment w/ GSTC, Eurostat, tourism economic trend monitoring, etc.*
- Existing stakeholder groups can be utilised where they exist
Potential Synergies Between ETIS and Other Tools

Peter Lane
Chair of the Executive, British Destinations
Tourism Sustainability Group (TSG) expert
Topics to be covered

• Background
• Taking a broader perspective
• Links to other systems
• The ultimate goal?
Background

- Destination Manager
- British Destinations - Benchmarking
- Tourism Sustainability Group
Looking beyond the destination

- Value of comparative information
- Best practice and benchmarking
- Animation
National Perspective

• Value of securing national recognition

• VisitEngland’s approach

• Data warehousing
<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Occupancy (%)</th>
<th>Region</th>
<th>Value</th>
<th>Occupancy (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>59</td>
<td>44</td>
<td>NUTS3</td>
<td>59</td>
<td>44</td>
</tr>
<tr>
<td>2009</td>
<td>53</td>
<td>40</td>
<td>NUTS3</td>
<td>53</td>
<td>40</td>
</tr>
<tr>
<td>2010</td>
<td>56</td>
<td>45</td>
<td>NUTS3</td>
<td>56</td>
<td>45</td>
</tr>
<tr>
<td>2011</td>
<td>63</td>
<td>47</td>
<td>NUTS3</td>
<td>63</td>
<td>47</td>
</tr>
</tbody>
</table>
The British Destinations Example

• Destination Intelligence annual questionnaire survey management and implementation

• Data warehousing
Using other systems

• Securing wider engagement
• The potential of existing organisations and networks
• Synergy with other international systems
The Ultimate Goal

• A European wide comparable system

• The potential of the Virtual Tourism Observatory
European Tourism Indicator System

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The Toolkit Step-by-Step

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President, Sustainable Travel International
Lead Consultant, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level

Heather Clyne
Research Officer, The University of Surrey
Project Manager, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level

Rachel McCaffery
Project Manager, The INTASAVE Partnership
Project Officer, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level

Peter Krahenbuhl
Principal, Sustainable Travel Consulting
Destination and Standards Expert, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level
How to Use the ETIS Toolkit

Louise Twining-Ward
Sustainable Travel International
Where to Find the Toolkit?

www.surrey.ac.uk/eutourismindicators

or

http://ec.europa.eu/enterprise/sectors/tourism/index_en.htm
What is the toolkit for?

- To make it easy for any destination to measure and improve their sustainability
- To equip you with the skills you need to implement a system of indicators in your destination
- To be flexible, inclusive, and accessible for all sizes and types of destinations
What’s in the toolkit?

- **Part 1:** European destination management
- **Part 2:** Step-by-step guide to implementation
- **Part 3:** The core and optional indicators
- **Part 4:** The destination dataset
How many indicators are there?

There are 67 indicators
- 27 core
- 40 optional

Balancing the need to be
- comprehensive
- realistic
- integrated
How are the indicators organized?

Four categories
- Destination management
- Social and cultural impact
- Economic value
- Environmental impact
Destination management indicators

- Have a plan or strategy
- Have a certification system in place for tourism operators
- Conduct regular visitor surveys
- Communicate their sustainability efforts to visitors
Economic value indicators

- Tourist nights
- Daily spending
- Length of stay
- Occupancy rates
- Employment
- Use of local product
Social and cultural impact indicators

- Visitors per resident
- Beds per resident
- Employment by gender
- Accessibility
- Cultural heritage protection

<table>
<thead>
<tr>
<th>Section C: Social and Cultural Impact</th>
<th>Criteria</th>
<th>Indicator Reference</th>
<th>Core Indicators are in Green and Optional indicators are in Blue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>C.1</td>
<td>C.1.1 Number of tourists/visitors per 100 residents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C.1.1.1</td>
<td>Percentage of residents who are satisfied with tourism in the destination (per month/season)</td>
<td></td>
</tr>
<tr>
<td>C.1 Community/Social Impact</td>
<td>C.1.1.2</td>
<td>Number of beds available in commercial visitor accommodation per 100 residents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C.1.1.3</td>
<td>Number of second/rental homes per 100 homes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C.2</td>
<td>Percentage of men and women employed in the tourism sector</td>
<td></td>
</tr>
<tr>
<td>C.2 Gender Equality</td>
<td>C.2.1.1</td>
<td>Percentage of tourism enterprises where the general manager position is held by a woman</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C.2.1.2</td>
<td>Average wage in tourism for women compared to average wage for men (sorted by tourism job type)</td>
<td></td>
</tr>
<tr>
<td>C.3 Equality/Accessibility</td>
<td>C.3.1</td>
<td>Percentage of commercial accommodation with rooms accessible to people with disabilities and/or participating in recognized accessibility schemes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C.3.1.1</td>
<td>Percentage of destination served by public transport that is accessible to people with disabilities and people with specific access requirements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C.3.2</td>
<td>Percentage of visitor attractions that are accessible to people with disabilities and/or participating in recognized accessibility schemes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C.3.2.1</td>
<td>Percentage of visitors satisfied with the accessibility of the destination for those with disabilities or specific access requirements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C.4</td>
<td>Percentage of the destination covered by a policy or plan that protects cultural heritage</td>
<td></td>
</tr>
<tr>
<td>C.4 Protecting and Enhancing Cultural Heritage, Local Identity and Assets</td>
<td>C.4.1.1</td>
<td>Percentage of residents who have positive or negative views on the impact of tourism on destination identity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>C.4.1.2</td>
<td>Percentage of the destination’s biggest events that are focused on traditional/local culture and assets</td>
<td></td>
</tr>
</tbody>
</table>
### Environmental impact indicators

- Modes of transport
- Climate change mitigation
- Waste recycling
- Sewage treatment
- Water consumption
- Energy conservation

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Indicator Reference</th>
<th>Core indicators are in GREEN and OPTITIONAL indicators are in BLUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>D.1.1</td>
<td></td>
<td>Percentage of tourists and some day visitors using different modes of transport to arrive at the destination (public/private and type)</td>
</tr>
<tr>
<td>D.1.1.1</td>
<td></td>
<td>Percentage of visitors using local/soft mobility/public transport services to get around the destination</td>
</tr>
<tr>
<td>D.1.1.2</td>
<td></td>
<td>Average travel [km] by modes to and from home or average travel [km] from the previous destination to the current destination</td>
</tr>
<tr>
<td>D.1.1.2.1</td>
<td></td>
<td>Average travel [km] by same day visitors from and to destination</td>
</tr>
<tr>
<td>D.2.1</td>
<td></td>
<td>Percentage of tourists involved in climate change mitigation schemes—such as city/user, low energy systems, anticipated “adaptation” measures and actions</td>
</tr>
<tr>
<td>D.2.1.1</td>
<td></td>
<td>Percentage of the destination included in climate change adaptation strategy or planning</td>
</tr>
<tr>
<td>D.2.1.2</td>
<td></td>
<td>Percentage of tourism accommodation and attraction infrastructure located in “vulnerable zones”</td>
</tr>
<tr>
<td>D.2.2.1</td>
<td></td>
<td>Percentage of tourism enterprises separating different types of waste</td>
</tr>
<tr>
<td>D.2.2.2</td>
<td></td>
<td>Volume of waste produced by destination (tonnes per resident per year or per month)</td>
</tr>
<tr>
<td>D.3.1.1</td>
<td></td>
<td>Percentage of sewage from the destination treated to at least second stage of treatment or the equivalent</td>
</tr>
<tr>
<td>D.3.1.2</td>
<td></td>
<td>Percentage of commercial accommodation connected to central sewage system and/or employing tertiary sewage treatment</td>
</tr>
<tr>
<td>D.3.1.3</td>
<td></td>
<td>Fresh water consumption per tourist night compared to general standards or maximum consumption per individual</td>
</tr>
<tr>
<td>D.3.1.4</td>
<td></td>
<td>Percentage of tourism enterprises with low-flow shower heads and taps and/or dual flush toilets/waterless urinals</td>
</tr>
<tr>
<td>D.3.1.5</td>
<td></td>
<td>Percentage of tourism enterprises using recycled water</td>
</tr>
<tr>
<td>D.3.1.6</td>
<td></td>
<td>Percentage of water use derived from recycled water in the destination</td>
</tr>
<tr>
<td>D.5.1.1</td>
<td></td>
<td>Energy consumption per tourist night compared to general population average consumption and excess energy use/losses</td>
</tr>
<tr>
<td>D.5.1.2</td>
<td></td>
<td>Percentage of tourism enterprises that have switched to low-energy lighting</td>
</tr>
<tr>
<td>D.5.1.3</td>
<td></td>
<td>Annual amount of energy consumed from renewable sources (MWh) as a percentage of overall energy consumption</td>
</tr>
</tbody>
</table>
What are core indicators?

- Core indicators are those that are common to most global systems, and achievable for most destinations.
- Core indicators are the place to start.
- % certified businesses
- Tourist nights per month
- % accessible rooms
- Waste produced per night
What are optional indicators?

- Remaining indicators are identified as “optional”
- For destinations who are monitoring the core set already and want to do more
- For destinations with more advanced sustainability systems
- % businesses with sustainability reports
- Tourist nights in high and low season
- Accessible transport
- % businesses separating waste
How does the System work?

Act on the results → Collect the data → Set the targets → Assess your results → Communicate to stakeholders → Act on the results
Using the indicators

<table>
<thead>
<tr>
<th>Core Indicator: A.2.1</th>
<th>Percentage of tourism enterprises/establishments in the destination using a voluntary verified certification/labelling for environmental/quality/sustainability and/or CSR measures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reason for measuring</strong></td>
<td>Certification is an indication of industry interest and implementation of sustainable business practices. This indicator looks at the percentage of tourism enterprises that have had an independent verification of their sustainability practices and allows Destination managers and policy makers to create incentives for participation.</td>
</tr>
<tr>
<td><strong>Data requirements</strong></td>
<td>List of certified businesses, list of all registered tourism businesses</td>
</tr>
<tr>
<td><strong>Units of measurement</strong></td>
<td>%</td>
</tr>
<tr>
<td><strong>Terms in glossary</strong></td>
<td>Certification/labelling, Environmental/quality/sustainability</td>
</tr>
<tr>
<td><strong>Data collection instructions</strong></td>
<td>Enterprise Survey</td>
</tr>
<tr>
<td><strong>Method of calculation</strong></td>
<td>Total number of tourism enterprises certified + total number of tourism enterprises * 100 = % of tourism enterprises certified</td>
</tr>
<tr>
<td><strong>Frequency of data collection</strong></td>
<td>Annual</td>
</tr>
<tr>
<td><strong>Reporting format</strong></td>
<td>Pie chart</td>
</tr>
<tr>
<td><strong>International benchmarks</strong></td>
<td>By 2007, total certified tourism products in Europe were estimated to be between 6000 and 10,000; and globally there were just less than 15,000 certified businesses and products.</td>
</tr>
<tr>
<td><strong>Key stakeholders/users</strong></td>
<td>Destination Managers</td>
</tr>
<tr>
<td><strong>Suggested actions</strong></td>
<td>Actions to encourage increased certification by tourism enterprises</td>
</tr>
</tbody>
</table>
How to use the Components of the Toolkit

Heather Clyne
The University of Surrey
The Toolkit

Part 1:
European Destination Management

Part 2:
Step-by-Step Guide to Using the Indicator System

Part 3:
The Core and Optional Indicators

Part 4:
The Destination Dataset
Components of the Toolkit

Destination Profile Form

Suggested Stakeholders & SWG Invitation

Sample Surveys

Detailed Indicator Reference Sheets

Destination Dataset

Glossary
Destination Profile Form

To enable you and other stakeholders to get a 'snap shot' or overview of your destination.
List of Suggested Stakeholders & SWG Invitation Letter Template

Who to invite to be a part of the SWG?
Sample Surveys

Visitor

Resident

Enterprise

Destination Management
Sample Surveys

DESTINATION MANAGEMENT SURVEY

CORE INDICATOR
B.3.1 Direct tourism employment as percentage of total employment
How many residents are directly employed by tourism?

______________

CORE INDICATOR
B.1.1 Number of tourist nights per month
How many tourist nights did your destination register during last year?

______________

OPTIONAL INDICATOR
C.1.1.2 Number of beds available in commercial visitor accommodation per 100 residents
What is the total number of available beds at your destination?

______________

CORE INDICATOR
B.2.2.1 Occupancy rate in commercial accommodation per month and average for the year
Please indicate last year’s occupancy rate at your destination, per month:

<table>
<thead>
<tr>
<th>Month</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
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</tr>
</tbody>
</table>

______________

ENTERPRISE SURVEY

accommodation with rooms accessible to people with recognised accessibility schemes
r, do you have rooms adapted to the special needs of visitors
\[ ] Yes
\[ ] No
\[ ] Not applicable

Her have been inspected for fire safety in the last year
\[ ] Yes in the past year

______________

is involved in destination management/

inviting activities for the destination (e.g.otional / advertising programmes)?

______________

is sustainability efforts to visitors in

university (visitor information brochures, tours, sustainability issues and)

______________
### Detailed Indicator Reference Sheets

**Core Indicator:** D.6.1  
Energy consumption per tourist night compared to general population energy consumption per person night

**Reason for measuring:**  
The energy consumption of the tourism sector is a crucial piece of information for tourism development and planning. Reducing the tourism energy footprint will also save enterprises money.

**Data requirements:**  
Energy usage reports, monthly utilities, annual tourist nights, population

**Units of measurement:**  
Percentage resident/tourist consumption

**Terms in glossary:**  
Energy consumption

**Data collection instructions:**  
Enterprise survey

**Method of calculation:**  
Total energy consumption related to general population (per year or per month) / total number of residents = fresh energy consumption per resident (per year or per month)

Total energy consumption related to tourism (per year or per month) / total number of tourist nights (per year of per month) = energy consumption per tourist night

Compare

**Frequency of data collection:** Annual

**Reporting format:** Bar chart

**International benchmarks:**  
World daily energy consumption per capita is estimated at 135 MJ (a value that includes energy generation and industry).

**Key stakeholders/users:**  
DMO, energy authorities, hotel/tourism associations

**Suggested actions:**  
Increased investment in energy-saving programs for the tourism sector

**References:**  

**Notes:** There is no systematic international country dataset on energy consumption from tourism activities.
**Destination Dataset**

Captures the data collected by stakeholders.

![Excel spreadsheet screenshot](image-url)

<table>
<thead>
<tr>
<th>Section</th>
<th>Criteria</th>
<th>Indicator Description</th>
<th>Unit of Measure</th>
<th>Suggested Target</th>
<th>Destination Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1.1 Sustainable Tourism Public Policy</td>
<td>A1.1.1 Percentage of residents satisfied with their involvement in tourism planning and development</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A1.1.2 Percentage of residents satisfied with their influence in the planning and development of tourism</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A1.2.1 Percentage of tourists satisfied with the destination environment</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A1.3 Sustainable Tourism Management in Tourism Enterprises</td>
<td>A2.1 Number of tourist enterprises/estabishments in the destination</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A2.2 Number of tourist enterprises/estabishments with sustainability agents</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>A2.3 Number of tourists enterprises/estabishments satisfied with destination</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A3 Customer Satisfaction</td>
<td>A3.1 Percentage of respondents satisfied with their overall experience in the destination</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A3.2 Percentage of repeat/return visits (within 5 years)</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A4 Information and Communication</td>
<td>A4.1 Percentage of tourist enterprises/estabishments with a specific section about sustainability issues</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A4.2 Percentage of tourist enterprises/estabishments with a specific section about sustainability issues</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B1.1 Tourism flow (volume &amp; value) at destination</td>
<td>B1.1 Number of tourist nights per month</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B1.1.1 Relative contribution of tourism to the destination's economy (€)</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B1.1.2 Number of same-day visitors (per month)</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B1.1.3 Daily spending (per same-day visitor)</td>
<td>€</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B2.2 Tourism enterprises involved in destination management/competitive marketing</td>
<td>B2.1 Percentage of tourism enterprises/estabishments involved in destination management/competitive marketing</td>
<td>%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

![University of Surrey logo](image-url)
# Glossary

Definitions of useful terms to help you implement the System

<table>
<thead>
<tr>
<th>GLOSSARY TERM</th>
<th>INDICATOR</th>
<th>DEFINITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility</td>
<td>C.3.1, C.3.2, C.3.4.1, C.3.2.1</td>
<td>Accessible tourism (also known as “Access Tourism”, “Universal Tourism”, “Inclusive Tourism” and in some countries such as in Japan “Barrier free Tourism”) is tourism and travel that is accessible to all people, with or without disabilities or age, including those with mobility, visual, hearing, sight, cognitive, or intellectual and psychosocial disabilities. Source: International Council on Active Seniors.</td>
</tr>
<tr>
<td>Accessibility schemes</td>
<td>C.3.1, C.3.2</td>
<td>Recognized system or organization that rates the accessibility of visitor accommodation and attractions. These schemes help operators improve and promote their level of accessibility.</td>
</tr>
<tr>
<td>Available beds</td>
<td>C.1.1.2</td>
<td>The number of accommodation units at a defined destination.</td>
</tr>
<tr>
<td>Biodiversity and landscape protection</td>
<td>D.7.1.1</td>
<td>Biodiversity protection: preservation or safeguarding of the variability among living organisms from all sources including terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part. Landscape protection: preservation or safeguarding of the natural physical setting of the destination.</td>
</tr>
<tr>
<td>Biodiversity monitoring</td>
<td>D.7.1.2</td>
<td>The objective of biodiversity monitoring is to determine if changes to biodiversity have occurred at a particular place, monitoring evaluates the changes caused by a particular event, or evaluates the cumulative effect of change that results from a multitude of usually intertwined circumstances. Source: IUCN, Monitoring Manual.</td>
</tr>
<tr>
<td>Central sewage systems</td>
<td>D.4.1.1</td>
<td>Sewage collection and disposal systems transport sewage through inhabited areas to sewage treatment plans to protect public health, prevent disease and to control water pollution.</td>
</tr>
<tr>
<td>Certification/labeling</td>
<td>A.2.1</td>
<td>Certification: a voluntary procedure that assesses, monitors, and gives written assurance that a business, product, process, service, or management system conforms to specific requirements. It awards a marketable product or service to those that meet or exceed baseline standards. Source: IUCN, Monitoring Manual.</td>
</tr>
<tr>
<td>Climate change adaptation response</td>
<td>D.2.1</td>
<td>Climate change adaptation response is an activity or adjustment in response to actual or expected impacts of projected climate change.</td>
</tr>
<tr>
<td>Climate change adaptation strategy</td>
<td>D.2.1.1</td>
<td>Climate change adaptation strategy is an activity or strategy designed to limit the consequences of climate change, often in four main areas: the production and dissemination of information on climate change and its impacts; the adaptation of standards, regulations, and local policies; the required changes in institutions, and direct adaptation actions at the local level. Source: IUCN, Monitoring Manual.</td>
</tr>
</tbody>
</table>
Where to Find the Toolkit?

www.surrey.ac.uk/eutourismindicators

or

http://ec.europa.eu/enterprise/sectors/tourism/index_en.htm
How to Implement the ETIS – a detailed guide

Rachel McCaffery
Who is the European Tourism Indicator System (ETIS) for?

- A group of **Destination Stakeholders** (the Stakeholder Working Group or SWG), led by a **Destination Co-ordinator**

- To implement ETIS the **existence of a Destination Co-ordinator** is essential
The Role of the Destination Co-ordinator

• The Destination Co-ordinator is effectively a local champion

• He/she could come from a range of backgrounds:
  • Senior representative from the destination marketing board
  • Tourist board
  • Local regional tourism authorities
  • Ministry of tourism
  • Private Sector

• To take on the role an individual will need:
  • The ability to gather and influence stakeholders,
  • Access to relevant data (or ability to access it through others),
  • Be entrusted to store the data (some of it may be sensitive),
  • Have some level of management authority
What else needs to be in place?

- A distinct ‘destination’.
- A community of stakeholders.
- Authority to collect data and act on the results.
- Support from local, regional and national authorities is crucial and...
- It is vital that local authorities understand implementing ETIS is a commercial initiative not just a sustainability initiative.
How to implement ETIS: The Seven Steps

Step 1. Raise Awareness

Step 2. Create a Destination Profile

Step 3. Form a Stakeholder Working Group (SWG)

Step 4. Establish Roles and Responsibilities

Step 5. Collect and Record Data

Step 6. Analyse results

Step 7. Enable ongoing Development and Continuous improvement

Return to SWG to agree priorities and develop a plan of action.
Implementation: Step by Step

STEP 1: Raise Awareness
- Communicate involvement
- Identify stakeholders

STEP 2: Create a Destination Profile
- Identify geographic / jurisdictional boundaries of your destination
- An overview for stakeholders and those less familiar

STEP 3: Bring together a Stakeholder Working Group (SWG)
- Invite relevant stakeholders
- Convene a participatory workshop
- Identify core issues and indicators
<table>
<thead>
<tr>
<th>Indicator theme</th>
<th>Stakeholder could be a senior representative from:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visitor numbers</td>
<td>Tourism authority</td>
</tr>
<tr>
<td>Energy consumption</td>
<td>Local energy provider</td>
</tr>
<tr>
<td>Recycling rates</td>
<td>Municipal waste department</td>
</tr>
<tr>
<td>Biodiversity</td>
<td>Environment Dept and/or local NGO or campaign group</td>
</tr>
<tr>
<td>Quality of tourism jobs</td>
<td>Local university or college</td>
</tr>
<tr>
<td>Community attitudes to tourism</td>
<td>Residents Association or community group</td>
</tr>
<tr>
<td>Occupancy rates</td>
<td>Hotels Association</td>
</tr>
</tbody>
</table>
STEP 4: Establish Roles and Responsibilities

- Responsibility is shared so no one is over-burdened
- Stakeholders collect data for only 1 or 2 indicators each
- SWG Members collect indicator data according to role
- Destination Co-ordinator acts as central point of contact for data collation

STEP 5: Collect and Record Data

- Members have an agreed amount of time to collect data on the indicator(s) relevant to them
- Send data and any comments back to Destination Co-ordinator
STEP 6: Results analysis and benchmarking

- The SWG should re-convene to assess the results together
- The results will identify areas of importance and opportunity
- Stakeholders can then agree priorities, targets and a plan of action to achieve them.

STEP 7: Ongoing Development and Improvement

- The SWG Meet regularly to review progress against targets
- Make longer-term plans, with timelines and update data
- Use data to enhance the destination and tourism experience
ETIS - Benchmarking & Communications

Peter D. Krahenbuhl, Sustainable Travel Consulting
Contents

• Utilising ETIS as part of long term destination management
• Results Analysis & Benchmarking
• On-going development and improvement
• Successful implementation
• Communicating results
Step 1. Raise Awareness

Step 2. Create a Destination Profile

Step 3. Form a Stakeholder Working Group (SWG)

Step 4. Establish Roles and Responsibilities

Step 5. Collect and Record Data

Step 6. Analyse results

Step 7. Enable ongoing Development and Continuous improvement

How to implement ETIS: The Seven Steps
Step 6 – Analyse Results

Results analysis:

• Built-in Dataset & easy to view results
• Identifies areas of importance and opportunity
• Facilitates priorities, benchmarks and action plans

Benchmarking

(1) Over Time
(2) Industry standard benchmarks for similar Destinations
   (lessons learned, info. sharing, communications, etc.)
BENCHMARKING & SHARING EXAMPLE

STEP 7 – Development/Improvement

Benchmarking facilitates ongoing development and Improvement

• Meet regularly to review progress against targets
• Make longer-term plans, with timelines and update data
• Use data to enhance the destination and tourism experience

But in order to get there...
Successful Implementation

- Not overly prescriptive – flexibility & customisable
- Indicator relevance or no data (highlights needs)
- Survey - templates
- Utilise existing stakeholder groups
- Clear guidelines/definitions, support tools, methodology, glossary, etc.
- Institutional support
Communications (Stakeholders)

‘Plug-and-play’ system specific to destinations:
• Creates framework for communications
• Participatory process including transparency and sharing
• Engaging stakeholders & communicating ROI
• Private-public partnerships:
  “The beginning of a collective consciousness”
• Informs policy decisions
• Facilitates sharing between destinations

“We are all trained to see our own backyard. There are several things we all agree on that we could do together with the right platform…” – Pilot Workshop Stakeholder
Communications – Visitor Experience

• Creates framework for communications
• Raises profile of destinations, increases visitor satisfaction and enhances long-term economic benefits from tourism
• Forms foundation for marketing backed by concrete data...
Communications Integration

Key Findings

On average 46% of the energy in participating cities comes from renewable sources.

Hardware

Participating destinations were asked seven questions to help assess the sustainability commitment of the city government and performance of the local infrastructure, an area deemed as "hardware" in this study. While these indicators are much less within the control of the GVB, DBMO and industry partners, it cannot be ignored when discussing the sustainability performance of destinations.

World leaders in climate policy and CO2 emissions reduction

All 16 destinations indicated that there was a climate change action plan in place within their city. These action plans provide a policy structure for local governments to develop and implement strategies to mitigate the effects of greenhouse gas (GHG) emissions. More importantly, they demonstrate a commitment to leadership in addressing the risks and opportunities associated with climate change.

Each city reported their carbon dioxide emissions (CO2) per capita, which ranged from 5.0 to 8.2 metric tons. One clear path to a low-carbon future included Oslo (2.2), Reykjavik (3.5), Trondheim (3.4) and Stockholm (3.7). Typically, this figure is based on CO2 emissions primarily from the burning of fossil fuels. The average for the 16 cities was 5.5 metric tons.

As of August 2013, 191 states have signed and ratified the Kyoto Protocol to the United Nations Framework Convention on Climate Change, including all five Scandinavian countries. Part of the Protocol includes commitments to reduce GHG emissions below 1990 levels. For this study, each destination was asked to indicate their city’s CO2 reduction target percentage for the year 2020 from 1990 levels, and the results ranged from 20% in Helsinki, Oslo, Stavanger and Tampere to a more ambitious 45% in Aarhus and Uppsala and 50% in Aalborg and Karlstad.

Champions of renewable energy and recycling

Achieving these ambitious reduction targets will require a wide range of strategies, including increasing the amount of energy that comes from renewable sources such as wind, solar, hydro and geothermal. The average renewable energy mix of all 16 cities was 41%. The five notable standouts included Gothenburg (90%), Karlstad (90%) and Reykjavik who derives an impressive 100% of their electricity from renewable sources. Diverting waste from landfill is another important strategy to help mitigate climate change because it helps to reduce the amount of methane that is released into the atmosphere. The average rate of diversion, which essentially measures the availability of recycling and incineration in a destination, was 65%. Cities reporting a 90% or greater diversion rate included Aalborg, Copenhagen, Gothenburg, Turku and Uppsala.
Communications Integration (cont’d)

- Online Marketing & Social Media
Open Floor for Questions and Feedback on the Toolkit

Dr Louise Twining-Ward
President, Sustainable Travel International
Lead Consultant, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level

Heather Clyne
Research Officer, The University of Surrey
Project Manager, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level

Peter Krahenbuhl
Principal, Sustainable Travel Consulting
Destination and Standards Expert, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level

Rachel McCaffery
Project Manager, The INTASAVE Partnership
Project Officer, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level
European Tourism Indicator System
For the Sustainable Management of Destinations

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intasave
Where to Find the Toolkit and a copy of today’s presentation slides?

www.surrey.ac.uk/eutourismindicators

or

http://ec.europa.eu/enterprise/sectors/tourism/index_en.htm
European Tourism Indicator System
For the Sustainable Management of Destinations

Pilot Destinations
Roundtable Discussion

Rachel McCaffery
Project Manager, The INTASAVE Partnership
Project Officer, Study on the Feasibility of a European Tourism Indicator System for Sustainable Management at Destination Level

Aivar Ruukel
Local PAN Parks Business Partner in Soomaa National Park

Malcolm Bell
Head of VisitCornwall

Claude Maniscalco
Manager of Saint-Tropez Tourisme

Apolónia Rodrigues
President of Genuineland | Alentejo Network of Village Tourism
Tourism Sustainability Group (TSG) expert
Testing the European Tourism Indicator System

Rachel McCaffery
Background

- Pilot workshops to test the System (given the working title ‘SUSTAIN’) were held in 10 different tourism destinations within the European Union.

- An additional four destinations were selected for ‘light touch’ testing.

- The aim of the testing was to:
  1. Assess stakeholder understanding of ETIS and the implementation process
  2. Generate feedback to refine the system
Testing Consisted of:

**Core testing destinations (10)**
- Three day visit by team of consultants team (2-3 people) which involved:
  - Meeting with the Destination Co-ordinator
  - Facilitating a half day workshop for stakeholders
  - Follow-up and report writing

**Light touch testing destinations (4)**
- Provision of all relevant tools, but no consultant's visit
Selection of Test Destinations:

- From a long list of over 50 destinations a shortlist of 14 were chosen for testing on the basis of:
  - Geographical spread
  - Type of tourism represented
  - Previous involvement with indicator systems and/or sustainability initiatives.
  - Willingness to participate
The ten core testing destinations:

1. St Ives, Cornwall
2. Durbuy, Belgium
3. Alqueva, Portugal
4. Florence, Italy
5. Maastricht, Holland
6. Soomaa National Park, Estonia
7. Calvià, Spain
8. St Tropez, France
9. Oetztal, Austria
10. Brasov, Romania
The 4 light touch test destinations

1. Brighton and Hove, UK
2. Mourne Area of Outstanding Natural Beauty, Northern Ireland
3. The Algarve, Portugal
4. Wild Taiga, Finland
Soomaa National Park

- Estonia's Wetland Wilderness

Aivar Ruukel
Brussels 22. Feb. 2013
Soomaa NP - Land of Peat Bogs
PAN Parks - European Wilderness
Fifth Season
14 case studies on tourism in wetlands

Take a breath of fresh air...
...by visiting wetlands around the world!

Sustainable Tourism in Ramsar Sites and other wetlands

FOCUS ON
- Ramsar Convention and Tourism
- What is sustainable tourism and ecotourism (WTO)?
- Ramsar and UNWTO Publication
- Guidelines and Useful Materials for Sustainable Tourism
- Read the European Charter for Sustainable Tourism in Protected Areas

Share your experience on our FB page

Supported by the Danone Fund for Water
The benefits of the indicator System

- Today such holistic System is not in place
- Local business see it as a tool for better collaboration
- All stakeholders feel the need for this kind of System for making Soomaa better place to live and visit
The relevance of the System

- Flexibility of System ...
- allows to add wilderness indicators
- Focus on all different aspects of sustainable tourism make the System useful
- No of arrivals is not interesting, the Net Profit is!
Challenges in implementing System

- Definition of roles and duties is unclear
- Who should be the coordinating body?
- How to motivate ALL stakeholders to gather data and give input to the System
- As little as possible, as much as necessary
- As cheap System as possible: best use of ICT technology
- Future challenges in analysing data
Thank you!

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aivar@soomaa.com

skype: aivarruuukel
Measuring to Manage

Malcolm Bell

Visit Cornwall
The official tourist board
Presentation Outline

• Introducing Cornwall
• Progress so far
• Stakeholder Engagement
• Data Collection
• Learning and Challenges
• Benefits and Opportunities
• Next Steps
Progress so far...

- Initial Stakeholder meeting
- Increased capacity through Plymouth University
- Destination Profile completed
- Data collection underway for all indicators (core and optional)
- Next Stakeholder meeting planned for 26th March
Stakeholder Engagement (1)

- Limited attendance at the initial meeting
- Agreement that it is very important to monitor sustainable tourism and to be engaged in the project
- Considered a useful tool
- No definitive indicator list adopted
- Visit Cornwall to lead on data investigation and collection for all indicators to see what is available


Stakeholder Engagement (2)

- Insufficient discussion and representation
- Considered a significant task that will require resources and ongoing dialogue
- Concern around data availability
- Shift in focus from St Ives to Cornwall
- Value and benefits need highlighting
**Data Collection**

- Not always available for Cornwall e.g. South West
- Not directly in line with the definition but similar
- Quality of data and interpretation varies
- Relying on a variety of agencies engagement and input
- Economic data more readily available
- Data collection methods in place for some but not asking the right questions
So far 85% there......

Core Indicators

- Data Available
- Under Investigation

4

23
So far 48% there....

Optional Indicators

- Data Available: 19
- Under Investigation: 21
Learning and Challenges

- Need sufficient resources and capacity
- Timeliness (collection and reporting period)
- Data availability concerns
- A lot of the indicators require data from businesses
- Questioning value of ‘percentage’ measures in some instances
- Definitions not always clear enough
- Empowerment and ownership is essential
Benefits & Opportunities

• New data
• Local indicator and data source suggestions
• Links to existing sustainable tourism indicator sets e.g. EUROPARC 2009 and STEPPA 2011
• Links to other Cornwall data collection and monitoring activities e.g. Resilience
• New partnerships e.g. Police
• Awareness raising
Next Steps

• Collect, record and present data
• Review destination profile and indicator findings with Stakeholders
• Review resources and prioritise actions and further research to fill gaps
• Adjust data collection mechanisms
• Secure stakeholder commitment, roles and responsibilities
• Agree application and ongoing monitoring programme
• Benchmark and communication
Malcolm Bell

Head of Visit Cornwall

Thank you

JOIN US
Contribution to sustainable development policy in Saint-Tropez

Claude MANISCALCO
Presentation Outline

• Introducing Saint-Tropez
• Observations (1)
• Observations (2)
• Our aims
• Progress so far
• Stakeholders feedback
Saint-Tropez

- 5,000 inhabitants
- 4,500,000 visitors/year – 80,000 visitors/day in Summer
- Surface area: 2,792 acres – Beaches: 12 kms long
- 5* Hotels: 782 rooms/17 hotels
- 4* Hotels: 314 rooms/9 hotels
- 3* Hotels: 630 rooms/25 hotels
- 2* Hotels: 15 rooms/1 hotel
- Boutique Hotels: 212 rooms/14
- B&B: 58 rooms/14
- +/- 100 restaurants and 800 shops
Observations (1)

- Tourism in France is a key sector of the country’s economy

- The expansion of tourism in favor of world economic development has its limits, notably where environmental protection is concerned.

- This is what we are confronted with in Saint-Tropez, an emblematic destination

- Our tourism policies could be summed up with this simple assertion: Quality rather than Quantity.
Observations (2)

- Urban development policies since always; the commune’s territory is almost entirely occupied by buildings on large plots
- Preservation of architectural heritage
- Maintaining a strong cultural identity (around 40% of our events are linked to local culture)
- Protection of the sea shore (the state conservatory has been working on this since 1975)
With this the survey, our aims are:

- To be witnesses and actors in the challenge for sustainable development
- To eliminate or attenuate obstacles which slow down “good touristic spending habits”
- To increasingly inform and communicate on notions and products linked with sustainable development
- To introduce pedagogical actions aimed at decision makers and clients together
- To contribute to developing secondary advantages stemming from sustainability (enhancing well-being and health, cultural enrichment, social aspect, local fallout ...)
Progress so far

- Initial Stakeholder meeting
- Destination Profile completed
- Data collection for most of the indicators
- Visitors satisfaction survey and global accommodation survey underway for some of the missing indicators
Stakeholders feedback

- Limited attendance at the first presentation meeting
- Agreement that it is very important to monitor sustainable tourism and to be engaged in the project
- Considered a useful tool
Data Collection

- For some indicators: results to be evaluated within minimum 18 months
- Not always available for Saint-Tropez
- Relying on a variety of institutions and professionals engagement and input
- A number of points still need to be tackled by way of surveys, studies, elaborating questionnaires
To pursue a serious and in-depth work within the study, we need means:

- Dedicated staff
- Dedicated budget
Thank you

Claude Maniscalco
Manager of Saint-Tropez Tourisme
EUROPEAN TOURISM INDICATOR SYSTEM FOR SUSTAINABLE MANAGEMENT AT DESTINATION LEVEL

PROGRAMME ALQUEVA DARK SKY® - INDICATORS

FOLLOW-UP FROM CRUCIAL PILOT TEST DESTINATIONS

APOLÓNIA RODRIGUES | GENUINELAND
INDEX

• Background
• Stakeholder Group
• Destination Management Process
• Future
BACKGROUND

- Long term vision for the destination – Agenda for a Sustainable and Competitive European Tourism (2009):
  - Core partnership: one non-profit association (leader), two public organizations and one public enterprise;
  - Strategic document;
  - Working groups meetings (Dark Sky®, Lake Tourism and Indicators);
  - Indicators Working Group – 26 private and public organisations and experts: tourism, agriculture, culture, economy, police forces, regional development, research bodies and scientific organisations, …

- Destination involvement

- Political support
Indicators Working Group started in January 2009 implementing the TSG indicators in Alqueva:

- 2009 – feasibility test of the first TSG list;
- 2010/2011 – feasibility test of the NIT (NECSTour Indicators Task Force) followed by a report;
- 2012 (Sept)/2013 – feasibility test for this System including data collection.
DESTINATION MANAGEMENT PROCESS

- Long Term Vision
- Strong Leadership
- Programme Alqueva Dark Sky®
- Core Partnership and Working Groups
- DMO – Destination Management Organisation
- Where the Puzzle Takes Shape

Destination Differentiation and Reputation
FUTURE
FOLLOW-UP FROM KEY DESTINATIONS

• **The System needs data confirmation:** data collection, questionnaires, indicators adaptation (previous processes), outputs.

• Follow-up from the 10 (plus 4) pilot destinations concerning the implementation of the System. Possibility to join in this phase and in the short term the full NIT (NECSTouR) Destinations and EDEN.

• Need for a web based tool to facilitate the process and share information. The need for benchmarking and networking was identified as fundamental requirement by non NECSTouR or EDEN destinations.
FUTURE FOLLOW-UP FROM KEY DESTINATIONS

• One year for the consolidation of the System was mentioned during the experts and stakeholders meetings.

• Political involvement – necessary but if not visible immediately must be gained over time. A process not to be rushed.

• Reward – the need for a goal or mission to create "pressure". Mentioned as a positive. Not necessarily financial.
  ▸ Key factor to be used in destination marketing.
KEY WORDS

PEOPLE — MOTIVATION — ENTHUSIASM — LEADERSHIP

VISION — COOPERATION — PERSISTENCE — RESILIENCE

FAILURE — SUCCESS
THANK YOU!

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European Tourism Indicator System
For the Sustainable Management of Destinations

Open floor for Questions and Feedback on the Roundtable Discussion

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For the Sustainable Management of Destinations

Conclusions & Next Steps for Implementation

Francesca Tudini

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European Tourism Indicator System
For the Sustainable Management of Destinations

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